



JOBURG | SOWETO | ROODEPOORT



a world class African city

- JOBURG THEATRE-
(SOC)LIMITED

Registration No: 2000/013032/07

trading as
Joburg City Theatres

the **JOBURG THEATRE**



**FIRST QUARTER
PERFORMANCE REPORT
2021/22**

**FINAL DRAFT
SUBMITTED ON 12 OCTOBER 2021**

**JOBURG THEATRE
SOC LIMITED**

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2017**

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ABBREVIATIONS

Abbreviation/ Acronym	Explanation/ Description
AA	Affirmative Action
AFS	Annual Financial Statement
AG	Auditor General South Africa
AGM	Annual General Meeting
ARC	Audit and Risk Committee
BBS	Behaviour Based Safety
BBBEE	Broad Based Black Economic Empowerment
CAPEX	Capital Expenditure
CATHSSETA	Culture Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CCMA	Commission for Conciliation, Mediation and Arbitration
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COJ	City of Johannesburg
EAP	Employees Assistant Programme
EE	Employment Equity
EPWP	Expanded Public Works Programme
EXCO	Executive Management Committee
FY	Financial Year
GAC	Group Audit Committee
GDS	Growth and Development Strategy
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IAC	Independent Audit Committee
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IT	Information Technology
JCT	Joburg City Theatres
JT	Joburg Theatre
KPA	Key Performance Area
GRAS	Group Risk and Assurance Services
KPI	Key Performance Indicator
MANCO	Management Team Committee
MFMA	Municipal Finance Management Act
MOE	Municipal Owned Entity
MOI	Memorandum of Incorporation
MSCMR	Municipal Supply Chain Management Regulations
NED	Non-Executive Director
PANSA	Performing Arts Network South Africa
RAC	Risk Assurance and Compliance
SAMRO	Southern African Music Rights Organisation
SCM	Supply Chain Management
SDA	Service Delivery Agreement
REMSEC	Remuneration, Social and Ethics Committee

RT	Roodepoort Theatre
SETA	Sector Education and Training Authority
SHEQ	Safety Health Environment and Quality
SLA	Service Level Agreement
ST	Soweto Theatre
STAGES	Stages Restaurant
YTD	Year to Date

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. It was operated by the Johannesburg Civic Theatre Association¹.

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. It was then rebranded in 2009 as Joburg Theatre.

Roodepoort City Theatre NPC t/a Joburg Promusica was founded in 1980. The name of the theatre was later changed to the Promusica Theatre, 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.

The strategic rationale for this decision was as follows:

- 1) The governance structures of the entities were regarded as costly and perhaps not the ideal for small entity/ies that, by the nature of the service it offers to communities, will always rely on some funding from the City to be sustainable;
- 2) At the time, the relative independence of the entities had not facilitated an integrated strategic approach and plan for the (sic three) theatres, or indeed for integrated arts and culture advancement and resultant socio-economic benefit within the City.

Therefore, 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.).

The merger of the Joburg Theatre (SOC) Ltd and Roodepoort City Theatre NPC t/a Joburg Promusica was approved by Council on 25 August 2011, 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

¹ *Joburg Theatre – the First 45 Years, 1962–2007. September 2007*

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.

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

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.

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, so as 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”.

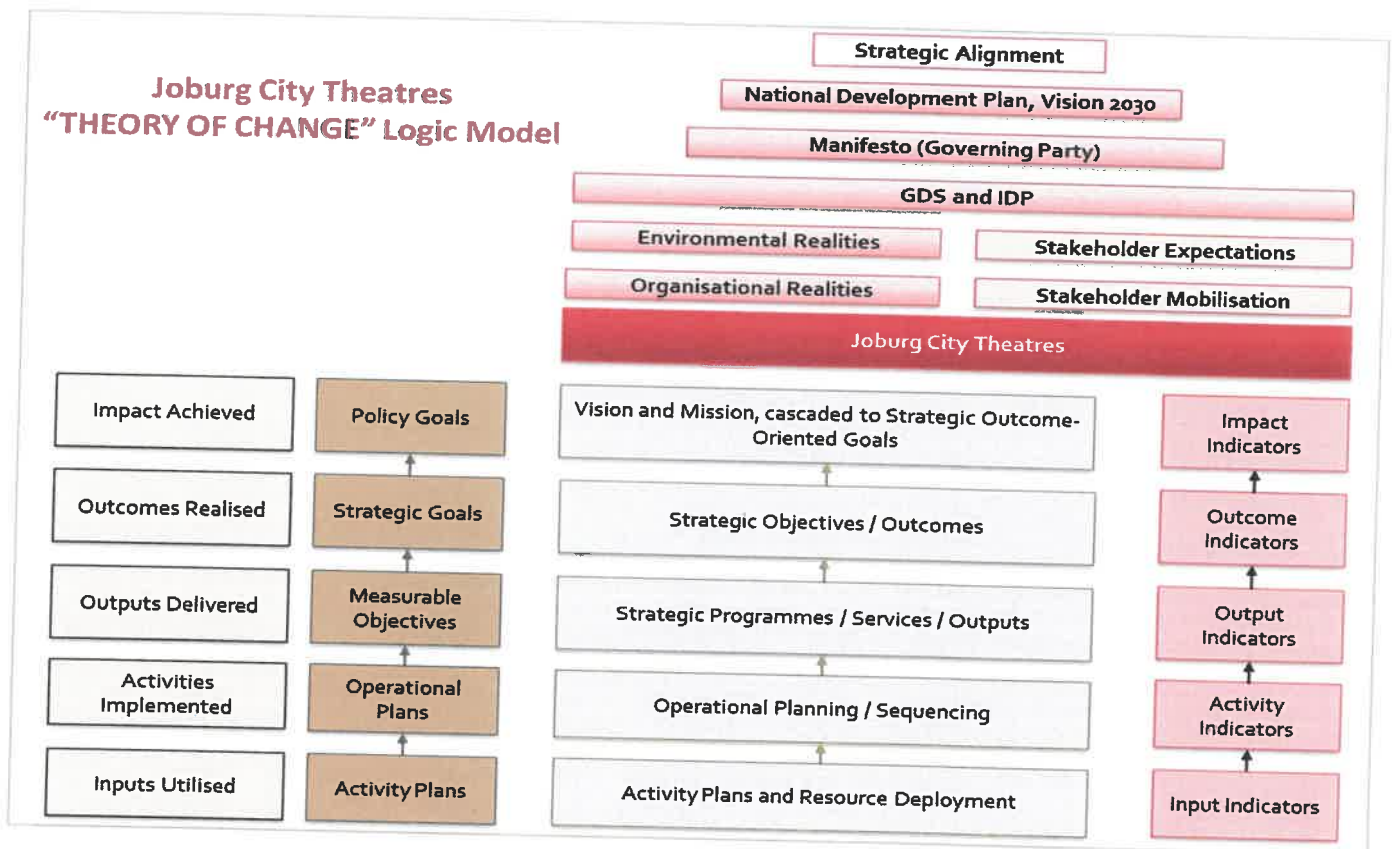
During November to December 2018, Joburg City Theatres thus embarked on an iterative process to critically examine its strategic posture and direction in line with its mandate, and in light of shifts in the environment, which have an impact on its planning and programme delivery. There was a need to 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 and 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 Joburgers 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.

In support of the City of Joburg's Vision:

Johannesburg – a World Class African City of the Future – a vibrant, equitable African city, strengthened through its diversity; a city that provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society. Joburg. My City – Our Future!"

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.*

To support and drive its core strategy, Joburg City Theatres appreciates that values identify the 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 service delivery improvement priorities of the CoJ, as follows:

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

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.”

In support of the NDP, the CoJ **Growth and Development Strategy 2040 (GDS)** presents five systemic outcomes that serve to guide and orientate all planning in the City and shape the priorities of the City to 2040, namely:

Outcomes	What it means in practice
Outcome 1	<p>Improved quality of life and development-driven resilience for all</p> <ul style="list-style-type: none"> ▪ <i>The City envisages a future that presents significantly improved human and social development realities, through targeted focus on poverty reduction, food security, development initiatives that enable self-sustainability, improved health and life expectancy, and real social inclusivity. By 2040, the City aims to achieve substantially enhanced quality of life for all, with this outcome supported by the establishment of development-driven resilience</i>
Outcome 2	<p>Provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy</p> <ul style="list-style-type: none"> ▪ <i>The City plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (e.g. housing, eco-mobility, energy, water, waste, sanitation and information and communications technology), to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives.</i>
Outcome 3	<p>An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens</p> <ul style="list-style-type: none"> ▪ <i>The City of Johannesburg will focus on supporting the creation an even more competitive, 'smart' and resilient city economy, when measured in relation to national, continent and global performance. The City will promote economic growth and sustainability through the meaningful mobilisation of all who work and live here, and through collaborating with others to build job-intensive long-term growth and prosperity, from which all can benefit</i>
Outcome 4	<p>A high performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.</p> <ul style="list-style-type: none"> ▪ <i>The City envisages a future where it will focus on driving a caring, responsive, efficient and progressive service delivery and developmental approach within the GCR and within its own metropolitan space, to enable both to reach their full potential as integrated and vibrant spaces.</i>

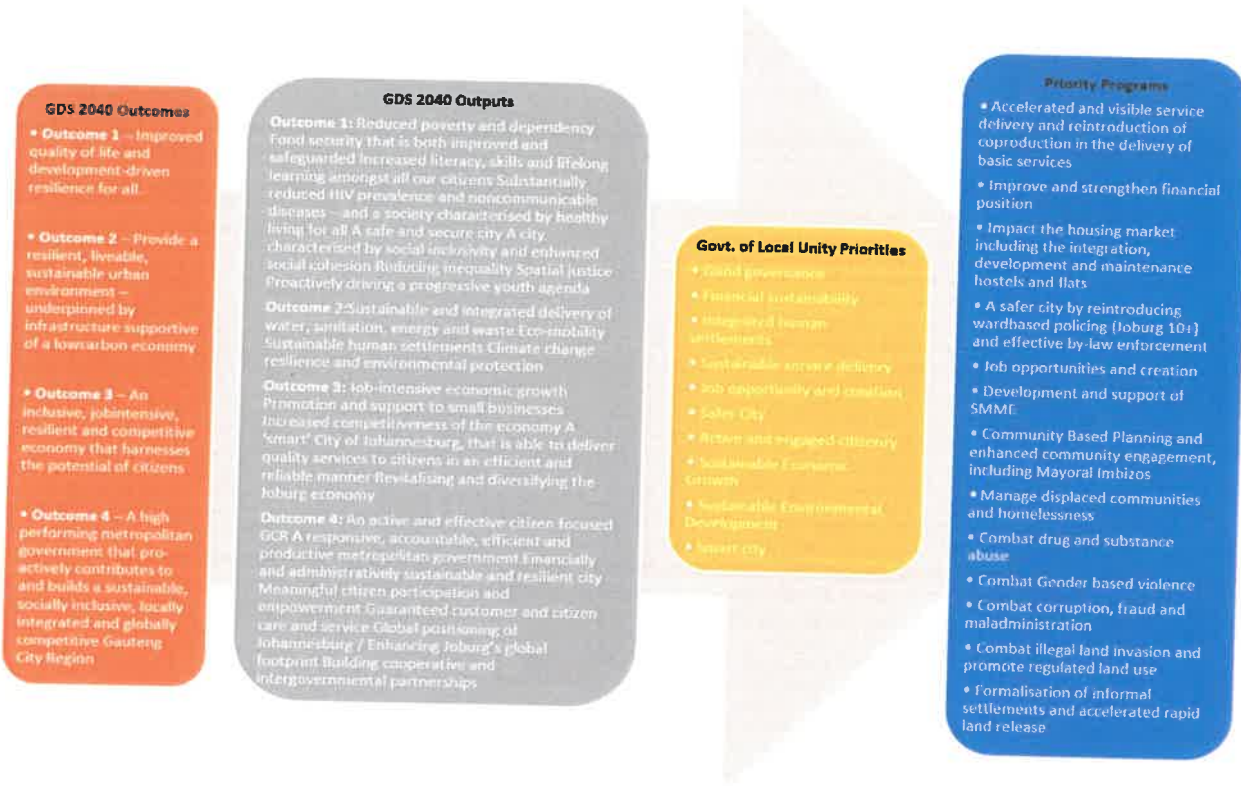
The above strategy and policy imperatives inform this business plan of Joburg City Theatres for the financial year 2021/22. In this regard, Joburg City Theatres is a progressive, complementary and supportive intergovernmental partner of the Department of Arts Culture.

As part of the Social and Human Development Cluster and located under the Department of Community Development with the MMC as Executive Authority, Joburg City Theatres is primarily tasked to support **GDS Outcome 1**, aimed at a future that presents significantly improved human and social development realities in the City; and to ensure an integrated approach to providing a comprehensive and effective service to all citizens of the City.

It is noted that JCT also contributes significantly to **GDS Outcome 1**, in terms of ensuring the role of the arts and creative industries in supporting a growing, diverse and competitive economy that creates jobs.

In turn, the following diagrams reflect the alignment of the GDS the new strategic agenda and the Government of Local Unity (GLU) priorities.

Alignment to the New Strategic Agenda:



The Aligned CoJ Priorities:

The above priorities 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:

COJ PRIORITIES AND IDP PROGRAMMES	JOBURG CITY THEATRES STRATEGIC FOCUS AREAS (Informing JCT Strategic Objectives and Key Result Areas)
<ul style="list-style-type: none"> ➤ COJ Priority 7: Active and Engaged Citizenry IDP Programme 7, 9 & 10: ➤ Community Based Planning and enhanced community engagement, including Mayoral Imbizos 	<ul style="list-style-type: none"> ▪ Audience development; ▪ Arts education and arts talent development. ▪ Theatre open days ▪ Mobile theatre truck – take theatre to communities;

COJ PRIORITIES AND IDP PROGRAMMES	JOBURG CITY THEATRES STRATEGIC FOCUS AREAS (Informing JCT Strategic Objectives and Key Result Areas)
<ul style="list-style-type: none"> ➤ Combat drug and substance abuse ➤ Combat Gender based violence 	
<p>COJ Priority 5: Job opportunity and creation</p> <ul style="list-style-type: none"> ➤ IDP Programmes 5: Job opportunities and creation 	<ul style="list-style-type: none"> ▪ Expanded Public Works programmes (EPWP) opportunities ▪ Provide opportunities for the youth, including development of future arts practitioners ▪ Work opportunities created at JCT
<p>COJ Priority 4: Sustainable Service Delivery</p> <ul style="list-style-type: none"> ➤ IDP Programme 1: Accelerated and visible service delivery and reintroduction of coproduction in the delivery of basic services 	<ul style="list-style-type: none"> ▪ Thematic productions; ▪ Host, develop and stage productions that tell the story – and promote civic pride / cohesion; ▪ Customer care improvement; ▪ Integrated programming of the theatres ▪ Ensure efficient and effective internal business processes and systems.
<p>COJ Priority 1: Good Governance</p> <p>IDP Programme 11:</p> <ul style="list-style-type: none"> ➤ Combat corruption, fraud and maladministration 	<ul style="list-style-type: none"> ▪ Put mechanisms in place to verify observance of code of conduct and ethics and make it known within JCT; ▪ Perform a comprehensive fraud risk assessment as part of the operational risk assessment; ▪ Develop and deploy preventative and detective fraud control activities; ▪ Formulate and collate a fraud response plan to ensure a coordinated approach to investigation and corrective action.
<p>COJ Priority 2: Financial sustainability</p> <ul style="list-style-type: none"> ➤ IDP Programme 2: Improve and strengthen financial position 	<ul style="list-style-type: none"> ▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue; ▪ Increase asset utilisation and leveraging investment; ▪ Well planned and implemented CAPEX and maintenance programme. ▪ Cost efficiency across value-chain;
<p>COJ Priority 8: Sustainable Economic Development</p> <ul style="list-style-type: none"> ➤ IDP Programme 6 Development and support of SMME 	<ul style="list-style-type: none"> ▪ SMME support; ▪ Ensure sound and consistent supply chain management processes that support preferential procurement, and enhance the contribution of JCT to enterprise development; ▪ Cultivate local entrepreneurs / suppliers.

COJ PRIORITIES AND IDP PROGRAMMES	JOBURG CITY THEATRES STRATEGIC FOCUS AREAS (Informing JCT Strategic Objectives and Key Result Areas)
<p>COJ Priority 10: Smart city</p> <p>➤ IDP Programme 1: Accelerated and visible service delivery and reintroduction of coproduction in the delivery of basic services</p>	<ul style="list-style-type: none"> ▪ Theatre production streaming ▪ Offering free wifi in theatre venues
<p>COJ Priority 7: Active and Engaged Citizenry</p> <p>➤ IDP Programme 1: Accelerated and visible service delivery and reintroduction of coproduction in the delivery of basic services</p>	<ul style="list-style-type: none"> ▪ THEMATIC FOCUS OF PRODUCTIONS: (Edu-tainment and productions that address issues). ▪ Relevant programming; ▪ Host, develop and stage productions that tell the story – and promote civic pride / cohesion; ▪ Culture, heritage and arts appreciation and education.
<p>COJ Priority 8: Sustainable Economic Growth</p> <p>➤ IDP Programmes 5 & 6: Job opportunities and creation Development and support of SMME</p>	<ul style="list-style-type: none"> ▪ Audience and content development; ▪ Arts education and arts talent development. ▪ Promote accessibility to JCT venues and improve the utilisation of facilities; ▪ Promote the visibility of facilities and JCT brand; ▪ Take arts to communities.
<p>COJ Priority 4: Sustainable Service Delivery</p> <p>➤ IDP Programme 1: Accelerated and visible service delivery and reintroduction of coproduction in the delivery of basic services</p>	<ul style="list-style-type: none"> ▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue; ▪ Cost efficiency across value-chain; ▪ Customer care improvement; ▪ Integrate the programming of the theatres and integrate the value chain of the theatres; ▪ Ensure efficient and effective internal business processes and systems.
<p>COJ Priority 1: Good Governance</p> <p>➤ IDP Programme 11: Combat corruption, fraud and maladministration</p>	<ul style="list-style-type: none"> ▪ Put mechanisms in place to verify observance of code of conduct and ethics and make it known within JCT; ▪ Perform a comprehensive fraud risk assessment as part of the operational risk assessment; ▪ Develop and deploy preventative and detective fraud control activities; ▪ Formulate and collate a fraud response plan to ensure a coordinated approach to investigation and corrective action.

COJ PRIORITIES AND IDP PROGRAMMES	JOBURG CITY THEATRES STRATEGIC FOCUS AREAS (Informing JCT Strategic Objectives and Key Result Areas)
<p>COJ Priority 9: Sustainable Environmental Development</p> <p>➤ IDP Programme 2: Impact the housing market including the integration, development and maintenance hostels and flats</p>	<ul style="list-style-type: none"> ▪ Promote accessibility to JCT venues in support of quality liveable spaces / urban revitalisation around the precincts; ▪ Increase asset utilisation and leveraging investment; ▪ Well planned and implemented CAPEX and maintenance programme.
<p>COJ Priority 2: Financial sustainability</p> <p>➤ IDP Programme 2: Improve and strengthen financial position</p>	<ul style="list-style-type: none"> ▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue; ▪ SMME support; ▪ Ensure sound and consistent supply chain management processes that support preferential procurement, and enhance the contribution of JCT to enterprise development; ▪ Cultivate local entrepreneurs / suppliers; ▪ Encourage urban regeneration in Braamfontein / Newtown and Jabulani Cultural Precinct nodes, in order to stimulate economic growth in contribution to the 5% target.

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 both the GDS 2040 and CoJ strategic priorities and outcomes of the Government of Local Unity.

Five 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 to respond to the above strategic focus areas.

- 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. Though the cluster contributes to all four strategic outcomes as set out by the 2040 GDS, it is primarily organised around **outcome Outcome 1: Improved quality of life and development-driven resilience for all.**

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"**.

In delivering its core functions and services, Joburg City Theatres is aligned to, and supports the vision of the City of Johannesburg as articulated in the GDS:

Johannesburg – a World Class African City of the Future – a vibrant, equitable African city, strengthened through its diversity; a city that provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society. Joburg.

My City – Our Future!

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 as a result of Joburg City Theatres' intervention, and are elaborated upon in the table below:

Five 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 to respond to the above strategic focus areas.

The Strategic Objectives are framed as statements that describe the outcome expected as a result of Joburg City Theatres' intervention and are elaborated upon in the table below:

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Table 3: Joburg City Theatres Strategic Objectives

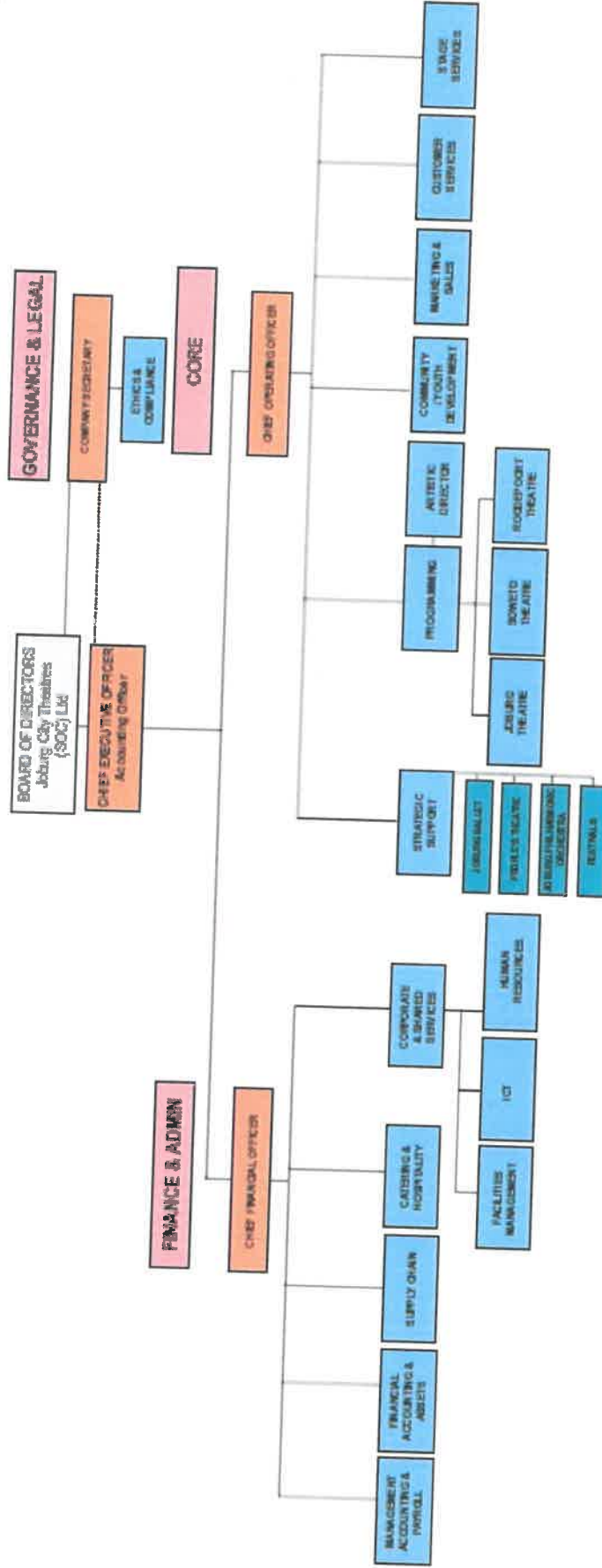
Joburg City Theatres Strategic Objective (Towards achieving the mandate, mission and Strategic Priorities)	Objective Description and Focus Areas	CoJ Priority Alignment
<ul style="list-style-type: none"> ● Provision of opportunities for the youth, including future arts practitioners and entrepreneurs. 	<ul style="list-style-type: none"> ▪ Support local content development; ▪ Support for youth development programmes; ▪ Facilitate partnerships and co-productions that widen the participation of local producing partners engaged with JCT; ▪ Implement structured opportunities for the development of the talents and skills of young people in the arts; and ▪ Sound and consistent supply chain management processes that support preferential procurement, and enhance the contribution of JCT to enterprise development. 	<ul style="list-style-type: none"> ▪ Active and engaged citizenry ▪ Job opportunity and creation ▪ Sustainable Economic Growth
<ul style="list-style-type: none"> ● High quality performing arts and entertainment experiences and facilities. 	<ul style="list-style-type: none"> ▪ Excellence in delivery of the JCT core business, in support of the mandate, vision and mission; ▪ Supporting the development and creation of work; ▪ Strengthening the acquiring and hosting of local and international work; ▪ Facilitate production partnerships with theatres in South Africa and the African Diaspora for the development of productions from African stories; ▪ Ensuring facilities and infrastructure are in excellent condition; and ▪ Monitor and enhance customer satisfaction and the achievement of service standards. 	<ul style="list-style-type: none"> ▪ Sustainable service delivery ▪ Financial sustainability ▪ Job opportunity and creation ▪ Smart City
<ul style="list-style-type: none"> ● Affordable access to and use of theatres by communities. 	<ul style="list-style-type: none"> ▪ Thematic productions that address issues; ▪ Engagement with arts practitioners, private sector and communities in bringing new audiences into contact with JCT programmes; 	<ul style="list-style-type: none"> ▪ Job opportunity and creation ▪ Active and Engaged Citizenry ▪ Sustainable service delivery

Joburg City Theatres Strategic Objective (Towards achieving the mandate, mission and Strategic Priorities)	Objective Description and Focus Areas	CoJ Priority Alignment
	<ul style="list-style-type: none"> ▪ Develop future audiences by providing discounted tickets to learners; ▪ Provide access to JCT venues; ▪ Accessibility to theatres venues for people living with disabilities; and ▪ Mechanisms and approaches that assist to make theatre going practical for various communities; 	
<ul style="list-style-type: none"> • Good governance, financial sustainability and sound management. 	<ul style="list-style-type: none"> ▪ Balance the imperative for revenue generation with socio-economic development; ▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue; ▪ Increase asset utilisation and leveraging investment; ▪ Cost efficiency across value-chain; ▪ Customer care improvement; ▪ Integrate the programming of the theatres and integrate the value chain of the theatres; and ▪ Ensure efficient and effective internal business processes and systems. 	<ul style="list-style-type: none"> ▪ Good Governance ▪ Financial Sustainability
<ul style="list-style-type: none"> • Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT. 	<ul style="list-style-type: none"> ▪ Build JCT brand awareness and grow market share of JCT as a leading brand; ▪ Build JCT visibility through enhanced marketing, communication and stakeholder management; ▪ Leveraging of mutually beneficial partnering agreements and joint programmes; and ▪ Fundraising and donations. 	<ul style="list-style-type: none"> ▪ Sustainable Service Delivery ▪ Financial sustainability

Section 3: Salient Features

- JCT managed to stream 5 productions
- **85% scorecard** and **Capex expenditure of 39%** achievement
- The highlights for the quarter were as follows:
- **Soweto Theatre** - My community Cooks with Vuma; Speaker's Dialogue: The role of local Government in the fight against LGBTI and femicide; Best of the Best Mbhaqanga Legendary Artists Performances & Exhibition; A Raisin in the Sun; Mzansi Musical Theatre Show; Seven Colour Sundays
- **Roodepoort Theatre** - South African Body of Dance (SABOD); Afrikaanse Taal-en Kultuurvereniging (ATKV Culture Festival) -The Afrikaans Language and Culture Association; IBFF Women's Month Showcase; Westside Comedy Jam; Roodepoort Dance Hybrid Festival; Aladdin JR.
- **Youth and Community Development** programmes continued across all three theatres as detailed in the body of the report.
- Joburg Theatre launched **Jozi Food and Music Saturdays** that will take place twice a month from Saturday, the 4th of September, 2021, with food and live music at Joburg Theatre's Stages Restaurant in Braamfontein, Johannesburg.
- The average spend for JCT on BBBEE is **98%** while spend on SMMEs averages at **66%**
- The revenue for 1st quarter of 2020/21 financial year was R49.7 million and in the 2021/22 is R55.8 million representing an increase of 12%.
- The earned revenue 2020/21 was R6.9 million and in the 2021/22 is R11.4 million representing a reduction of 66%.
- Hospitality and catering revenue for 2020/21 was R1.4 million and in the 2021/22 is R3.7 million representing an increase of 160%.

Section 4: High-Level Organisational Structure



JOBURG CITY THEATRES
(SOC) Ltd
Company Organogram

Section 5: Chairperson's Foreword



This report details the progress and performance of Joburg City Theatres (JCT) during the first quarter of the fiscal year 2021/22, in accordance with the City of Johannesburg's prescribed reporting template, and imperatives outlined in the approved Business Plan that are aligned with the City of Johannesburg's key priorities.

First quarter of the financial year have presented an array of challenges and opportunities. Key among the features that have characterised the operating environment during the period under review is the continuation of effects of COVID19. In response to this challenge, the entity is consistently implementing plans in fulfilment of its dual role as employer and provider of *"A world class home of live entertainment, providing sustainable, development-oriented and diverse programming"* In its core role as provider of *"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"*. This possibility has remained firmly in our sights as we relentlessly ensured throughout the period under review that adherence to regulations and the implementation of preventative measures remains a top priority. Key among measures implemented in this regard is to provide supportive infrastructure and services.

JCT, like the rest of the globe, was confronted with the same pandemic challenges, which necessitated immediate adapted operations in accordance with the National Risk Adjusted Strategy. The corporation adapted and flexed like a palm tree, swaying to the winds of change but remaining securely planted on the earth. Change is unavoidable, and the organization adjusted quickly. The Covid-19 pandemic continues to offer operational problems and has the potential to disrupt business models for a lengthy period of time, necessitating continual changes to existing strategies.

In the period under review, the Accelerated Service Delivery Programme was introduced by the City aligned to the Government of Local Unity (GLU) and Mayoral Priorities which demand adjustments to the operating model by refocusing activities on augmented, fast tracked visible services. The organisation identified and aligned sub-programmes to the pronounced pillars with clear timelines.

The JCT Team serve the citizens of Joburg with sheer determination, efficacy and prudence. This is detailed in the performance of the organisation against the strategic goals which can be viewed in Chapter 3, Section 5: Performance against the scorecard. **An achievement of 85% on company's Key Performance Indicators and 39% on capital expenditure budget against the target of 10%.** The positive results attained in the quarter under review are a testimony to the hard work and commitment of management and staff of JCT.

Through the management team, JCT continued in the quarter to display commitment to service delivery streams. JCT Board of director and its oversight committees continue to give full support to management in preparations and conclusion of the auditor general process, ensuring the delivery of efficient and reliable service to the City of Joburg and its citizen.

JCT's business is managed under the direction of the Board of Directors that directs, governs and effectively control the company by delegating to the Chief Executive Officer, and through that individual to other senior

management, the authority and responsibility for managing the company's business. The 2020/21 Business Plan has been finalized, approved and implemented. JCT considered challenges that emanates from Covid19 and lockdown restrictions and to make sure that we deliver programmes that are relevant to our communities and theatres are accessible to the general public.

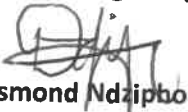
The Board continues to execute its fiduciary duties through its various sub - committees. The commitment and accountability by members is evidenced through the attendance and constructive contributions made by the Directors during deliberations on various critical business matters.

The Company's policies as well as Board and Board Sub Committee Charters are required to be reviewed on an annual basis and these were reviewed and presented to the Board Committees and the Board during the period under review. A special virtual Audit and Risk Committee (ARC) and Board of Directors (BoD) meetings were held wherein ARC and BoD considered the JCT's Integrated Annual Report and Annual Financial Statements for 2020/21 financial prior to submission of same to the Auditor General South Africa.

I am confident that JCT will continue to attain set targets while concurrently addressing and refining the levels of service delivery provided to the Joburg communities we serve.

With the present worldwide COVID-19 pandemic, we recognize the local effect of global calamities and how tiny our world has become as a country. As a result, we must look at our environment through new lenses and rethink the resilience of our communities. Despite the fact that this epidemic is a tragedy for our economy and society as a whole, it provides us with a chance to focus our joint efforts on strengthening our reach to disadvantaged areas that demand strategic and immediate attention in order to deliver our creative offering.

I would like to thank the board of directors and the independent audit committee for providing oversight and strategic guidance to guarantee the company's long-term survival and governance. Finally, I'd want to express our thanks as the JCT Board and thank our MMC, Cllr Margaret Arnolds, for her strategic leadership as the shareholder's representative, the City Manager for advice and ongoing assistance, and the Executive Mayor for his vision in guiding this great and dynamic City.



Desmond Ndzipho
Chairperson of the Board
Joburg Theatre (SOC) Ltd

Section 6: Chief Executive Officer's Report



Joburg City Theatres continues to be agile and responsive to change. The first quarter of the financial year 2021/22 started very slow for the theatre due to tightened Covid-19 restrictions to contain 'third wave'. Under the restrictions announced at the end of June 2021, the country was put on adjusted Alert Level 4 from 28 June to 25 July then moved to alert level 3 from 26 July to 12 September and eased to alert level 2 from 13 to 30 September 2021. During this time all gatherings were prohibited under alert level 4 and eased to 50 and 250 indoors under alert level 3 and 2. This meant cancellation / postponement of planned productions as it was not financially viable to continue with the limited numbers.

The arts and culture fraternity's livelihoods is still in distress as a result of the COVID-19 pandemic. JCT progressively continued to do its part in making provision for artists to make a living by keeping its doors open. It is not an easy task as one entity cannot make full impact, only a limited group of artists can be reached due to financial constraints. What theatres and entertainment venues need now more than ever is for patrons to come back in numbers and support theatre so that we are able to create more work and plough back to the creative sector.

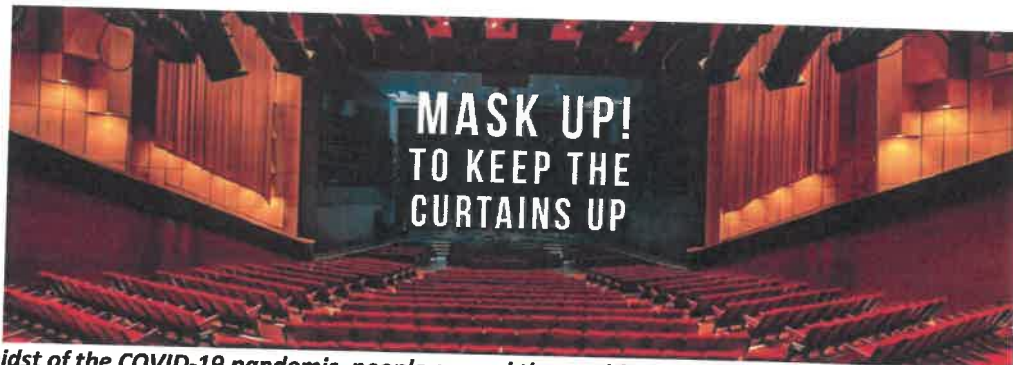
We continue to mourn loved ones and during this quarter JCT was not immune to these losses. Whilst the City of Johannesburg community was still mourning the passing of Executive Mayor Geoffrey Makhubo, the newly elected Executive Mayor Jolidee Matongo tragically departed. Joburg Theatre lost two long serving members of staff, Bruce Buck and Bab'Dlamini followed by a long serving customer service usher at Soweto Theatre Amelia Ramalepe. We are deeply saddened about these losses and extend our heartfelt condolences to the families, friends and colleagues. Your memory will live within us forever, Lalani ngoxolo and rest in power.

SCORE CARD PERFORMANCE

JCT has 22KPIs, for the period under review only 20KPIs were measured. The overall score for the First Quarter is **85% achievement**; and **39% achievement** on capital expenditure budget against the target of 10%.

ARTISTIC PERFORMANCE

In efforts to comply with COVID restrictions JCT has taken every precaution to ensure the safety of staff and those utilising the theatres. JCT promoted a **mask up to keep theatre alive** messaging campaign on digital media to encourage the public to adhere to the COVID-19 protocols to assist in curbing the spread so that theatre and live entertainment can be back and kept alive.



*In the midst of the COVID-19 pandemic, people around the world turned to the arts. Help us curb the spread.
[#KeepTheatreAlive](#) [#MaskUp](#)*

Following the announcement of lockdown restrictions in June 2021, the City of Johannesburg's Department of Arts, Culture and Heritage in Partnership with Joburg Theatre and Vuyani Dance Theatre announced the postponement of Cion: Requiem of Ravel's Bolero to allow theatre-goers to experience the magic of the

production with a bigger audience on the iconic Mandela stage. The reduced numbers in the venues makes it nearly impossible for the theatres to endure a financially viable production.

This was not an easy decision to conclude, our supporters and patrons were looking forward to this amazing production, however in all honesty, it would be fair on the show to be staged with a bigger audience that we are accustomed to. We remain hopeful that the new year will bring us good tidings and the circumstances will be convenient and safe for bigger numbers to be welcomed in our theatres.

As part of the themed programming to commemorate special days the themes for the first quarter across Joburg Theatre, Soweto Theatre and Roodepoort Theatre was themed around Mandela month, Women's month and Heritage month.

The highlights for the quarter were as follows:

Joburg Theatre - streaming of virtual poetry and music event, Long Nights of the Poets; Soweto Gospel Choir shoot; Solo Flight by Joburg Ballet; Johannesburg International Arts Alive launch; Jazz@Artsalive filming and streaming; Soweto Pride launch; annual Shakespeare Schools Festival 2021; Little Miss & Miss Teen United Nations South Africa.

Soweto Theatre - My community Cooks with Vuma; Speaker's Dialogue: The role of local Government in the fight against LGBTI and femicide; Best of the Best Mbhaqanga Legendary Artists Performances & Exhibition; A Raisin in the Sun; Mzansi Musical Theatre Show; Seven Colour Sundays

Roodepoort Theatre - South African Body of Dance (SABOD); Afrikaanse Taal-en Kultuurvereniging (ATKV Culture Festival) -The Afrikaans Language and Culture Association; IBFF Women's Month Showcase; Westside Comedy Jam; Roodepoort Dance Hybrid Festival; Aladdin JR.

Youth and Community Development programmes continued across all three theatres as detailed in the body of the report.

We continue to rise to the challenge of our new normal of life in a global pandemic, Joburg Theatre launched **Jozi Food and Music Saturdays** that will take place twice a month from Saturday, the 4th of September, 2021, with food and live music at Joburg Theatre's Stages Restaurant in Braamfontein, Johannesburg.



Trailed by an electrifying October programming under the theme 'Give Hope to Save Lives through music and food for Breast Cancer Month and Mental Awareness Month; the JOZI FOOD & MUSIC SATURDAYS will upward with celebrations leading to the November Disability Rights Awareness Month; and the 2021 programme will close off in December with phenomenal themes tied to World Diabetes Day, World AIDS Day and World Leprosy Day to be resumed again in 2022 with a Valentine's Day celebration melody welcoming the new year.

We envision the Programming as a major part of the annual Joburg Theatre calendar, enabling the people of the city to enjoy their Saturdays meaningfully to uplifting and sustaining the social economy and helping artists during the COVID-19 challenging times.


FINANCIAL PERFORMANCE

JCT recorded a trading surplus of R7.8m for the 1st Quarter against the budgeted surplus of R2.3m. The surplus was caused by a combination of 2% good performance on revenue and 9% savings on expenditure due to the closure of theatre under nationwide lockdown under alert level 4.

HUMAN RESOURCES

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, 2% of human capacity comprises of interns which are placed within various departments and 38% of temporary/Adhocs staff members.

I am grateful for the hard work and dedication of the EXCO, MANCO and all JCT staff who continue to display resilience during hard times and ensuring the despite the challenges we face, the show must go on. I would like to thank and acknowledge the Board members led by the Chairperson, Mr Desmond Ndzapho, who are always supportive of the advances we make. I appreciate the ongoing support from Cllr Margaret Arnolds in her portfolio as MMC responsible for Community Development. We look forward to welcoming our patrons in big numbers as lockdown regulations are eased and promise to give them an exciting line-up in the second quarter with full compliance of COVID-19 regulations.



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

Section 7: Chief Financial Officer's Report



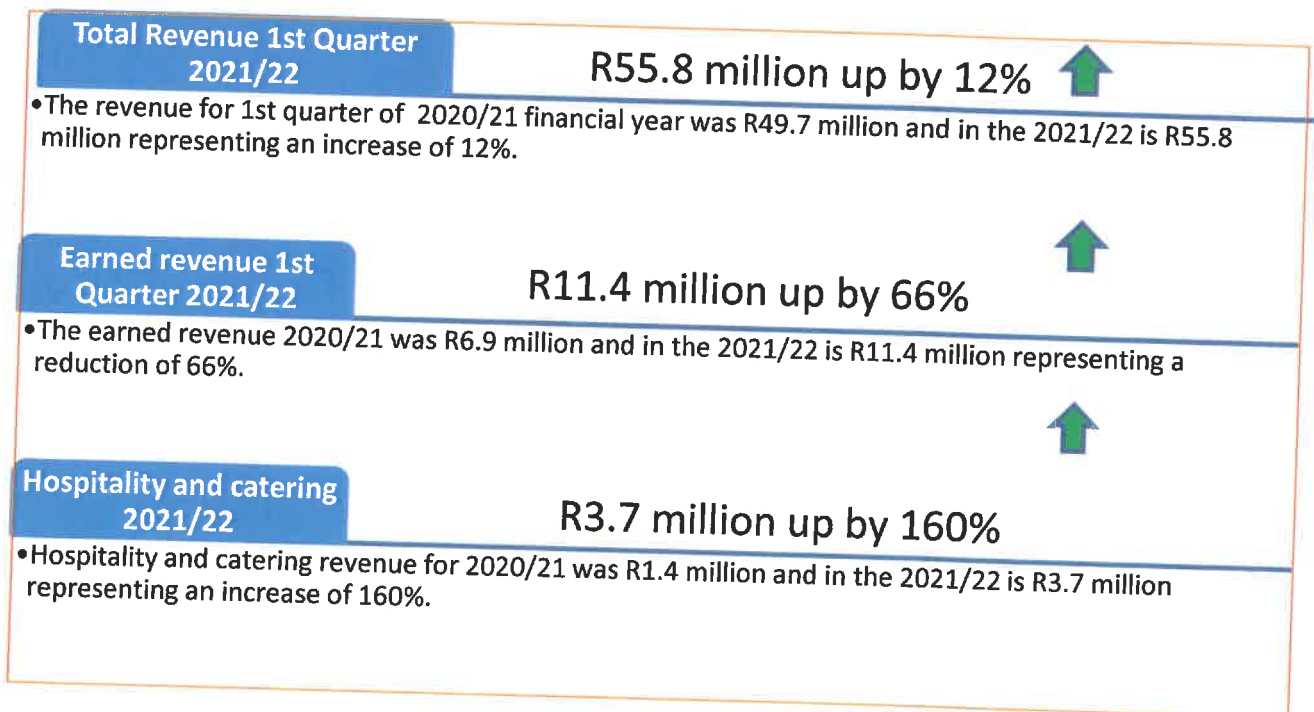
Executive Summary

Revenue

During the 1st quarter ended September 30th, 2021, theatres began to re-open following a full month suspension of operations due to the 3rd wave and devastating riots that hit South Africa late June and lasted until beginning of August 2021. For a period of August to September, Joburg City Theatres (JCT) had resumed operations at all auditoriums with limited seating capacities as per regulations in the government gazette.

The magnitude of the impact of the global pandemic on the industry was again evident in our 1st quarter results particularly on revenue results, as theatre operations in the SA was suspended with immediate effect in the month of June. And yet, despite unrelenting obstacles, the JCT finance team continued to make significant progress in pursuit of our three key priorities: to strengthen our liquidity position; to dramatically reduce operating expenditures, and to continue to safely and successfully restore our operations.

The duration and impact of this pandemic are still affecting the industry to this day and are certain to continue to affect our results going forward. And yet, as has been the case at JCT, we have remained resilient and resourceful. The liquidity enhancing and leverage on actions that we already have taken and will further need to take, combined with our relentless focus on efficiency and cash management, are all crucial to navigating through this storm. The entity has taken and continues to take significant steps to reduce expenses by eliminating non-essential costs. For most South African theatre makers this is an extremely hard blow.

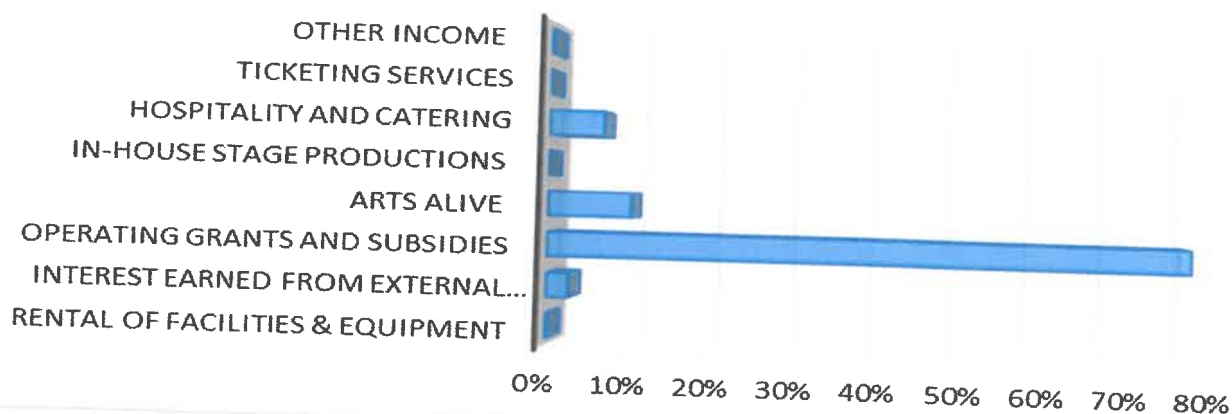


Strong performance on revenue primarily results from Hospitality and Catering Services which has gone up by 160% year on year as well as Arts Alive performance at 40% better than same period last financial year. Interest earned from investment is also 29% better than same period in the previous financial year.

Table and Graph below is a summary of main revenue line items for the 1st quarter:

Item Description	Actual_Qtr 1 2021/22 R'000	Budget_Qtr 1 2021/22 R'000	Actual_Qtr 1 2020/21 R'000	Actual to Budget %	Current to Prior %
Income	55 768	54 911	49 702	2%	12%
Rental Of Facilities & Equipment	189	172	53	9%	256%
Interest Earned from External Investments	1 543	860	1 193	80%	29%
Operating Grants and Subsidies	44 386	44 386	42 844	0%	4%
Arts Alive	5 750	-	4 121	0%	40%
In-House Stage Productions	-	-	-	0%	0%
Hospitality and Catering	3 725	8 201	1 431	-55%	160%
Ticketing Services	16	286	5	100%	210%
Other Income	161	1 006	55	-84%	192%

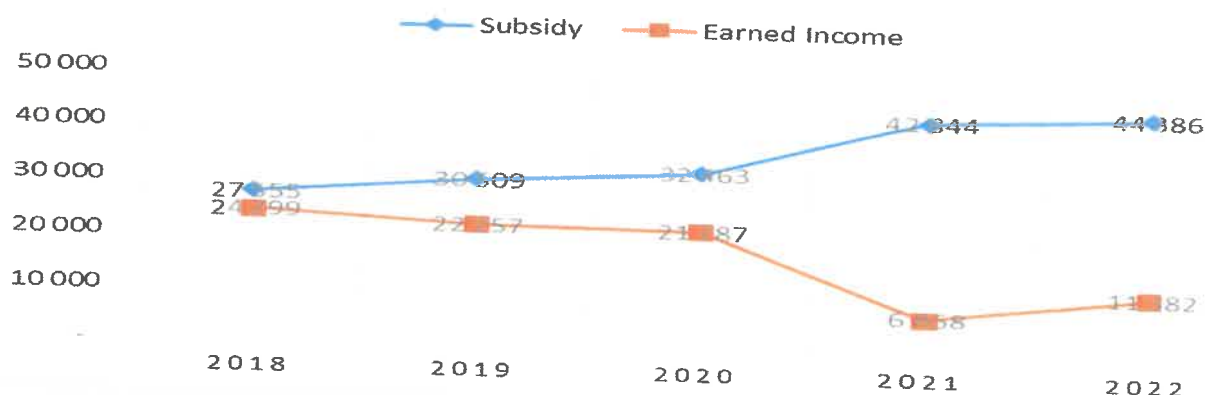
Revenue contribution by line item



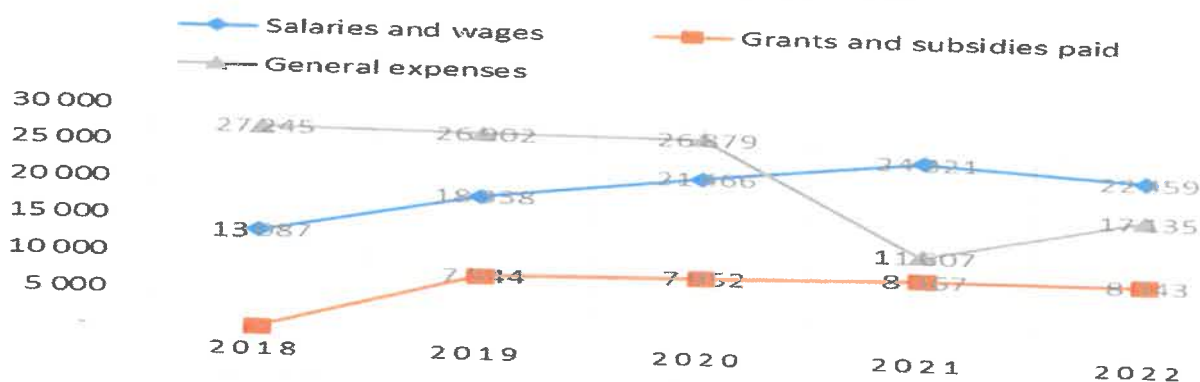
- ✓ Revenue for the past 5 years – the revenue for the entity has been increasing for the past 5 years, but there was a decline in the previous financial due to the nationwide lockdown caused by the outbreak of COVID - 19.

Consolidated Revenue JCT					
Revenue category	Quarter 1 Actuals R'000				
	2022	2021	2020	2019	2018
Subsidy	44 386	42 844	32 463	30 509	27 555
Earned Income	11 382	6 858	21 787	22 257	24 299
	55 768	49 702	54 250	52 765	51 854
Consolidated Expenditure JCT					
Expenditure category	Quarter 1 Actuals R'000				
	2022	2021	2020	2019	2018
Salaries and wages	22 459	24 321	21 466	18 338	13 087
Grants and subsidies paid	8 343	8 367	7 952	7 544	-
General expenses	17 135	11 607	26 879	26 902	27 245
	47 937	44 295	56 297	52 784	40 333
Surplus / (Deficit) for the period	7 831	5 407	-2 046	-18	11 522

QUARTER 1 REVENUE FOR THE PAST 5 YEARS



QUARTER 1 EXPENDITURE FOR THE PAST 5 YEARS



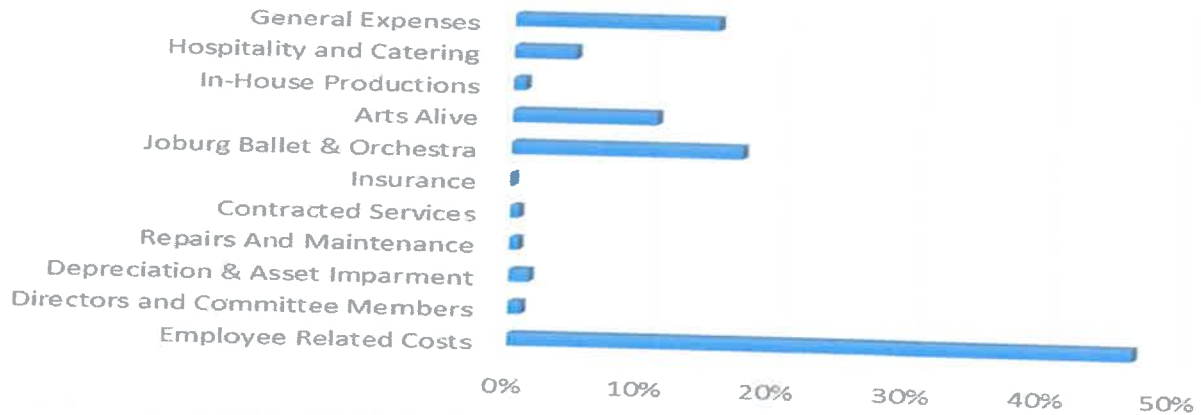
Expenditure

JCT continues to employ its utmost financial discipline when it comes to expenditure management. Total Expenditure for the 1st quarter of 2021/22 is 9% below budget. The table below depicts expenditure performance against target for the 1st quarter:

Item Description	Actual_Qtr 1 2021/22 R'000	Budget_Qtr 1 2021/22 R'000	Actual_Qtr 1 2020/21 R'000	Actual to Budget %	Current to Prior %
Expenditure	47 937	52 643	44 294	9%	-8%
Employee Related Costs	22 459	25 164	24 107	11%	7%
Directors and Committee Members	448	220	214	-104%	-52%
Depreciation & Asset Imparment	718	619	594	-100%	-17%
Repairs And Maintenance	311	918	373	66%	20%
Contracted Services	308	451	177	32%	-42%
Insurance	88	88	106	0%	100%
Joburg Ballet & Orchestra	8 343	8 457	8 367	1%	0%
Arts Alive	5 227	-	3 746	0%	28%
In-House Productions	430	2 384	117	82%	-73%
Hospitality and Catering	2 231	3 380	1 123	34%	-50%
General Expenses	7 374	10 960	5 371	33%	-27%

The bar chart below depicts the expenditure contribution for the 1st Quarter:

Expenditure by category



The entity will continue to forge a good relationship between revenue generation and expenditure patterns by employing prudent financial discipline on expenditure management.

Trading Surplus/Deficit

JCT recorded a trading surplus of R7.8m for the 1st Quarter against the budgeted surplus of R2.3m. The surplus was caused by a combination of 2% good performance on revenue and 9% savings on expenditure due to the closure of theatre under nationwide lockdown under alert level 4.

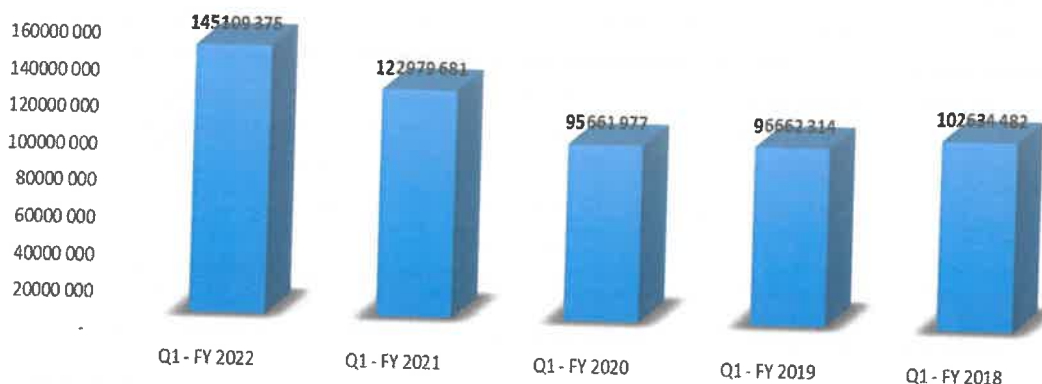
Statement of Financial Position first quarter 2021/22

Cash and cash equivalents up by 18% year on year. Current ratio for the entity is up by 6% year on year from 0.98:1 to 1.04:1 and above the City's norm of 1:1, while the solvency ratio has also improved by 4% at 1.12:1 from the 1.08:1 same period last year which is lower than a norm of 2:1, however this does not pose a challenge for the entity as the asset base does not grow because a lot of asset improvements are funded and capitalised by the shareholder and more than 90% of payables is deferred income from subsidy that the entity expects to spend in the current year. Current assets have gone up by 9% year on year while current liabilities has also gone up by 3%. Total assets gone up by 7% year on year while total liabilities also gone up by 3% year on year.

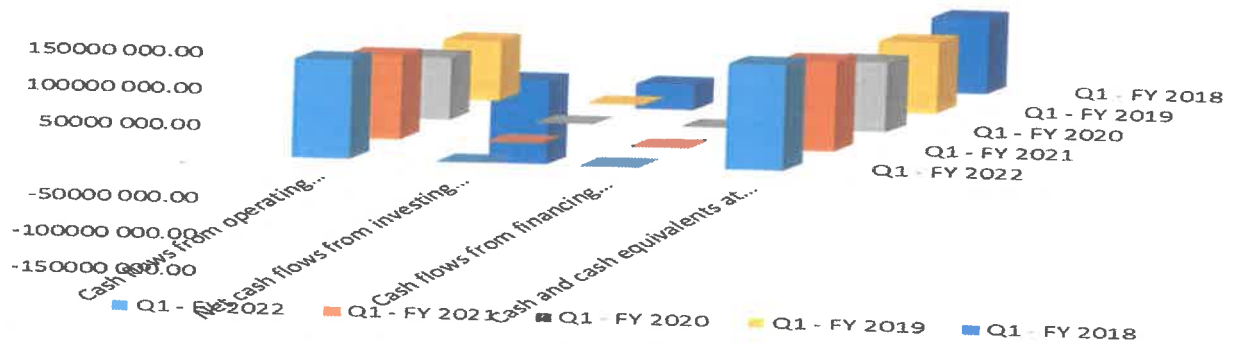
Cash flow results for first quarter of the Financial Year

	Q1 - FY 2022	Q1 - FY 2021	Q1 - FY 2020	Q1 - FY 2019	Q1 - FY 2018
Cash flows from operating activities	135 449 097.00	114 167 371.00	84 947 788	81 191 601	- 114 178 303
Net cash flows from investing activities	- 378 526.00	- 23 374.00	- 338 505	- 258 673	- 34 471 711
Cash flows from financing activities	-	-	-	-	356 013
Cash and cash equivalents at the end of the year	145 109 375.00	122 979 681.00	95 661 977	96 662 314	102 634 482
	18%	29%	-1%	-6%	
Cash Balances	145 109 375	122 979 681	95 661 977	96 662 314	102 634 482

Cash Balances



Cashflow analysis



Statement on Compliance

There were no unauthorised and irregular expenditure for the period under review.
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 1 management accounts in line with the Service Level Agreement. The management accounts reflected a surplus of R58,944.44 against a surplus budget of R151,912.66. The entity has R 971,363.09 in the bank account and the tranche for the 1st quarter has been released.

Joburg Ballet						
Statement of Financial Position as at 30 June 2021			Financial Performance for the period ending 30 Sep 2021			
	Sep 21	Sep 20	Actual CY	Budget CY	Actual PY	Variance
	R'000	R'000	R'000	R'000	R'000	%
Assets						
Current assets	96	411				
Non current asset	274	428				
Total assets	370	839				
Liabilities						
Current Liabilities	31	1 157				
Non current Liabil	-	-				
Total liabilities	31	1 157				
Net Assets	339 -	318				
Bank Balances	971	118				
			59	152	141	-61%

Johannesburg Philharmonic Orchestra					
Statement of Financial Position as at 30 Jun 2021			Statement of Financial Performance for the period ending 30 Jun 2021		
	Jun 21		Actual CY	Budget CY	Variance
	R'000		R'000	R'000	%
Assets					
Current assets	13 805				
Non current asset	15 780				
Total assets	29 585				
Liabilities					
Current Liabilities	230				
Non current Liabil	-				
Total liabilities	230				
NET Assets	29 355				
Bank Balances	13 531				
			2 773 -	1 084	

Risk Management

The entity had 15 actions to be implemented in the quarter under review and 7 had been implemented resulting in 47% achievement.

Insurance Claims:

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

Capital Expenditure (CAPEX)

The entity's capital allocation was R11.8m and 39% 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.

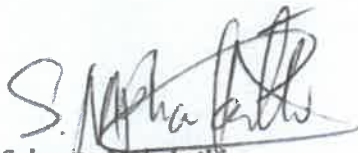
Audit Opinion Trends

The entity has achieved an unqualified audit opinion with for the last 5 years of which 4 were clean.

Audit Opinion for the last 5 years					
Financial Year	2020	2019	2018	2017	2016
	Unqualified	Clean	Clean	Clean	Clean

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 three months, the whole management team and staff at Joburg City Theatres for their sterling contribution in the quarter.



Solomon Mphakathi
Chief Financial Officer
Joburg Theatre (SOC) Ltd

CHAPTER TWO: DIRECTOR'S REPORT AND GOVERNANCE

Section 1: Board of directors

In terms of JCT's corporate governance structures, the positions of the Chairperson and CEO are distinct and separate. In addition, JCT has a unitary board which has two executive directors, being the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO). In total, the board is comprised of thirteen (13) non-executive directors.

The board Chairperson is a Non-Executive Director who is independent in that he is not an employee of JCT. Accordingly, the board Chairperson does not perform any executive functions, as this responsibility is that of the CEO. The day-to-day operations of the entity are managed by the City.

The board of JCT is the accounting authority and governing body of the entity. The roles and responsibilities of the board include, directing the entity's strategy, exercising oversight on the entity's financial and non-financial performance, coupled with undertaking oversight on ethics governance, the entity's sustainability and ensuring compliance with the regulatory framework applicable to JCT as a company and municipal entity.

The board reports to the parent municipality, the City of Johannesburg Metropolitan Municipality ("the City of Joburg"), on the performance of the entity on a quarterly, monthly and annual basis in accordance with the entity's reporting obligations set out in the Local Government: Municipal Finance Management Act (MFMA) and the Local Government: Municipal Systems Act (MSA).

The relationship between the Accounting Authority and the Shareholder is regulated by a Service Delivery Agreement (SDA) and a Shareholder Compact. Consequently, the board is responsible and accountable to the parent municipality, its stakeholders and the citizens of Johannesburg.

Non-executive directors have unlimited access to the company's executive management in order for them to properly discharge their fiduciary duties.

Flowing from the provisions of the Companies Act which requires every state owned company to have a Company Secretary who is the custodian of corporate governance, the board is supported by a Company Secretary. In discharging her obligations, the Company Secretary is guided by section 88 (1) and (2) of the Companies Act 71 of 2008 as amended.

As and when the need arises, the board is empowered to seek professional independent advice on any governance matter. In procuring independent professional services, the board is supported by the entity to follow the procurement processes under the MFMA as well as JCT's Supply Chain Management policies.

The City of Joburg's Group Governance department, as the arm entrusted with managing Shareholder services, performs annual board evaluations for purposes of ensuring continuous improvements, board effectiveness together with implementing training and development interventions for board members.

The board of JCT is composed of the following directors:

- Mr. Desmond Ndzipho (Chairperson and Non-Executive Director (NED));
- Mr. JC Weapond (NED)
- Ms. Dineo Sitole (NED);
- Mr. Mande Ndema (NED);
- Ms. Ashley Hayden (NED);
- Ms. Moipone Qhomane (NED);
- Ms. Nomveliso Mpongo (NED);
- Mr. Rabone Moripe (NED)

- Mr. Mabutho Sithole (NED);
- Mr. Thembinkosi Masina (NED);
- Ms. Sebenzile Mkonto (NED);
- Mr Junior Ramovha (NED); and
- Ms. Bonga Kweyama (NED).
- Ms X Nduneni-Ngema (Chief Executive Officer and Executive Director)
- Mr S Mphakathi (Chief Financial Officer and Executive Director).

For the period under review, the entity had two (2) board meetings which took place on the 15th of July 2021 and the 25th of August 2021, respectively. The following matters, amongst others, were discussed at those meetings:

- JCT's 2020/21 4th quarter performance assessment report;
- 2020/21 draft Annual Financial Statements (AFS); and
- A debt write off report in terms of GRAP 104.

Section 2: Board Committees

In accordance with the Companies Act, it is a mandatory requirement for JCT to have an audit committee and a social and ethics committee. JCT's audit committee is merged with the risk committee and its social and ethics committee is also amalgamated with the human resources management and remuneration committee. As a result, JCT has two (2) committees.

The audit and risk and the remuneration, social and ethics committees have board approved terms of references which empower them to effectively discharge their responsibilities as delegated by the board.

Audit and Risk Committee (ARC)

The function of the ARC is to assist the board with performing oversight on the financial reporting and the long term sustainability of the entity. The ARC gives the board assurance on the adequacy and effectiveness of the entity's internal control environment. Furthermore, the ARC is empowered to make submissions to the board on matters of accounting policies, financial control as well as internal and external audit observations and reports.

The following members make up the audit and risk committee:

- Ms. Chrystal Cape-Independent Audit Committee (IAC) member and Chairperson
- Ms. Nompumelelo Mkhize-IAC member;
- Mr. Frank Masibi – IAC Member;
- Ms. Ashley Hayden –NED;
- Mr. Rabone Moripe-NED;
- Mr. JC. Weapond-NED; and
- Mr. Mande Ndema-NED.

During period under review, Ms. Ashley Hayden was on the recommendation of the ARC, appointed by the board as the Acting Chairperson of the ARC.

The ARC met twice in this first quarter and it met on 15 July 2021 as well as on 25 August 2021.

Remuneration, Social and Ethics Committee (REMSEC)

During this first quarter, REMSEC met on the 13th of July 2021 and on the 30th of September 2021 to consider amongst other matters, the human resources management quarterly report, the appointment of the Company Secretary and five policies which were due for review. REMSEC also recommended for approval by the board a new policy, i.e. the induction policy and procedure.

JCT's operational activities relating to 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 Broad Based Black Economic Empowerment Act, are monitored by REMSEC.

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

- Ms. Dineo Sitole –Non-Executive Director (NED) and Chairperson
- Mr. Mabutho Sithole-NED
- Mr. Junior Ramovha-NED
- Ms. Moipone Qhomane-Goliath-NED
- Ms. Nomveliso Mpongo-NED
- Ms. Sebenzile Mkonto-NED
- Ms. Bonga Kweyama-NED; and
- Mr. Thembinkosi Masina-NED.

The table below outlines the remuneration and attendances at Board meetings and board committees for the 2021/22 first quarter:

Member's Name	Remuneration, Social and Ethics Committee (REMSEC) Meeting -13 July 2021	Audit and Risk Committee (ARC) Meeting 15 July 2021	Board of Directors Meeting 15 July 2021	Remuneration, Social and Ethics Committee - 30 September 2021	Audit and Risk Committee Meeting 25 August 2021	Board of Directors Meeting 25 August 2021	GPAC Ordinary meeting 13 September 2021	MPAC Meeting 16 August 2021	Group Audit Committee (GAC) Meeting 28 September 2021	Group Risk Governance Committee (GRGC) 17 August 2021	Total
Desmond Ndzipho	R00.00	R00.00	R16000.00	R00.00	R00.00	R16 000.00	R00.00	R8000.00	R00.00	R00.00	R40 000.00
Dineo Sitele	R8 000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R32 000.00
Ashley Hayden	R00.00	R6000.00	R12 000.00	R00.00	R6000.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R36 000.00
Mabutho Sithole	R6000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R30 000.00
Rabone Moripe	R00.00	R6000.00	R12 000.00	R00.00	R6000.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R36 000.00
Junior Ramovha	R6000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R30 000.00
Nomveliso Mpongo	R6000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R30 000.00
Theminkosi Masina	R6000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R30 000.00
Mande Ndema	R00.00	R6000.00	R12 000.00	R00.00	R6 000.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R36 000.00
Sebenzile Mkhonto	R6000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	00.00	R30 000.00
Moipone Qhokane	R6000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R30 000.00
Bonga Kweyama	R6000.00	R00.00	R12 000.00	R00.00	R00.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R30 000.00
JC Weapond	R00.00	R6000.00	R12 000.00	R00.00	R00.00	R00.00	R00.00	R00.00	R00.00	R00.00	R30 000.00
Independent Audit Committee Members											
Chrystal Cape	R00.00	R8000.00	R00.00	R00.00	R8 000.00	R00.00	R00.00	R6000.00	R00.00	R6 000.00	R28 000.00
Frank Masibi	R00.00	R6000.00	R00.00	R00.00	R00.00	R00.00	R00.00	R00.00	R00.00	R00.00	R6 000.00
Nompumelelo Mkhize	R00.00	R6000.00	R00.00	R00.00	R6000.00	R00.00	R00.00	R00.00	R00.00	R00.00	R12 000.00
Total	R50 000.00	R44 000.00	R160 000	R00.00	R32 000	R148 000	R00.00	R14 000	R00.00	R6 000.00	R454 000.00

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 2021/22 remuneration of executive management:

EMPLOYEE RELATED COSTS		2022
Salaries & Wages		22 458 528.74
Employee Costs included in Other		448 000.00
		22 906 528.74
Chief Executive Officer		
		2022
Annual Remuneration		590 166.42
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		6 368.28
Other (Including Leave Pay)		81 024.69
		677 559.39
Chief Operating Officer		
		2022
Annual Remuneration		353 839.02
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		101 340.19
Other (Including Leave Pay)		50 442.72
		505 621.93
Chief Financial Officer		
		2022
Annual Remuneration		545 833.56
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		5 855.39
Other (Including Leave Pay)		74 069.18
		625 758.13
Company Secretary		
		2022
Annual Remuneration		271 824.68
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		46 758.59
Other (Including Leave Pay)		44 290.92
		362 874.19

PAYE & UIF		2022
Opening Balance		948 585.97
Transactions for the Year		3 394 455.37
Amounts Paid - Current Year		(2 322 784.35)
Amounts Paid - Previous Year		(948 585.97)
Closing Balance		1 071 671.02

PENSION & MEDICAL AID		2022
Opening Balance		2 405 341.23
Transactions for the Year		4 954 968.21
Amounts Paid - Current Year		(3 338 003.35)
Amounts Paid - Previous Year		(2 405 341.23)
Closing Balance		1 616 964.86

EMPLOYEE RELATED COSTS		2021
Salaries & Wages		24 107 193.93
Employee Costs included in Other		214 000.00
		24 321 193.93
Chief Executive Officer		
		2021
Annual Remuneration		590 166.42
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		5 472.83
Other (Including Leave Pay)		-
		595 639.25
Chief Operating Officer		
		2021
Annual Remuneration		353 839.02
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		100 414.86
Other (Including Leave Pay)		46 542.71
		500 796.59
Chief Financial Officer		
		2021
Annual Remuneration		545 833.56
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		7 515.18
Other (Including Leave Pay)		248 568.11
		801 916.85
Company Secretary		
		2021
Annual Remuneration		303 848.03
Performance Bonus		-
Contributions to UIF, Medical Aid & Pension		2 967.71
Other (Including Leave Pay)		3 000.00
		309 815.74

PAYE & UIF		2021
Opening Balance		890 586.79
Transactions for the Year		3 478 437.01
Amounts Paid - Current Year		(2 414 610.91)
Amounts Paid - Previous Year		(890 586.79)
Closing Balance		1 063 826.10

PENSION & MEDICAL AID		2021
Opening Balance		1 548 121.72
Transactions for the Year		4 915 649.69
Amounts Paid - Current Year		(3 268 385.24)
Amounts Paid - Previous Year		(1 548 121.72)
Closing Balance		1 647 264.45

Section 3: Company Secretarial Function

The Company Secretary (CS) has a dual responsibility, one of governance and the other one of being the company's in-house legal counsel. The CS is charged with the responsibility to uphold the governance affairs of the entity and is contractually responsible for the management of legal matters within the entity. The CS's governance responsibilities are codified under section 88(1) and (2) of the Companies Act.

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

JCT's monitors compliance through a Combined Assurance model framework. Compliance with applicable legislation such as the MFMA, Companies Act and Occupational Health and Safety is assessed on a monthly and quarterly basis by the City's group compliance department, which falls under GRAS.

GRAS has developed a priority regulatory register, which identifies the priority legislative provisions, and regulatory requirements, which JCT monitors compliance against.

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 period July and Sep 2021 was reported on by the entity and the requisite report submitted to GRAS for assessment. Following the assessment by GRAS, as the entity's Internal Auditors, GRAS will 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	201/22 Performance				
						Target	Q1	Q2	Q3	Q4
Enhance our financial sustainability	Improved financial planning and project management	Percentage compliance with relevant legislation and policy prescripts	Strategy improvement plans	100%	100%	Target	100%	100%	100%	100%
						Actual	100%			

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 health and safety policy was reviewed during the quarter under review.
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-general duties of employer to employee guided by the Act are in place.
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 as provided for in 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 employees 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-last meeting was held on 28 April 2021 and a feedback report was sent to the head of human resources management in the entity.
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)	"The processes to respond appropriately to fruitless and wasteful expenditure are similar to the following three processes outlined for irregular expenditure: (i) disciplinary charges against officials and political office bearers;	There were no instances of fruitless and wasteful expenditure encountered during the quarter under review.

Legislation	Compliance requirement	Status
	(ii) criminal charges against officials and political office-bearers; and (iii) recovery of the fruitless and wasteful expenditure from the liable persons."	Fruitless and wasteful expenditure for the 2020/21 financial year was disclosed in the draft Annual Financial Statements
	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.
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	2020/21 budget was submitted and approved by Council during November 2019.

Legislation	Compliance requirement	Status
<p>Section 13 (1) of the Companies Act, No. 71 of 2008</p>	<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> <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>Complied-entity has an MOI in place</p>
<p>Section 24; 24 (3) (b) and 24 (5) of the Companies Act, No. 71 of 2008</p>	<p>In addition, the company is required to keep the following records for a period of seven (7) years:</p> <p>"• A record of its directors, including the following detailed information about each director:</p> <p>The full name and any former names, the identity number or date of birth, the nationality and passport, the occupation, the date of their most recent election or appointment; the name and registration number of any other company or foreign company that the director is a director of; the address for service for that director; and any professional qualifications and experience of the director in the case of a company required to have an audit committee.</p> <ul style="list-style-type: none"> • Copies of <p>All reports presented at an annual general meeting; Annual financial statements required by the Act; Any accounting records required by the Act;</p> <ul style="list-style-type: none"> • 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; • Copies of any written communication sent by the company to shareholders; • Minutes of meetings and resolutions of directors, directors committees, or audit committees. 	<p>Complied-secretariat maintains the requisite records</p>

Legislation	Compliance requirement	Status
Section 33 of the Companies Act, No. 71 of 2008	<ul style="list-style-type: none"> 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. 	Complied
Section 92 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 93 & 3 (3) 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-audit committee has three independent audit committee members. Four of the audit committee members are Non-Executive Directors of the Company.
Regulation 72 (4) in terms 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-JCT has a social and ethics committee in place with board approved terms of references.

Section 4: Risk Management and internal controls

JCT management monitors risk management and internal controls on a daily basis through execution of duties in operation and risk management is a standing agenda item on the Executive Committee (EXCO)'s weekly meetings and Management Committee (MANCO)'s monthly meetings.

All employees of JCT have a daily responsibility to manage risks and internal controls through the execution of duties in the entity's operations.

Strategic and operational risk registers are presented to the Audit and Risk Committee (ARC) and board at their quarterly meetings, for discussion, inputs and oversight by the board.

Risk management is a standing agenda item on the Executive Committee (EXCO)'s weekly meetings and Management Committee (MANCO)'s monthly meetings. During the past six months, there were no MANCO meetings, as the entity was not operating at full capacity due to the COVID-19 restrictions. EXCO meetings took place on a weekly basis.

Strategic and operational risk registers are on a quarterly basis considered by the Audit and Risk Committee (ARC) and board. The board approved the 2021/22 strategic risk register in this quarter.

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

Through the entity's delegations of authority policy, the board has entrusted the CEO with the responsibility to ensure sound financial planning and management, essential to improve service delivery and sustain the business into the future, as per the MFMA.

On a monthly basis, the entity reports to the City (through GRAS) on compliance with the provisions of Circular 68 and Circular 65 of the MFMA. A summary of these reports are illustrated in the entity's quarterly performance assessment reports which management present to the board at its quarterly meetings for oversight.

The performance reporting on the Service Delivery and Budget Implementation Plan (SDBIP) is done to the Mayoral Committee and Council on a quarterly basis.

During the period under review, regular reporting requirements to Council in accordance with the MSA, were fulfilled.

The effective risk management is integral to the company's objective of consistently adding value to the business. Management is continuously developing and enhancing its risk and control procedures to improve the mechanisms for identifying and monitoring risks.

Operating risk is the potential for loss to occur through a breakdown in control information, business processes and compliance systems. Key policies and procedures are in place to manage operating risk involving segregation of duties, transaction authorisation, supervision, monitoring and financial and managerial reporting.

During the period under review JCT has reviewed, monitored and reported on risks focusing on three main categories. Those categories are the strategic risks and operational risks, the emerging risks and, the ICT risks. The entity still faces significant risks both the strategic risk register and the emerging risks identified. Further actions to mitigate these risks have been put in place and are implemented and monitored continuously.

In order to meet its responsibility with respect to providing reliable financial information, Joburg City Theatres maintains financial and operational systems of internal controls. These controls are designed to provide reasonable assurance that transactions are concluded in accordance with management authority, that the

assets are adequately protected against material loss or unauthorised acquisition, use or disposal and those transactions are properly authorised and recorded. The system includes a documented organisation structure and areas of responsibility, established policies and procedures, including a Code of Ethics to foster a strong ethical climate, which are communicated to the parent municipality. It also includes the careful selection, training and development of people.

Internal auditors monitor the operation of the internal control systems and report findings and recommendations to management, the audit committee and the board of directors. Corrective actions are taken to address control deficiencies and other opportunities for improving the system as they are defined. The board of directors, operating through its audit and risk committee, provides supervisions of the financial reporting process and internal control systems. There are inherent limitations in the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls.

Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of internal control systems can change with circumstances.

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	1. Global pandemic (COVID-19) 2. Lock down regulations 3. Political unrest / Civilunility 4. Loadshedding 5. Water cut	Loss of revenues Disruptions of operations Threat to financial sustainability Disruption of property	Catastrophic 5	Almost Certain 5	Very High	1. Introduction of virtual performances 2. Performance to limited audiences as per the Disaster Management Regulations 3. Virtual meeting and remotely working 4. Increase in subsidy allocation from shareholder. 5. Implementation of health and safety regulations. 6. Implementation of the Business Continuity Plan. 7. A COVID19 Compliance Officer has	Fair	High	CEO	1. Employees will be working in separate areas to observe social distancing. 2. Continue to encourage online booking to avoid cash exchange. 3. To procure the backup generator for the shows	CFO COO	1. & 2. Ongoing 3. 30 April 2022
Affordable access to and use of theatres by communities	Inconsistent attendance at theatre show.	1. High cost of productions and the need to recover costs. 2. Effect of the country's economic status. 3. Lack of exposure of potential audiences to the theatre experience 4. Loadshedding 5. Fear of COVID-19 6. Fear of crime in the area. 7. Disaster Management regulations and limited audiences allowed in the theatre	Loss of revenue.	Major 4	Almost Certain 5	High	1. Different pricing structures based on product and venue. 2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens 3. Mobile theatre truck used to take the arts to targeted diverse communities. 4. Action to engage stakeholder to ensure safety in the precinct. 5. Customer satisfaction survey conducted after every show.	Fair	Moderate	CEO	1. Implementation of sponsorship policy to target sponsorship 2. Conduct comprehensive survey to establish audience needs 3. To engage JHPTD and SAPS to police the precinct. 4. Implement a marketing plan for each production	COO	Ongoing
Good governance, financial sustainability and sound management	Aged, obsolete and outdated stage machinery and equipment	1. Stage upgrade is now now at 80% completion	High Power consumption	Minor 2	Almost Certain 5	Moderate	1. Project plan to upgrade the stage machinery. 2. Theatre calendars are aligned with the project plan 3. Project manager and steering committee is in place to oversee the implementation of the project.	Good	Low	CEO	The current controls look adequate to address the risk in its current form	N/A	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
4	Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	Lack of brand positioning and brand awareness of JCT	<ol style="list-style-type: none"> Inadequate marketing budget Ineffective implementation of the marketing strategy 	Reputational damage	Major	4 Likely	High	<ol style="list-style-type: none"> Media partnerships for productions at each theatre Media database management Continuous productions awareness campaigns. Maintaining strategy in place 	Fair	Moderate	CEO	<ol style="list-style-type: none"> To review marketing and communication strategy To organise online promotional campaigns for brand awareness in line with the budget 	COO	<ol style="list-style-type: none"> 30 November 2021 30 September to launch the new Logo
5	Good governance, financial sustainability and sound management	Theft, fraud and corruption	<ol style="list-style-type: none"> 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 	Reputational damage Financial loss Asset loss	Major	4 Possible	High	<ol style="list-style-type: none"> Anti-fraud and anti-corruption policy in place Fraud prevention plan Code of conduct Segregation of duties Declaration of interests GRI register in place Remuneration, Social and Ethics Committee Fraud risk assessment conducted annually Anti-fraud and compliance awareness workshops conducted 	Fair	Moderate	CEO	<ol style="list-style-type: none"> Continue to conduct anti-fraud and compliance awareness workshop Continue to conduct Fraud risk assessment 	Company Secretary Risk Champion (FM)	<ol style="list-style-type: none"> 1. Bi-annually Annually
6	Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	Non-compliance with applicable legislation	<ol style="list-style-type: none"> Various and changing legislative requirements to be complied with. There is a requirement to comply with MSCOA 	Reputational damage Penalties	Major	4 Likely	High	<ol style="list-style-type: none"> Regulatory compliance register/ assessment tool monitored by the Company Secretary. Compliance policy and framework in place Presented to the BOO the impact and progress on MSCOA compliance. Quarterly reporting to oversight committees on compliance. Entity is currently transacting on MSCOA 	Fair	Moderate	CEO	<ol style="list-style-type: none"> Review of Regulatory compliance register Continuous monitoring reporting on compliance. Seamless integration of systems will be completed on implementation of SAP 	1. Company Secretary 2. CFO	<ol style="list-style-type: none"> Annually (as and when legislation changes) Quarterly and Monthly
7	Provision of opportunities for the youth, including arts practitioners and entrepreneurs	Limited programmes available for newly trained practitioners	<ol style="list-style-type: none"> Limited in-house production to absorb newly trained practitioners 	Limited opportunities for new entrants	Major	4 Likely	High	<ol style="list-style-type: none"> Applied Performing Arts and Arts Management partnership with WITS. Weekly drama workshops Mentoring and updating of internal staff in key positions on in-house productions 	Fair	Moderate	CEO	<ol style="list-style-type: none"> Establish partnership with other role players in the industry 	COO	Quarterly

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

The board works closely with management and the City in the entity's planning and performance management matters.

Through the entity's delegations of authority policy, the board has entrusted the CEO with the responsibility to ensure sound financial planning and management, essential to improve service delivery and sustain the business into the future, as per the MFMA.

On a monthly basis, the entity reports to the City (through GRAS) on compliance with the provisions of Circular 68 and Circular 65 of the MFMA. These reports are presented to the board at its quarterly meetings for oversight.

The performance reporting on the Service Delivery and Budget Implementation Plan (SDBIP) is done to the Mayoral Committee and Council on a quarterly basis.

During the period under review, regular reporting requirements to Council in accordance with the MSA, were fulfilled.

Section 5: Sustainability Report

Sustainability Vision

One of JCT's strategic objectives and key focus area is to ensure the entity remains sustainable by balancing the imperative for revenue generation with socio-economic development.

The entity's operations are broadly underpinned by the concept of long term sustainability. As a result, issues of health, safety and security have been elevated by the organisation to ensure that the City's theatres i.e. Joburg, Roodepoort and Soweto Theatres remain the entertainment destination of choice. On a quarterly basis, issues of health, safety and security are thoroughly interrogated by REMSEC and the ARC; and enhancements to environmental sustainability recommended.

By the same token, skills development is a priority for JCT and to drive this training initiative, JCT concludes a Workplace Skills Plan on an annual basis.

REMSEC considered the possibility of introducing a more coordinated approach that could facilitate the effective management of ethics performance in the organisation. The intention of this initiative is to, going forward, identify through an ethics risk assessment, specific ethics risks and opportunities in relation to the company's operating context and effective ways of advancing ethics management. By so doing, the organisation will be elevating its business as socially and environmentally responsible and the sustainability of JCT will be enhanced.

Stakeholders Report

JCT values continuous engagement with its stakeholders, who include individuals, groups of individuals and organisations. The entity supports continuous accessibility, education and facilitates partnerships as well as co-production opportunities.

JCT's stakeholders are the individuals, groups of individuals or organisations that affect and are affected by the entity's activities, products or services and associated performance.

JCT's board and management are dedicated in ensuring that JCT remains a responsible corporate citizen in a manner that balances the interests of all stakeholders.

As such, the entity supports improved accessibility, education and facilitates partnerships as well as co-production opportunities.

In delivering on the JCT mandate, the entity recognises the following financial, internal and external capabilities as enablers to achieving its mission of producing and presenting innovative and relevant indigenous and international entertainment programmes that promote multiculturalism, diversity and social cohesion:

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 PANSAs, 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 for the company provides guidance on enhancing communication of programmes and opportunities, proactively packaging and communicating project initiative and telling good stories of the programmes and creating brand awareness.
Patrons / General Public	During the 1 st quarter, 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.
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 through ICAS remained in place during the 4 th quarter and with the challenges presented by the COVID-19 pandemic where some employees and their family members tested positive, employees were encouraged to make use of ICAS. 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 4 th quarter are reported under the Human Resources Management section of this report.

JCT's policies and procedure are in place to provide clear guidelines on rights and obligations as well as to manage expectations between the employer and the employees. The company policies are continuously reviewed in line with operations, new legislation and recommended best practices.

Section 6: Anticorruption and Fraud

JCT has a culture of zero tolerance to fraud and corruption in all its activities and this commitment is reflected in the entity's Anti-Fraud and Anti-Corruption policy. The fundamental principles underpinning the policy are deterrence, prevention, detection, reaction to, and reducing the likelihood of fraud, corruption, theft and maladministration.

During the quarter under review, employees were reminded of the imperatives of the code of conduct for municipal workers and a copy of the code was circulated to all employees. In addition, an ethics awareness presentation was circulated to all employees and the presentation informed employees of what was meant by ethics, why ethics governance was of significance, the entity's values; principles regulating ethical behaviour and how to confront ethical dilemmas, amongst other things

JCT has an anti-fraud and anti-corruption policy in place which contains the following objectives:

To prevent fraud, enhance the entity's governance and internal controls, maintain integrity in the entity's operations, establish procedures and protections that allow JCT employees and members of the public to act on suspected fraud and/or corruption with potentially adverse ramifications to the entity and to achieve the legitimate business objectives of the entity for the benefit of the Shareholder and JCT's stakeholders.

To develop and foster a climate within JCT where all employees strive for the ultimate eradication of fraud, corruption, theft and maladministration by means of the application of a full spectrum of both pro-active and re-active measures at their disposal.

To set down the stance of JCT to fraud as well as to re-enforce existing systems, policies, rules and regulations of JCT aimed at deterring, preventing, detecting, reacting to, and reducing the likelihood of fraud, corruption, theft and maladministration.

To confirm JCT's commitment to a culture of zero tolerance to fraud and corruption in all its activities.

As part of the entity's fraud prevention strategy, the entity conducts regular ethics awareness workshops.

Section 7: Building and Maintenance

Capex	
Stage Machinery Upgrade	Action Taken
Overall	
approximately 97% of the total work has been completed	
Upper Machinery is 100% complete	BSW commissioning to start once pantomime season begins.
Lower Machinery is 94% complete	
Software development is 91% complete	Batten software in the commissioning stage and ongoing in preparation for the pantomime season
Fly Floor conversion is 100% complete	

Hardware in the storage area is 100% complete	
<u>Overall</u> approximately 97% of the total work has been completed Upper Machinery is 100% complete Lower Machinery is 94% complete Software development is 91% complete Fly Floor conversion is 100% complete Hardware in the storage area is 100% complete	BSW commissioning to start once pantomime season begins. Batten software in the commissioning stage and ongoing in preparation for the pantomime season
Automated swing doors at main entrance of the Joburg Theatre	Information handed to procurement offices for tender document to be created.
Gas Generator Tender	Contract signed and approved. Barlow World in the process of appointing sub-contractors. Gas generator has been ordered.

Health and Safety	Action Taken
Incidents No Incidents	No Action
Condoms No condoms used in the first quarter of 2021	No Action
Stock received	Received stock and distributed to all restrooms
Evacuation Drill Evacuation drill was conducted on Next Evacuation Drill will be done on 16 Nov 2021	19 July 2021
Safety Meeting Safety Meeting New meeting scheduled for Meetings with the COO and Producer on going forward with the compliance of the amended regulations set out by government for the Level 2 disaster management act	28 July 2021 23 Nov 2021 Ongoing
Security matters No security incidents were reported in the first quarter of 2021. Laptops disappeared from IT Offices	Security staff are working normal shifts Cameras installed inside the offices

<p>Maintenance July Job cards Aug Job Cards Sep Job Cards Stage Machinery servicing and Cleaning</p>	<p>212 Job cards completed 258 Job cards completed 341 Job cards completed Ongoing</p>
<p>Disaster Management Covid-19 Procedures</p> <p>Hand Sanitizers Face masks Issuing of Face masks Staff working in the Theatre Cleaners to start working on a split week under level 4 of the disaster act.</p> <p>Registers for staff and Public put in place FOH and at security control room</p> <p>Signs</p> <p>Perspex Screens</p> <p>The Labor department did a site inspection of all the machinery and health and safety including Covid risks. The Covid was not part of the list issued by the department and therefore we will share the information once we have everything in place. Covid risk assessment</p> <p>Covid Positive cases for first quarter 2021</p> <p>Risk assessment and workplace plan documentation</p>	<p>Implement all the COVID-19 regulation as stipulated by government in the government gazette and in conjunction with SHE at COJ New automated Hand Sanitizers to be installed. The hand sanitizers are continuously filled. All staff has been issued with face masks. process to issue new face masks to all JCT Staff Security staff are working a two shift work week. Maintenance staff is working full week with standby support on weekends when needed Cleaning staff working a five day week. If a show is called then two cleaners move to show schedule Stage staff are called in, as and when needed.</p> <p>Screening done daily and registers filled in when staff and public arrive. Register are kept for safe keeping by the OHS manager.</p> <p>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.</p> <p>All area where necessary Perspex screens were installed e.g. Receptionist, Box Office, Coffee Bars at all theatres, Finance Office.</p> <p>Appointment letter for the Covid compliance officer was issued.</p> <p>Covid risk assessment was done</p> <p>No New cases reported</p> <p>Risk assessment and a workplace plan has been done and shared with COJ</p>

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.

During this the period under review, the ARC recommended that management should review the IT policy to ensure its adequacy in as far as JCT's technology and information resources in support of the achievement of the organisation's strategic objectives, are concerned. Accordingly, the policy was reviewed to ensure that the entity is secure from threats associated with the use of information and technology.

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:

Upgrading of Stage Machinery at Joburg Theatre (long term project 2017 – 2021)

The building department, in consultation with the contractor, schedules downtime around the stage machinery to ensure business continuity. Ironically, South Africa's lockdown status, due to Covid 19, has allowed for more time to be dedicated to this project. The entire project is ongoing and monitored by the building department's technical staff with reports submitted to Chief Financial Officer.

Currently the upgrading of the Joburg Theatre machinery upgrade is standing at 97%. The 3% which is outstanding, is mostly made up of software commissioning. The backstage wagon has a few things still to be converted, which will be resolved in the next few weeks. The batten control, which is the most complicated part of the upgrade, is currently in the testing phase.

This upgrade was a mammoth task and is an example of an engineering design that is of a world class standard. The software program, which is designed and commissioned by Mocon Systems, is one of the largest PLC programs 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.

COJ Free Wi-Fi

Different sets of Network infrastructure for Free Wi-Fi have been installed at the Theatre by the COJ over the last 10 years. JCT has engaged with MTC to get feedback on mutual projects. JCT and MTC meet every 2nd week with regards to connectivity status, as well as feedback on issues which have been reported as problem areas. The Free Wi-Fi concerns was discussed and MTC pass information through to Group ICT. Currently the meetings are ongoing and progress is slow. One COJ Wi-Fi signal had been switched on and we are now aiming to remove

the other APs if they are no longer relevant. MTC advises that not all of the AP's belong to them and that COJ may have other contracts. MTC advised against removing the AP's for now.

COJ A647 SAP Business Transformation Programme

JCT has installed the SAP client software on all finance PC's. The COJ SAP migration team however could not give us any indication when Theatres will be migrated to SAP. The SAP project appears to have temporarily stalled. JCT has raised the matter in the CIO Forum. The general consensus amongst CIOs is that the CIO Forum needs SAP representation on the Forum. CIO Forum meeting are ongoing. A CIO Forum (SAP committee) was established however no timelines can be established yet as a service provider for SAP must first be appointed by COJ. The process is ongoing and feedback will be provided when available

SAP – Connectivity to COJ

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

All phases have been completed and are functional. A container project has been completed to provide back-up power to the Jabulani infrastructure. The project has resolved outages on the last mile to Soweto Theatre. However, a new situation in Midrand evolved with outages to the datacentre and to the Metro Centre restaurant. JCT learned that the latest outage, which disconnected the City for 3 days, seems to be a case of sabotage. A call to citizens by COJ was made to respect and protect infrastructure. Providing services is an essential part of a City and it cannot provide services to citizens if communication channels are constantly damaged or vandalized.

Jozinet

JCT with COJ completed the Active Directory Federation Server setup and users at JCT can access Jozinet through the MTC fibre connection. Jozinet services still remain functional on the JCT network.

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.

Risk Register

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.

Capex

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

Biometric access to Roodepoort, Soweto & Joburg Theatre's server rooms

Stage Software – Roodepoort and Joburg Theatre
Software upgrades to all servers – move from Server 2012 R to Server 2019, and move from Exchange 2013 to Exchange 2019
Network upgrades on TV network from analogue to digital in conjunction with Building & Security Department
Chatbot to allow for all hours queries – in conjunction with the Marketing Department
Smart City monitoring – Cameras or units for automatic temperature screening / geyser monitoring as well in conjunction with Building & Security Department

Readiness for compliance legislation:

There were some minor findings from the recent internal audit, and the department is busy resolving those findings

Business and technology strategies

Software Licensing

JCT, in partnership with COJ, procure software licensing under the COJ's Enterprise agreement with Microsoft. Any future projects requiring licensing can now be addressed. JCT is no longer dependant on individual software agreements with Microsoft which in the past were subjected to expiration dates.

The Enterprise agreement with Microsoft ensures the longevity of systems and keeping them updated.

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 and 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. The following primary services is provided by Sophos.

- 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 your first line of defence and this is why it is important to keep the service subscriptions up to day as JCT currently do. In the event of somethings 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. Payed 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 monthly security advisers to all users informing them of the best practises when dealing with emails, websites and external drives. The security advisor also addresses the known fact that the weak link in the chain is 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

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 is expected to be 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 we did with the Windows 7 to Windows 10 upgrades.

Business continuity

JCT implemented the latest virtualized systems theologies, which by design enables server virtualization, reduces the dependency of legacy hardware architecture and reduces hardware costs. On completion of the fibre connectivity between theatres, as well as links to the offsite datacentre provided by MTC, JCT is now in a position where vital backup equipment is located off site to ensure business continuity.

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

Challenges

Continuous engagement with MTC will be maintained and regular meetings will resolve matters as they arise. The Covid pandemic has also necessitated a critical rethink of what it means to work successfully and Joburg City Theatres assist employees to work from home during the pandemic by rolling out of iPads and laptops to allow for virtual meetings to take place via Microsoft Teams. The rollout of the equipment enables users to stay safe at home and ensuring that business can continue. JCT will investigate COJ's E5 Enterprise license agreement and adopt COJ licenses for Microsoft Teams. The Microsoft E5 agreement will also make other service available and JCT will be adopting additional services covered under the E5 agreement as the need arises.

Smart City

The Smart City is part of the COJ IDP 2021-26. The Smart City Strategy seeks 3 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 8 different Pillars of the Smart City Strategy.

This quarter JCT has focused on 2 different sets of projects relating to the Smart City.

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

The quarter JCT awarded a tender to install a 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 for productions to take place during load shedding. In addition, extra power will be used by City Power to assist the power grid during load shedding.

The second 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 don't 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 has also started to load its production programmes online for patrons to download. These programmes are available online and across all social media. 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 (Nelson Mandela Stage)

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 old technology became end-of-life and suppliers could no longer support the technology. Procuring of spare parts became impossible and the availability could not be guaranteed. 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 none 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.

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.

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's a smarter way to address the inequalities for citizens who do not necessary have the means of traveling to our Theatre buildings and communities can experience a theatre production in the areas close to home. The theatre truck can be deployed to stadiums, schools and other areas which can be utilized.

The company is busy with the following projects:

- Schools set works whereby the company has the the rights to take shows to schools, thereby visualising set works and providing an opportunity for Question and Answer sessions. The theatrical version of a set work provides a learning aid to better understanding. The following productions are not only on the JCT stages, but are being taken out to the communities on the mobile truck:
 1. Ubhuku lwaMande (IsiZulu set work)
 2. My Japan (Afrikaans set work)
 3. JT Sizwe Bande is Dead & The Island – directed by John Kani (English set work)
- The mobile truck is also assisting the following COJ departments to take the departments core messages out to communities.
 1. COJ Office of the Ombudsman, an activation by the Joburg Theatre’s Youth Development, going out to various communities to explain what the Ombudsman is there for, and what options citizens have
 2. COJ Debt Rehabilitation – going out to communities
 3. COJ Social Development – GBV activation

COJ Smart City App

JCT is in the process of engaging with the COJ Smart City App representatives to establish the capabilities of the app. The latest CIO forum meetings identified that an as is assessment needs to be completed by the various entities. The requirements for interfacing with the app also need to be completed. The COJ Smart City Office and the office of the COO will provide funding for development and MTC was task with the implementation. JCT is setting up meetings with representatives from the Smart City App to discuss interfacing with the Smart City App.

On completion Joburg City Theatres will have a footprint under entertainment on the Smart City application, providing citizens with more JCT entertainment information.

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.

Compliance reporting is assessed on a monthly and quarterly basis by the City's Group Risk and Assurance Services' (GRAS) compliance division.

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 were reported in the period 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 also 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 and 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.

Oversight over the governance and management of risk in Joburg City Theatres is carried out by the Audit and Risk Committee 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 Annual Risk Management and combined assurance Plan for the current financial year 2021/22 was reviewed and approved at the meeting held in July 2021 by the Audit and Risk Committee and submitted to COJ’s Group Risk. The Committee oversees progress on the implementation of the annual plan at each quarterly meeting and has confirmed the entity’s plan is aligned to the City’s Group Risk.

As at end of the period under review, 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

Quarterly Risk Management Status Update

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 citywide top strategic risks as applicable.

During the quarter under review, Joburg City Theatres experienced the following significant highlights from a risk management perspective:

A coronavirus has been identified in China (Wuhan City), and was initially known as 2019 Novel Coronavirus (2019-nCoV). The case was reported on December 31st, 2019, and confirmation of the coronavirus identification occurred on January 7th, 2020. Formally, the disease is now known as coronavirus disease or COVID-19. The virus causing the disease is known as "severe acute respiratory syndrome coronavirus 2" (SARS-CoV-2).

Progress on implementation per action plan:

The residual risk rating remains high, Gauteng the country's most populous province and home to Johannesburg, was the epicentre of the country's third wave at the beginning of the 1st Quarter, with more than 60% of the country's Covid-19 cases recorded in the population of around 12 million. The province as well as the whole country has since past the 3rd wave, this resulted in the country being placed on adjusted alert level 2, with social gatherings allowed under certain restrictions based on alert level 2.

During this period the theatre has ensured that all staff conducting deliveries have face masks to illuminate their coughing or sneezing on people & to limit the intake of germs from the atmosphere when in contact with other people. Constant use of hand sanitizer, and sanitizing the credit card devices after every use will decrease the spread of the virus. All employees that have been brought back to work are working in separate areas / sections and have very limited contact with each other. Call centre employees are based in separate offices whose only interaction with others are when they meet the cashier to wring up the order. The separation between them when they do interact is 2m. In order to illuminate the movement of the printed till slip, the delivery person will take a picture of the bill to show to the customer for approval of payment

Countrywide implementation of load shedding by the state power utility (Eskom):

The residual risk rating remains high due to lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings.

Progress on implementation per action plan:

Management is continuously engaging and negotiating with City Power to conveniently schedule load shedding. Management was successful in lobbying shareholder to allocate additional CAPEX for the generators and/or alternative power source for JT and ST urgently, the implementation of the project is in progress. The service provider Barloworld has been appointed to implement the project and professional also appointed to oversee the implementation of the project.

Obsolete and/or outdated stage machinery and equipment:

The residual risk rating remains moderate until the project has been fully completed. The residual risk rating remains high due to inadequate capex budget. Old stage machinery becomes no longer usable. Stage machinery has reached its end of life and needs urgent replacement.

Progress on implementation per action plan:

The project is a multiyear project, and was completed in 1st quarter of 2021/22. Test runs are currently being conducted in order to ensure proper function, before final handover is done. 1) Upper Machinery: The equipment causing the faults on the battens were moved to other positions inside the cabinets. After testing no common faults were recorded. 2) Lower Machinery: Cobinga are currently working on the modifications of the

Side Stage wagons. This should be finished by 18 June and the focus will move back to the backstage wagon. 3) Software Development: The local control software for the battens are working well, and the focus are on the main control desk. The computer for the main desk arrived and the final installation has been completed. The software for the main control desk is in an advance status and the fault finding and commissioning will start in the near future. 4) Fly Floor All the equipment in the PLC cabinets were removed including the height indication control units. All of the old equipment has been removed and put into storage.

Limited programmes available for newly trained Arts Practitioners

Limited in-house production to absorb newly trained practitioners.

Progress on implementation per action plan -JCT is in partnership with WITS for the enrolment of Applied Performing Arts and Arts Management (APAAM), there are also weekly drama workshops and interns are placed in key positions on in-house stage productions.

Inconsistent attendance at theatre shows:

High cost of productions and the need to recover costs, effect of the country's downgraded economic status, Corona virus has been an impact because some people do not have money and some are scared of the virus, lack of exposure of potential audiences to the theatre experience, image perceptions of poor security within the theatre environs, and trying to cater for diverse audience needs.

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 communities, mobile theatre truck used to access targeted communities as well as diverse and inclusive theatre programme.

Non-compliance with applicable legislation:

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.

Progress on implementation per action plan - Regulatory compliance register/ assessment tool monitored by the Company Secretary. Compliance policy and framework developed and implemented. All pre-deregistration processes concluded by management. Quarterly reporting to oversight committees on compliance. The company is already transacting on the MSCOA chart.

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.




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 and anti-fraud and corruption awareness campaigns.

Lack of brand architecture (continuous and consistent message management):



Reputation of the Theatre precinct, poor/ bad marketing strategy, inadequate marketing budget as well as lack of specialised personnel.




Progress on implementation per action plan - Media partnerships, media community management, continuous brand and productions awareness campaigns, marketing strategy in place and barter exchange deals.




Table 1: Quarterly Risk Management Status Update

	LOW
	MODERATE
	HIGH

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		
Aged, obsolete and outdated stage machinery and equipment, resulting in cancelled productions/ inability to attract new productions	<p>Old stage machinery becomes no longer useable.</p> <p>Insufficient financing to upgrade machinery and equipment.</p> <p>Inability to attract state of the art shows.</p>	High				No	
Country wide spread of novel coronavirus, commonly known as COvid-19, which has its origins in China	<p>Following the announcement by President Cyril Ramaphosa of 15 March 2020 declaring that COVID-19 had become a "national disaster and resulted to school closures, travel restrictions, and bans on large gatherings. The outbreak of COVID 19 has interrupted all Theatre activities planned for the 3rd and 4th quarter of 2019/20 financial year and also 1st quarter of the 2020/21 financial year.</p>	High				No	

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Countrywide implementation of load shedding by the state power utility (Eskom):	Lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings	Low				Yes	
Limited programmes available for newly trained Arts Practitioners	Limited in house programmes to absorb newly trained practitioners	Moderate				Yes	
Inconsistent attendance at theatre shows	High cost of productions and the need to recover costs, effect of the country's downgraded economic status, lack of exposure of potential audiences to the theatre experience, image perceptions of poor security within the theatre environs, and trying to cater for diverse audience needs.	Moderate				Yes	

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Non-compliance with applicable legislation	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				Yes	
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	Moderate				Yes	
Lack of brand architecture (continuous and consistent message management)	Reputation of the Theatre precinct, poor/bad marketing strategy, inadequate marketing budget as well as lack of specialised personnel.	Moderate				Yes	


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 does not have a backup power for the 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	Continuously engaging the service provider on the best solution to this				

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 nepotism, collusion, overtime payment, false travel claims, etc.	Reputational damage and financial loss	Continue doing workshops. Monitoring of compliance				

Risk transfer – exposures

There were two incidents reported in this quarter under review.

Legal and regulatory compliance

Compliance reporting is assessed on a monthly and quarterly basis by the City's Group Risk and Assurance Services' (GRAS) compliance division.

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, the claim is supported by the relevant evidence for assurance purposes by GRAS.

The results of the compliance register are reported to the ARC and the board on a quarterly basis. By the same token, 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

The Entity identified the following instances of unauthorised expenditure:

- None

(iv) Payments exceeding 30 days of receipt of invoice

The Entity identified the following instances where payments to suppliers were made in excess of 30 days:

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 of 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. 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 First Quarter of 2021/22 and are summarised herein. The report therefore covers the following:
strategic risks and residual risk profile;

- 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) **A coronavirus has been identified in China (Wuhan City), and was initially known as 2019 Novel Coronavirus (2019-nCoV). The case was reported on December 31st, 2019, and confirmation of the coronavirus identification occurred on January 7th, 2020. Formally, the disease is now known as coronavirus disease or COVID-19. The virus causing the disease is known as "severe acute respiratory syndrome coronavirus 2" (SARS-CoV-2).**

Progress on implementation per action plan:

The residual risk rating remains high, Gauteng the country's most populous province and home to Johannesburg, is now the epicentre of the country's third wave, with more than 60% of the country's Covid-19 cases recorded in the population of around 12 million. During this period the theatre has ensured that all staff conducting deliveries have face masks to illuminate their coughing or sneezing on people & to limit the intake of germs from the atmosphere when in contact with other people. Constant use of hand sanitizer, and sanitizing the credit card devices after every use will decrease the spread of the virus. All employees that have been brought back to work are working in separate areas / sections and have very limited contact with each other. Call centre employees are based in separate offices whose only interaction with others are when they meet the cashier to wring up the order. The separation between them when they do interact is 2m. In order to illuminate the movement of the printed till slip, the delivery person will take a picture of the bill to show to the customer for approval of payment

ii) Countrywide implementation of load shedding by the state power utility (Eskom):

The residual risk rating remains high due to lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings.

Progress on implementation per action plan:

Management is continuously engaging and negotiating with City Power to conveniently schedule load shedding. Management was successful in lobbying shareholder to allocate additional CAPEX for the generators and/or alternative power source for JT and ST urgently, the implementation of this project is still in progress.

iii) Obsolete and/or outdated stage machinery and equipment:

The residual risk rating remains moderate until the project has been fully completed. The residual risk rating remains high due to inadequate capex budget. Old stage machinery becomes no longer usable. Stage machinery has reached its end of life and needs urgent replacement.

Progress on implementation per action plan:

- The project is a multiyear project which will be completed by the 1st Quarter of the next financial year. Upper Machinery: The equipment causing the faults on the battens were moved to other positions inside the cabinets. After testing no common faults were recorded.
- Lower Machinery: Cobinga are currently working on the modifications of the Side Stage wagons. This should be finished by 18 June and the focus will move back to the backstage wagon.
- Software Development: The local control software for the battens are working well, and the focus are on the main control desk. The computer for the main desk arrived and the final installation can commence. The software for the main control desk is in an advance status and the fault finding and commissioning will start in the near future.
- Fly Floor All the equipment in the PLC cabinets were removed including the height indication control units. All of the old equipment has been removed and put into storage.

iv) Limited programmes available for newly trained Arts Practitioners

Limited in-house production to absorb newly trained practitioners.

Progress on implementation per action plan:

JCT is in partnership with WITS for the enrolment of Applied Performing Arts and Arts Management (APAAM), there are also weekly drama workshops and interns are placed in key positions on in-house stage productions.

v) Inconsistent attendance at theatre shows:

High cost of productions and the need to recover costs, effect of the country's downgraded economic status, lack of exposure of potential audiences to the theatre experience, image perceptions of poor security within the theatre environs, and trying to cater for diverse audience needs.

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 communities, mobile theatre truck used to access targeted communities as well as diverse and inclusive theatre programme.

vi) Non-compliance with applicable legislation:

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.

Progress on implementation per action plan:

Regulatory compliance register/ assessment tool monitored by the Company Secretary. Compliance policy and framework developed and implemented. All pre-deregistration processes concluded by management. Quarterly reporting to oversight committees on compliance. The company is already transacting on the MSCOA chart.

vii) 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.

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 and anti-fraud and corruption awareness campaigns.

viii) Lack of brand architecture (continuous and consistent message management):

Reputation of the Theatre precinct, poor/ bad marketing strategy, inadequate marketing budget as well as lack of specialised personnel.

Progress on implementation per action plan:

Media partnerships, media community management, continuous brand and productions awareness campaigns, marketing strategy in place and barter exchange deals.

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>'A coronavirus has been identified in China (Wuhan City), and was initially known as 2019 Novel Coronavirus (2019-nCoV). The case was reported on December 31st, 2019, and confirmation of the coronavirus identification occurred on January 7th, 2020. Formally, the disease is now known as coronavirus disease or COVID-19. The virus causing the disease is known as "severe acute respiratory syndrome coronavirus 2" (SARS-CoV-2).</p>	<ol style="list-style-type: none"> 1. Strict safety measures (as per labour department regulations) is observed. 2. Compliance Officer appointed to monitor 3. Screening of employee entering office 4. Provided workers with flexible work arrangements in situations of sickness or sickness in the family, Protect the workplace against discrimination and social stigma, Support workers coping with stress during COVID-19 outbreak 5. Face masks 	<p>Ensure that all staff conducting deliveries have face masks to illuminate their coughing or sneezing on people & to limit the intake of germs from the atmosphere when in contact with other people. Constant use of hand sanitizer, and sanitizing the credit card devices after every use will decrease the spread of the virus. All employees that have been brought back to work are working in separate areas / sections and have very limited contact with each other. Call centre employees are based in separate offices whose only interaction with others are when they meet the cashier to wring up the order. The separation between them when they do interact is 2m. In order to illuminate the movement of the printed till slip, the delivery person will take a picture of the bill to show to the customer for approval of payment.</p>
2	<p>Countrywide implementation of load shedding by the state power utility (Eskom)</p>	<ol style="list-style-type: none"> 1. Eskom is experiencing a shortage of capacity due to a number of generating units still out of service due to breakdowns. The situation remains tight and volatile Eskom might implement further load shedding in the year should the situation deteriorate. 2. Consistent load shedding could lead to cancellation of shows resulting in financial loss and reputational damage. 3. Lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings 	<ol style="list-style-type: none"> 1. JT continuously engages and negotiates with City Power to conveniently schedule load shedding. 2. ST has an emergency generator for lighting 3. RT has a generator however does not provide sufficient power to run all the operations
	<p>Aged, obsolete and outdated stage machinery and equipment</p>	<ol style="list-style-type: none"> 1. Fair maintenance of stage machinery. 2. The Council has allocated R16m & R30m in budget year 2018/19 and 2019/20 respectively. 	<p>The project is a multiyear project which will be completed by the 1st Quarter of the next financial year. 1) Upper Machinery: The equipment causing the faults on the battens were moved to other positions inside the cabinets. After testing no common faults were</p>

Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
3	Lack of brand architecture (continuous and consistent message management)	<p>3. The service provider has been appointed to do the upgrade. R30m has been spent in 2019/20 on this project.</p> <p>5. Theatre calendars are aligned with the project plan</p> <p>6. Project manager appointed to oversee the project</p>	<p>recorded. 2) Lower Machinery: Cobinga are currently working on the modifications of the Side Stage wagons. This should be finished by 18 June and the focus will move back to the backstage wagon. 3) Software Development: The local control software for the battens are working well, and the focus are on the main control desk. The computer for the main desk arrived and the final installation can commence. The software for the main control desk is in an advance status and the fault finding and commissioning will start in the near future. 4) Fly Floor All the equipment in the PLC cabinets were removed including the height indication control units. All of the old equipment has been removed and put into storage.</p> <p>Review of the marketing and communication strategy.</p>
4	Inconsistent attendance at theatre shows	<p>1. Media partnerships</p> <p>2. Media community management</p> <p>3. Continuous brand and productions awareness campaigns.</p> <p>4. Marketing strategy in place</p> <p>5. Barter exchange deals</p> <p>1. Different pricing structures based on product and venue.</p> <p>2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens communities.</p> <p>3. Mobile theatre truck used to access targeted communities.</p> <p>4. Diverse and inclusive theatre programmes</p>	<p>1. To target companies with CSI programmes to bring a child to the theatre</p> <p>2. Develop funding policy to target sponsorship</p> <p>3. Conduct comprehensive survey to establish audience needs</p>
5	Limited programmes available for newly trained Arts Practitioners	<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 workshop</p>

Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
6	Non-Compliance with legal legislation	<ol style="list-style-type: none"> 1. Various and changing legislative requirements to be complied with 2. There is a requirement to comply with MSCOA 	<ol style="list-style-type: none"> 1. Regulatory compliance register/ assessment tool monitored by the company secretary 2. Compliance policy and framework in place

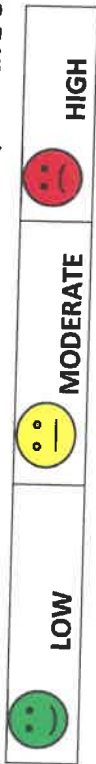
- **Internal Audit**

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 officer of the Auditor General commenced their audit of 2020/201 during the 1st quarter of the current financial year.
The assurance outcomes by the auditor general are now based on the 2019/20 audit, Joburg City Theatres regressed in terms of the audit outcome to unqualified audit opinion in 2019/20.

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




Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes–	Level 2 – External Assurance	Level 1 and 2 Combined Assurance
	Aged, Obsolete and/or outdated stage machinery and equipment	Old stage machinery becomes no longer useable. Insufficient financing to upgrade machinery and equipment. Inability to attract state of the art shows.	Q4 Residual Risk High	Internal Audit High	Risk Advisor High
			Risk Movement 	Level 2 – integrated assurance High	Auditor General High
					Combined Assurance High

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes–		Level 2 – External Assurance		Level 1 and 2 Combined Assurance				
			Q4 Residual Risk	Risk Movement	Internal Audit	Risk Advisor	Level 2 – integrated assurance	Auditor General	Combined Assurance		
	Worldwide spread of Covid -19 causing disruption to business resulting from closure of all economic activities	<p>Following the announcement by President Cyril Ramaphosa of 15 March 2020 declaring that COVID-19 had become a “national disaster and resulted to school closures, travel restrictions, and bans on large gatherings. The outbreak of COVID 19 has interrupted all Theatre activities planned for the 3rd and 4th quarter of 2019/20 financial year and also 1st quarter of the 2020/21 financial year.</p> <p>Lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings</p>	High		High	High	High	High	High	High	High
	Countrywide implementation of load shedding by the state power utility (Eskom):		Low		Low	Low	Low	Low	Low	Low	Low

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes–		Level 2 – External Assurance		Level 1 and 2 Combined Assurance		
			Q4 Residual Risk	Risk Movement	Internal Audit	Risk Advisor	Level 2 – integrated assurance	Auditor General	Combined Assurance
	Limited programmes available for newly trained Arts Practitioners	Limited in house production to absorb newly trained practitioners	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate
	Inconsistent attendance at theatre shows	High cost of productions and the need to recover costs, effect of the country's downgraded economic status, lack of exposure of potential audiences to the theatre experience, image perceptions of poor security within the theatre environs, and trying to cater for diverse audience needs.	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes–		Level 2 – External Assurance		Level 1 and 2 Combined Assurance				
			Q4 Residual Risk	Risk Movement	Internal Audit	Risk Advisor	Level 2 – integrated assurance	Auditor General	Combined Assurance		
	Non-compliance with applicable legislation	<p>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.</p>	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate
	Lack of brand architecture (continuous and consistent message management	<p>Reputation of the Theatre precinct, poor/bad marketing strategy, inadequate marketing budget as well as lack of specialised personnel.</p>	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes–		Level 2 – External Assurance		Level 1 and 2 Combined Assurance		
			Q4 Residual Risk	Risk Movement	Internal Audit	Risk Advisor	Level 2 – integrated assurance	Auditor General	Combined Assurance
	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.	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

The performing expressions are defenceless since much of the division depends on live engagement with bunches of individuals in a central space: entertainers are in near vicinity when sharing a space, and backstage regions are shared by on-screen characters and group individuals; dressers, make-up specialists, props directors and organize hands all work together to make a live execution. A few modes of live execution might require one-on-one engagement with an group of onlookers part or require a transgression of the boundary between groups of onlookers and entertainers. Sound and lighting booths are for the most part little, encased spaces in which social removing is nearly outlandish.

Encapsulated engagements and visceral trades that frontal area the tactile are central to the performing expressions. The kind of consideration we pay to a theatre piece and the kind of consideration we pay to online seeing substance is diverse. Whether observing an execution or performing, those who share the space are not fair in space, their interrelationship shapes the shared space. This forming of a shared space and related encapsulated trades are at the heart of the challenge to reimagine the performing expressions within the setting of COVID-19.

The excitement trade demonstrate is built on groups of onlookers, participation to appears, expansive get-togethers. Pulled out from underneath the industry like a carpet. At the begin of the across the country lockdown, it would be reasonable to say that the complete excitement industry was caught by shock. Entertainers and execution scenes quickly confronted a slew of cancellations, and as earnings from live execution twirled into the COVID drainpipe, the industry quickly looked for ways to remain above water.

To begin with was going online. As gatherings did, so did amusement, go online. This was done without much thought or thought for what individuals would observe on gushing. It was not sufficient to fair perform and stream a live execution, tv, which is what gushing was in coordinate competition with.

When the theatres started to deliver works for online spilling, an emphasis was put on guaranteeing that the gushed generation was engaging and alluring to groups of onlookers at domestic.

JOBURG THEATRE

Joburg Theatre's quarter started with streaming of virtual poetry and music event, **Long Nights of the Poets** (*International Poetry and Music Stream*) presented by the Department of Sports, Arts and Culture and shot at the Lesedi Theatre for the International Virtual event feature. 30 Artists from all parts of South Africa, as well as Zimbabwe, Nigeria, Algeria, Palestine, India and the USA were featured. Artists such as Siya Mthembu, Busisiwe Mahlangu, Victor Nxumalo, Makhafula Vilakazi and many more shared the stage in this event.

Audiences were provided an opportunity watch the show on the following Facebook Pages: African Women Writers Network, Joburg Theatre, Current State of Poetry and on the websites: afroarts.co.za and joburglive.tv.



Outsurance held a three days shoot at the Nelson Mandela Stage. A model structure was placed on the stage as part of the set to compliment the shoot. This project was part of their advertising campaign to their potential customers and existing clients. Joburg Theatre is proud to host this advert shoot and will continue to give fair and transparent service to the City of Johannesburg citizens. All Level 4 Covid-19 regulations were followed during the course of this shoot as there was no gathering and nor invited guests.



Soweto Gospel Choir had a shoot at Lesedi Theatre. The choir draws on the best talent from the many churches in and around Soweto, South Africa's famous township, mixing earthy rhythms with rich harmonies to uplift the soul and express the energy of their homeland. By blending elements of African gospel, traditional spirituals, and American popular music, the choir shares the joy of faith through music with audiences around the world. This was a successful shoot and all Covid protocols were adhered.



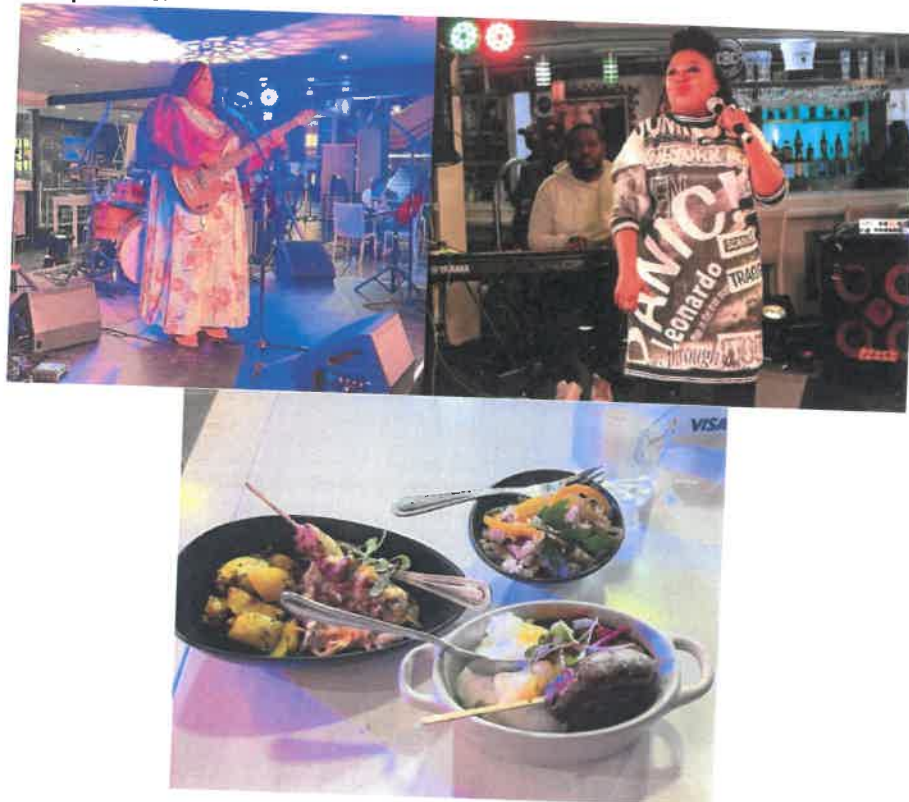
Joburg Ballet staged a spectacular production called **Solo Flight** to kick off August at the Nelson Mandela Theatre compiled together by the Joburg Ballets Artistic Director, Ian McDonald. The Artistic director said; "Solo Flight is aptly named and appropriately programmed to reflect our current circumstances, showcasing as it does the dancers of Joburg Ballet in a diverse range of solo pieces and duets with none of the large onstage groups that would have made EVOLVE unsuitable." The composition featured Joburg Ballets very best Revil Yon in GISELLE and Nicole Ferreira-Dill in Raymonda by Marius Petipa, with music by Russian composer Alexander Glazunov. Due to covid-19 restricting Joburg ballet managed to have a successful run with proper regulations followed. With limited seats best performance was showcased with endless praises from all social media platforms from the attendees reflecting on the Artistic Director's successful career.



MTN Joyous Celebration held a female only show at the Nelson Mandela stage in celebration of womens month. This was a unique virtual production in honour of the phenomenal women of South Africa, led by an all-female cast of vocalists – for women by women. In response to the “new norm” brought on by the COVID-19 pandemic, MTN Joyous Celebration recently launched a new platform at JoyousTV, home for all Joyous video content. It is through this platform that the Tribute to Women of South Africa was streamed. This unique celebration featured other talented females as guest including some Joyous alumni who have graced the Joyous stage in the past.



Thanks to the country moving to level two of the new norm under Covid-19 regulations, JT committed to bringing Live music, and exquisite menus at the Joburg Theatre Stages restaurant. The programme, **Jozi Food Music Saturdays** was launched successfully on September 4th as we kicked off Heritage Month. The audience enjoyed live performance from Brenda Mtambo, Austebza, Neo Motsatse, Sims Shabalala and Azval Ishmail. This event will continue being staged at the Joburg Theatre Stages restaurant twice a month to bring nothing but entertainment to our patrons.



The second edition of **Jozi Food and Music Saturday** brought in **Femi Koya** to close off this Heritage month with a musical bang! The performance saw the theatre bring in a diversified audience from in and around Johannesburg. Femi Koya graced patrons with a great performance alongside with DeeJay Prince who warmed everybody up before the live performance.



September month is also synonymous with **Johannesburg International Arts Alive Festival** which is annually launched at the Nelson Mandela Foyer. Arts Alive serves as a platform to showcase a wide across diversity of the Arts industry in South Africa whether in Music, Theatre, Dance, Workshops or Seminars. Due to the ongoing Covid pandemic, this year's Arts Alive is digitalized on all reachable platforms for the 2nd year in a row. This 29th edition virtual festival featured partners such as Global Dance Supreme, Alexandra Arts Academy, Major

Productions, Nomthandazo Solomon, Beat Makers Market, Soweto Arts and Craft and City of Joburg. This year's theme is "A Redefining and Artistic Creative Future" let's keep the arts alive!



One such event that was filmed screened and streamed was the Jazz@ArtsAlive known as Jazz on the Lake. The programme featured acclaimed artists with a quality house band that included musicians such as AusTebza, Themba Mokoena, Sydney Mavundla and others which were directed by acclaimed pianist Avzal Ismail. The concert featured guest performers from a selection of award winning South Africa artists such as Mandla Ntlaks, Siya Makuzeni, Azana, Mandisi Dyantyis, and more!



City of Joburg hosted a successful launch of **Soweto Pride** in the Nelson Mandela Foyer and Auditorium. The City is committed in building a Johannesburg that is inclusive and protects the rights of the LGBTQIA+ community. The obsession with "Us and Them" has been at the heart of keeping South Africa from a brighter future. We need action towards GBV and the discrimination of this community these dialogues were opened between the Pride Organisation and various City of Joburg departments. Candles were lit in honour of the lives lost due to discrimination and Gender Based Violence.



The annual **Shakespeare Schools Festival 2021** returned onto stage and took place at the Lesedi Theatre. This festival aims to strengthen the link between the Arts and Education, at its core, the festival is an educational program, aimed at improving language and social skills through the Performing Arts, unite children from diverse backgrounds in Southern Africa and empower them to transform their lives, using the unique power of theatre and the works of Shakespeare as the vehicle. With sold out seats every night, this proved that even through Covid Protocols this event has gained loyal audience to support. Since its inception, the festival has become Africa's largest Shakespeare youth Drama program and has worked with over 490 schools, 9000 youth, and 670 teachers across the Western Cape, Gauteng, Kwa-Zulu Natal and the Eastern Cape.



Ditshego Media held a master class at the Peoples Theatre with invited youth passionate about the having successful career in Social Media. With good dialogue being exchanged and finding loopholes on how the world media has evolved over the years, this was indeed a fruitful session. A surprising closing performance by an award winning R&B singer Donald held the audience from their seats. Joburg Theatre is slowly opening its doors and encourages strict social distancing during this pandemic.



The spectacular **Little Miss & Miss Teen United Nations South Africa** brought to you by Mpho Botha Events held at Lesedi Theatre. Due to the COVID-19 regulations, the show took on a new format by hosting 2 separate shows, the first show was at 17:00 for the little Miss United Nations SA & Miss Teen United Nations SA finalists. Then from 19:00 Miss & Mr United Nations S.A contenders followed suit.



Afrika Arts Festival, a multidisciplinary arts festival created and produced by Kwethu Arts (NPO) was held at Lesedi Theatre. The project of dynamic, creative and youth orientated festival that showcased and celebrated the artistic talents and creations of young artists in training at different higher education and training institutions across the Mzansi.



SOWETO theatre

My community Cooks with Vuma - Soweto theatre opened its doors, while adhering and keeping strict COVID-19 rules to the know network Vuma. Vuma utilized Soweto Theatre to host Artistic workshops, where they invited performing artists from Soweto and its surroundings to discuss how COVID-19 has affected their industry. In between the talks there were different kinds of performances from Pantsula dancers, Poets, DJ's, traditional dancers and others. As part of the panel there were well known artists like Mr. Sipho "Hotstix" Mabuse, Gigi Lamayne; Ivan Turanjanin 'the organizer' and others from different companies like MultiChoice. **Patrons in attendance had the following to say:**

On today's workshop I learned that it is important to take your craft seriously as an artist and that management is key if you want to make it."

"I am happy about the service and hospitality provided by Soweto Theatre. The session was very informative like performing right & big brands using your music for promotions."

Today's session was wonderful taught me to stay focus on what I want to become in life, especially in the music industry. I would like to say thank you to Bra Hotstix and for the service received from the theatre staff, definitely coming back when the county opens again."





Speaker's Dialogue- Office of the Speaker utilized the Red Theatre to host a dialogue where they had different speakers and people from Soweto and its surroundings. The topic of the day was: **The role of local Government in the fight against LGBTI and femicide.** This is especially significant in our country where violence against women and children is rife.

Amongst the panel there was GBV survivor & activist Disele May, Lisa Vetten project consultant at UJ and WITS who unpacked the statistics of GBV in Gauteng and what strategic programs can be introduced to tackle GBV, MMC of Public & safety Mally Mofokeng, MMC of Social Development Eunice Mgcina including Speaker of Parliament Mr. Solomon Tsenoli talking about understanding the concept of men's parliament and how local government can get involved.



The Department of Health and social Development held a **Women's Day Programme** where they invited the community and different panel members to engage in a discussion on what women in this country go through every day and how it can be stopped and prevented. In their panel there was Hlengiwe Sithole from Ilungelo Women's Organization, Vincent Cholane from Masiyixoxe Men and Boys Forum and others.



Soweto Theatre rented the Main Auditorium for a music video shoot called **Father Figure**, This was a private shoot.

As part of the women's month Soweto Theatre provided space to the Khuluma Ndoda Production showcasing their production performance called **Monologue From Heaven** where eight ladies who were brutally killed meet in heaven. They all tell their sad stories about how they were murdered.

- One was killed by a group of boys who kidnapped her on her way to school, they took her to the cemetery where she was gang-raped and killed.
- The second lady was hijacked and held captive in an old factory where she was raped several days then burned to death.
- Third lady was killed for "muthi" purpose whose body parts were sold to different places
- the forth lady was raped and killed by a jealous boyfriend
- An angry husband killed his whole family due to his wife's infidelity.

- The sixth lady was kidnapped and died in a shipping container while transported for human trafficking.
- The seventh lady was killed by an angry customer while she was used as a sex slave.
- Lastly but not least the eighth lady committed suicide after she was not believed when she told her aunt what happened to her.



King Tha video shoot-The well-known and loved by many artist Thandiswa Mazwai utilized the Red Theatre for her shoot as she had previously recorded her jazz album Belete on the same stage.



Lehe le Kganyapa -Soweto Theatre youth program Lit'somong prepared a showcase as part of their curriculum. This production was about Motlalepule, a girl that is responsible of finding her brother and in her journey she meets an old man who helps her to defeat the greedy man Mathanzima who stole the egg of the water snake.



The Blue Theatre hosted Omama Besxaxa Foundation presenting **Best of the Best Mbhaqanga Legendary Artists Performances & Exhibition**, with the aim of the project to create employment, talent searching and skills transferring to the youth, woman and people with disability in and around Gauteng after all nurturing the talent discovered. From the year 2020 Omama Besxaxa Foundation has been running competitions for the upcoming groups/creative and aiming to reach its objectives such as: creation and development of new work in the music industry; innovative artwork in the music industry; creative writing of Mbhaqanga music that will sustain this music genre; capacity building and skills transfer from the Legendary Artists to the youth.





Soweto Theatre was proud to host 'A Raisin in the Sun' during Heritage month, presented by South African stage and screen actor and Director Dr Jerry Mofokeng wa Makhetha in partnership with the US Mission to South Africa. The title of the play is taken from the poem Harlem by Langston Hughes, "What happens to a dream deferred? Does it dry up like a raisin in the sun?"

"This is a story of hope, at a time in history when we need it most. It is a story that permits people to dream again. Walter, in the play, maybe is African American, but he is as much African as Steven Biko," explained Mofokeng wa Makhetha.



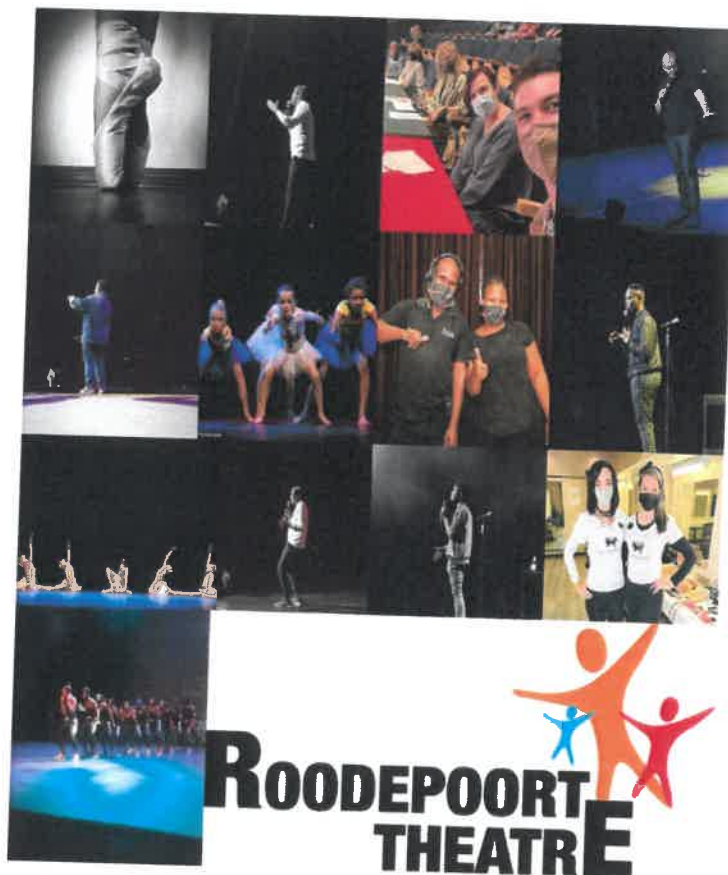
The show **#Glue&BenzeneMustFall** is about raising awareness of the misuse of the substances Glue and Benzene, as they have become the foundation of most drug abuse. Through theatre we want to educate children and the youth in our community about the substance so they prevent themselves from using it, and educate parents on how to identify signs and symptoms if the child is using GLUE and BENZENE



Mzansi Musical Theatre Show a showcase of music, dance and spoken word poetry performance to introduce kids to the theatre space. The show was presented by House of Sports and Development Foundation, a small group of inspired and passionate young people from Soweto who are dedicated to making a difference in their community. Based in the Heart of Protea South, the foundation works with kids from surrounding schools and family and child welfare centres like Othandweni Child and Youth Centre, with a mission to provide opportunities that will enable young people to rise out of poverty.



Seven Colour Sundays One of South Africa’s favourite food markets made a comeback to serve happiness on a silver platter. Seven Color Sundays is all about Good Food, Good Music and Great People. A Market that is more than just about fun or food, but is also an amazing platform for local entrepreneurs to grow their businesses. Happening every last Sunday of the month at the iconic Soweto Theatre, Seven Color Sundays comes alive with colour, beauty, food and music.



The Roodepoort Theatre first quarter programming has been one of glee and success. Covid-19 has given the theatre the ability to restructure service delivery in an efficient and safe manner, as the new normal grips the City so does the operating procedures of the theatre. The office of the General Manager captures the essence of the quarters performance as “a quarter of many firsts, as we find new ways to operate and perform”.



South African Body of Dance (SABOD) All Style Dance Festival celebrated 30 years of dance in 2021 at Roodepoort Theatre. This festival was managed by SABOD (South African Body of Dance) and Roodepoort Theatre's team. In order to participate and enter all dancers and dance schools needed to be registered with SABOD for ease of tracing and tracking required for Covid-19. This dance competition has been hosted at Sun City since 1999 and has grown in both numbers of participants and dance schools, as well as the various styles of dance that are performed annually but 2021 saw this iconic dance festival come to Roodepoort Theatre twice in a year. Other events hosted by the prestigious SADOB have included The World IDO Championships hosted in 1999, 2001 and 2012, and more recently the first ever Commonwealth Cup which took place in 2017 and 2019, which sort global attention and has international recognition.



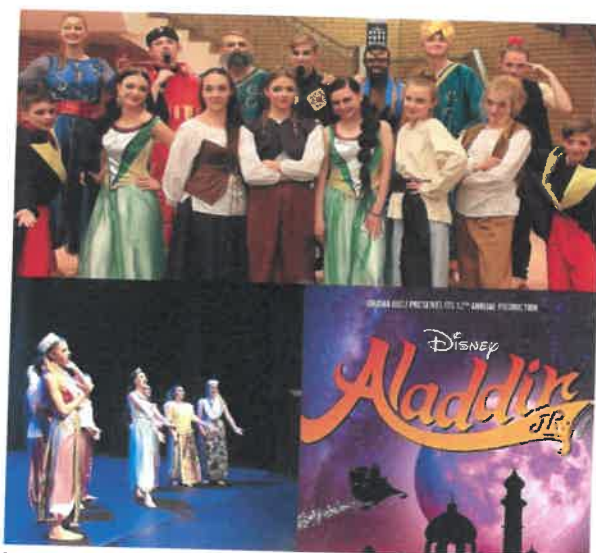
ATKV Culture Festival -The Afrikaans Language and Culture Association: Afrikaanse Taal-en Kultuurvereniging (ATKV), is a society that aims to promote the Afrikaans language and culture. The association was founded in 1930 in [Cape Town](#). Since its inception and up to the end of [Apartheid](#) in 1994, membership was only open to members of the [Afrikaner](#) Christian community. Membership was thereafter opened to include people of all [ethnicities](#), sharing the same values as the ATKV (i.e. speaking Afrikaans and belonging to the Christian faith). The festival commenced from the 13th - 21st August with a full contingent of artistic talent, the festival catered to all art lovers which experienced an eclectic feel, with some choosing to view online while some made their way to theatre, the concert brought no doubt some heat to a cold and gloomy week. Roodepoort Theatre says baie dankie to all that made this hybrid mini festival come to life.

IBFF Women's Month Showcase – Ladies did not miss out on the glitz and the glamour of this brand-new female show in Gauteng hosted by IBFF Pro athletes Vivian Goosen and Bernadine Du Pisanie who have achieved phenomenal success in the fitness and physique industry. Due to their love and passion for the industry, a new show was born to give existing and upcoming female athletes a platform to compete which saw the ladies strap on those heels, get glammed up and come and show off their hard work at the IBFF Pro Divas all-female show. The theatre congratulates all participants, and we say what an inspiration to keep our bodies fit and healthy. A team was selected to represent South Africa in Slovenia on a virtual competition. What a way to end women's month.



Roodepoort Theatre and TTC Productions brought the best comedy show in the west rand with **Westside Comedy Jam**, this great comedy show was hosted by Tebogo Ntlhane who has budded heads with the heavyweights of comedy and nominations ranging from, Ingoma Gospel Awards – Comedian Of The Year, SABC Crown Gospel Awards – Comedian Of The Year, Savana Comics’ Choice Awards – Best Newcomer, African Gospel Awards and Africa Gospel Comedian Of The Year. The show featured South Africa’s established and up-and-coming comedians. Westside Comedy Jam will now take place every last Friday of the month at the theatre. Laughter is the greatest escape and perhaps more relevant now in these tricky times.

Roodepoort Dance Hybrid Festival - Dance dance dance some more! Roodepoort Theatre virtual dance festival began on a warm start as judges sat with a mark sheet which focused on the execution of dance moves with precision and excellent technique. Technique is an essential part of dance, and important as it assists in the longevity of the dancer. The use of good dance technique helps to prevent injuries, build strength and flexibility, as well as refine movements. Good technique as well as correct stance and posture are essential to perfect turns, leaps, and jumps and the biggest marks were linked to creativity which is an essential component of creative expression which was demonstrated during the festival. The hybrid festival was the first of its kind, as lingering Covid impact of restrictions and regulations kick in, Roodepoort Theatre decided to use the opportunity presented by the pandemic to host one of a kind national dance festival. The dancers came in their numbers while observing all regulations and made sure to leave a little bit of sweat on the stage as the competition was tough. The second week of the competition saw an increase in seat allocations meaning more audiences would be able to join in on the theatre of dance, while some chose to log in from home. A great way to end the quarter as the theatre celebrated virtual arts.



Aladdin Jr which is based on the 1992 Academy Award-winning Disney film and the 2014 hit Broadway show about the “diamond in the rough” street rat who learns that his true worth lies deep within. When Aladdin frees a genie from a lamp, he finds his wishes granted. However, he soon finds that the evil has other plans for the

lamp — and for Princess Jasmine. But can Aladdin save Princess Jasmine and his love for her after she sees that he isn't quite what he appears to be? That was what the sold out audiences were there to find out. The experienced cast of over 80 performers, aged between 4-18 took the attendees on a thrilling magic carpet ride in this family-friendly musical production. The theatre was filled with masked smiles and glistening eyes.

YOUTH AND COMMUNITY DEVELOPMENT

JOBURG THEATRE

While the theatre building remains restricted spaces with audience limitations, the work of theatre to educate, galvanise, and create a sense of community has gone beyond the walls of the building. Partnership has been yet another significant value in carrying the objective with limited resources.

In its mandate of service delivery the City of Joburg needs to engage with its communities. Joburg Theatre's youth and community development unit has used its unique position as a communicator and a part of the city to create partnerships that would link and connect the city to the people it serves.

International Day of clean air for blue skies

The Environment and Infrastructure Services Department (EISD) launched its Climate Action Plan (CAP) in June 2021, intending to reduce the city's impact on the environment. On 7th September, the Executive Mayor Jolidee Matongo, MMC for the EISD Cllr Mpho Moerane and MEC for Economic Development, Agriculture, Environment and Rural Development, Mr Parks Tau, recognised the efforts made by the Johannesburg Roads Agency (JRA) towards reversing its impact on the environment. The City celebrated International Clean Air Day by recognising and awarding the JRA for its efforts.



Applied Arts and Arts Management group, Ponga, welcomed guests with song. Litsomong graduate Phumeza Damane played the role of Production Manager. The YCD is not a big unit; however, it is well supported to execute phenomenal events and activations by a network of youth and groups participating in the theatre's training programs. Through these activations with EISD, the YCD is working with the community groups and individuals who have been part of the theatre's development programs.

International Clean Air day was the second stakeholder activation by the unit with EISD in what is a three year partnership. Through the EISD, Joburg Theatre youth development will be able to use theatre and theatre making skills to help the city engage the residents on its green project.

Soweto Pride

On 24th September, the city called the youth development unit to host and organise the Soweto Pride parade. Soweto Pride worked with 6 APAAM stage managers, 20 youth in the program as ushers and event staff, and Ponga once again offered support to the event. Once again, working with the youth, the theatre can enhance real-life youth training by working on big projects that build on their profiles and capacitate the theatre.

Joburg Theatre Youth and Community Development department helped lead the pride parade with a colourful party bus streaming the march on social media. APAAM photographers captured the live moments of pride as Soweto demonstrated that love always wins.

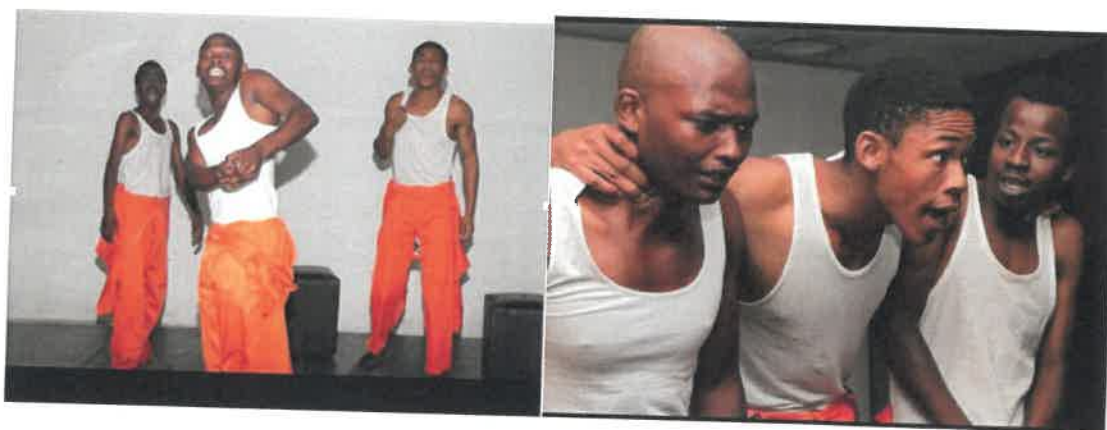
Space.com

The theatre is quiet but remains an important space for creatives to create work, rehearse and develop their skills. The theatre and the adjoining Cas Covadia remain occupied by young artists creating work. While audiences are still low, the space allows for new work to be workshopped and developed.

PRODUCTIONS

Between Brothers

This physical theatre piece is about three brothers accused of raping and molesting a three-month-old child whom they come across near the street at night. They face trials and tribulations. The play offers the views of men to rape, child abuse and what it means to be a black man in a time when gender-based violence has reached a crisis point.



The Mute

Young men and women are grappling with the issue of violence in their homes and communities. It is vital to offer the theatre an open place where unpopular views can be explored and engaged. The Mute explore gender-based violence from the point of view of each of the players. The play attempts to explore the feeling and experiences of both victim and abuser. The mute challenge the gender stereotypes and exposes the abuse of women men who become silenced of fear of shame or social stigma of being abused or accused.

WORKSHOPS

The **National Youth Development Agency (NYDA)** hosted a three day business development and fundraising workshop as part of the Arts Alive programs. The arts is an industry, and artists have to consider their craft a business. The NYDA offered real-world help and helped the group of young artists entrepreneurs apply for NYDA funding.

The **Ola Africa Foundation** with the Department of Social Development hosted workplace readiness workshops in August. The program uses basic theatre-making skills, communication, body language, voice etc., to help young people prepare themselves to engage in the world of work.

Applied Arts and Arts Management (APAAM)

2020 was the final year for the last cohort of APAAM. The program groups are due to graduate in quarter two of the 2021-22 financial year, once Wits concludes the registration of the graduation. Wits Drama for life has proposed to start the new three year in take in January 2022. Auditions for the third cohort of APAAM will take place in November 2021. The Youth and Community Development Manager is working with Wits Drama for Life to design the new APAAM programme.

Number of groups: 7; Number of students: 50

Duma Ndlovu Academy (DNA)

DNA classes have been stopped for the remainder of the year. A DNA facilitator has been appointed and will audition the new NDA intake in November 2021 to start the program in February 2022.

SOWETO THEATRE

Soweto Theatre's youth development department continues teaching and learning, facilitating classes physically while observing all COVID-19 and social distancing protocols to prepare its drama and music development programme learners for planned showcases and exams.

Lits'omong is a theatre training program for children and youth from the ages of 7 - 20 based at Soweto Theatre, and gives children the space to explore their talents for the arts. The programme resumed lessons in the month of August following the President's announcement end of July relaxing COVID-19 restrictions to Level 3. The programme works in partnership with ASSITEJ SA to deliver a training and drama development programme to both facilitators and learners and it has proven to be a wonderful journey and still going. The organisation is also responsible for overseeing, designing and mentoring the programmes' facilitators within an after school programme to ensure that the community youth of Soweto engage productively and creatively in the arts. The classes focusses on dance, drama, playmaking techniques, how to work and play together and how to tell our own stories in our own way. Everything is still work in progress and the learners are enjoying the process. The programme currently has 56 learners registered for this year.



The Music Tutorial Programme (MTP) works in partnership with Structuring Society through Music (SSM) to coordinate, facilitate music lessons, prepare learners for exams and plan performances for the MTP Junior Orchestra. MTP develops the learners musically and supports them to acquire a music qualification through the UNISA Music Foundation. The programme offers training in wind instruments i.e. saxophone, trumpet and

trombone; with the recorder as the entry-level instrument. String instruments, with particular attention to violin, viola and cello to children and youth from the age of 10 to 21 years.

MTP has been continuing with music lessons online under lockdown in July and resumed physical lessons in August. Lessons have been extended from taking place twice a week to three days a week to help get the students ready for the planned theory and practical exams. The exams have been moved from October to November 2021, the programme currently has 65 students registered this year.



The Schools Networks Festival is a theatre programme of set-works contained within the GDE school curriculum, targeted at Johannesburg based High Schools. As part of a drive to attract youth audiences, and to assist in education through theatre, produce a variety of prescribed set works to assist learners with their studies. This theatre initiative was staged and filmed in front of a live audience and is currently screened in school halls and classrooms. The live screening of the setworks is an opportunity for students to partake in developing their skills in analysis, interpretation and self – expression of the books set in this year’s curriculum by the Gauteng Department of Education.

The Covid-19 pandemic has resulted in Soweto Theatre having to find an innovative way to bring the 2021 School Networks to learners. The School Networks screening consisted of two productions in IsiZulu for grades 11 and 12 learners; Ubhuku Lwamanqe and Icala Kaliboli. The programme also offered a streaming option, where audiences could buy a ticket online and watch the plays in the comfort of their homes. Our focus this year was to keep the School Networks programme running and young audiences watching and benefitting from the show despite the limitations posed by the Covid-19 pandemic.

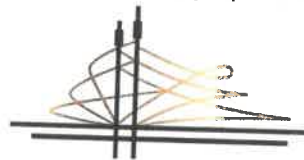




The Art Revival SMME Workshops – The Art Revival bridges a gap between the community, arts and entrepreneurship, this programme provides a balance between the business of the arts and youth development and skill transfer a mandated and classified as service delivery. The Art Revival plays a significant developmental role by means of providing a venue for community theatre initiatives in the area, as well as hosting new and upcoming productions that provide opportunity 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 Sigalo opportunity centre who has partnered with SARS, CIPS, Innovation Hub, Productivity SA, SEDA, South African Institute of Chartered Accountants (SAICA), ABSA, TUHF, GenAfrica, Discovery, Umastandi and Smart Procurement World, demonstrating how internal partnerships within the City can collaborate towards service delivery.

RT Ballet Classes - 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 - The aim for this youth development programme is to use the theatre space as a grooming ground for future comedians in partnership with Tebego and westside comedy. This development programme consists of highly skilled and experienced comedians in the industry, specifically those that are based in the Westrand.

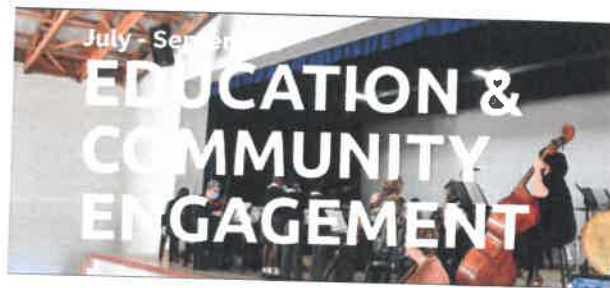


**JOHANNESBURG
PHILHARMONIC
ORCHESTRA**

The Impact of COVID-19- The international outbreak of the Covid-19 virus has left no sector of society untouched. Many people throughout South Africa and the world at large have faced extremely harsh realities as a result of the disease, with effects of the virus reaching for further than we can know at this time. The Johannesburg Philharmonic Orchestra, together with the rest of the world, has been challenged to approach our work differently at this time. In an effort to remain positive, and actively pursue its role as an organisation responsible for the upliftment of society, the Johannesburg Philharmonic Orchestra has sought ways to remain in contact with its audience, while adhering to the law, maintaining all the necessary health and safety protocols, and using this strange season to advance our work in the best way possible.

This global pandemic has changed the way the world works, fast tracking the would-be organic growth of the digital era. Where the performing arts are concerned - and especially for the Orchestra where the intrinsic identity of the medium involves the close proximity of many members - we have faced a great many challenges. Nonetheless, the JPO has risen to the occasion, joining with orchestras around the world in finding innovative ways to share its work. The result has been greater exposure than could ever be expected under normal circumstances, where audiences are limited to time and space. With a growing audience across the world, made possible by innovation and technology, the the JPO is making the best of an otherwise very difficult situation. Increasing the reach of the Orchestra to include audiences across the globe, who are able to experience the music of the JPO outside of the traditional concert experience, has meant exposure to a larger, and growing, audience. Specifically, the Orchestra has employed film, online, print, and broadcast avenues.

Together with the rest of the world, there are certainly lessons that the orchestra has learned through this season that it hopes to adopt as part of its company culture in the future. The pages that follow do not highlight the regular programming of the Orchestra, which was altered as of March 15th 2020 when President Cyril Ramaphosa announced South Africa's National State of Disaster, instituting a range of travel restrictions, visa bans and limiting the size of public gatherings. Instead they outline the innovative avenues that the Johannesburg Philharmonic Orchestra has employed in continuing to fulfil its many responsibilities to its internal and external stakeholders. From March 2020 to date, with the JPO's activities having been necessarily altered to fall in line with health protocols, and the safety of the orchestra musicians, staff, and audience members central to the Orchestra's priorities, regular programming was put aside, and an unprecedented approach to performance instituted within a matter of a few short weeks. The many unknowns throughout this time have required an interesting combination of flexibility and unwavering presence, which has earned the Orchestra its reputation as one of the most steadfast arts institutions in South Africa.



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 our 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 EduVideo, 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 one 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.

Our partnership with St Matthew's School in Soweto continues, offering 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. 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.



The Johannesburg Philharmonic is excited to announce the launch of its EduVideo - a free digital production aimed at educators and students alike, in both the primary and high school spheres, as well as parents and music schools. The video, around 60 minutes in duration, was recorded in November 2020 and is endorsed by the Department of Education. It features South African musicians and conductors performing at Mdluli Lodge in the Kruger National Park vicinity. Message from Mr Charles Sedimo, Senior Education Specialist, Gauteng Department of Education, Johannesburg West District *"On behalf of JHB West District director Mr Lehlohonolo Ramokhoase I wish to extend our greatest gratitude to JPO CEO Mr Tembe, the admin staff and all members of the Orchestra for the great partnership which aims to enhance the music knowledge of our learners. The approval of the JPO teaching programme was motivated by Mr Charles Thabang Sedimo to Education Support Service Unit which is led by my CES Mr Dumisani Tshabalala and DCES Mr Stephen Mogoai. Our senior phase learners (grade 7 – 9) and intermediate phase (3 – 6) are taught music during creative arts and life skills period, which aims to exposes learners to different career opportunities in the arts."*

The JPO music programme assists with practicality in music because learners can see some of the instruments for the first time, the sound they produce and how they are grouped into families. Schools that participate in District programs such as SA Schools Choral Eisteddfod and Segarona Competition which include instrumental playing were considered to be part of this programme. Some educators within our schools have a passion for music but lack the knowledge and how to go about teaching it and this programme is of a great assistant to them."





Symphony of Hope (SOH) concerts are aimed at various centers throughout the province who are in need of more than just entertainment: these concerts are also an opportunity for them to experience a sense of community, to be encouraged, and to be valued as important members of society. At these concerts (which are usually live performances), which are free of charge to its audiences, the Orchestra performs a number of light classical pieces, popular favourites, and highlights from the silver screen. The Johannesburg Philharmonic recorded a Symphony of Hope programme, featuring specially curated music aimed at hospital workers and patients. These videos have been distributed via a soft launch to Zuid Afrikaans Hospital, Baragwanath Hospital, Nelson Mandela Children's Hospital, Charlotte Maxeke and Edenvale Hospital.



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 at the Design Quarters in Fourways on Saturday, 12 December. 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. Eight music teachers from the JPO started teaching at TKM on 20th February: 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. Now all students can enjoy personal, one-on-one lessons with professional musicians and the aim is to facilitate a faster a more productive music education.





The World Symphony Series (WSS) 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. The orchestra takes seriously its responsibility to serve the people of Johannesburg well, and is delighted to see an increase in attendance, especially by younger audiences, and those from different social and ethnic backgrounds, welcoming a more eclectic audience. Due to safety concerns around Covid-19, the JPO decided to host another Virtual Symphony Season, as opposed to a live concert series.



The Johannesburg Philharmonic Orchestra is proud to continue its long-standing relationship with the UNISA Music Foundation. The foundation regularly hosts competitions which attract both local and international talent, and acts as a platform which showcases artists of the highest calibre. Many winners of the various UNISA Music Competitions

go on to become established performers on the both the local and international stage.

The winners of the 3rd UNISA National Strings Competition, which was held from 14th - 21st August 2021, were recorded with the JPO as part of the upcoming Virtual Symphony Series. Jeffrey Armstrong and Thapelo Masita were the winners of the violin and cello categories respectively, and were featured in the JPO's season performing under conductor Daniel Boico.

Creating career paths fellowship programme- In keeping with the JPO 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 are individuals who 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.

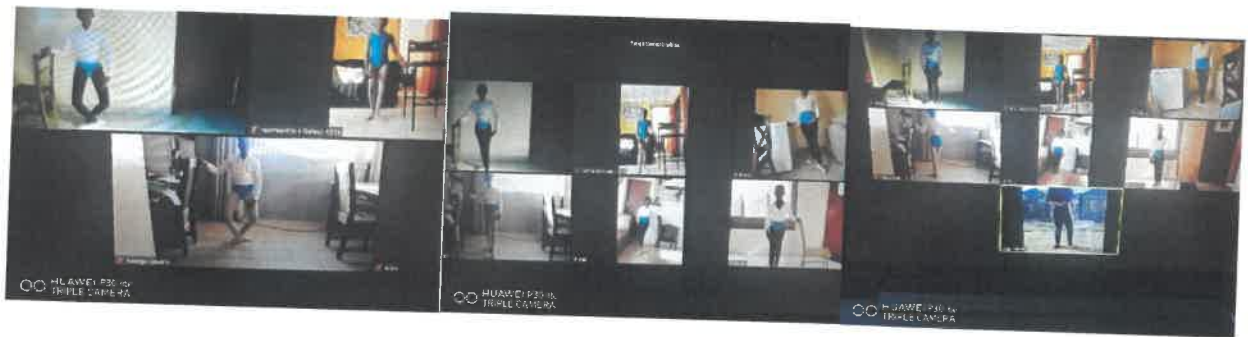


During the period under review (July - August 2021), Joburg Ballet was severely impacted by the coronavirus with dancers and members of staff contracting Covid-19. Initially this resulted in date changes for scheduled performances of *Evolve* at the Joburg Theatre and subsequently requiring a completely new programme to be developed, *Solo Flight*, that would accommodate the limitations placed on the company in terms of physical demands and social distancing during both the rehearsal and performance processes. *Evolve* has been postponed to 2021 and will be presented at the Joburg Theatre in March 2022 as the company's first season next year. Joburg Ballet weathered the third wave of the pandemic with resilience and we are grateful for the full recovery of all company members who had Covid-19 during this period. As we move into the next reporting period, Joburg Ballet is engaged in rehearsals for *The Nutcracker* which is scheduled for the Joburg Theatre in October and *The Playhouse* in Durban in December.

JOBURG BALLET SCHOOLS

Classes continued on zoom for July 2021. Cecchetti Society of Southern Africa adjusted their examination for the second session of 2021. No charge to Joburg Ballet School from the University of Johannesburg for the month of July and August as the country was still at adjusted alert level 4 and level respectively.

Accelerated students were the first to receive in person learning from end July. Teacher Thabang Mabaso has taken on a new role in Joburg Ballet and a Junior Coach and will have more duties and unfortunately cannot remain on a teacher for the Accelerated Program. Claudia Monja (Principal Dancer) is currently injured and will assist in teaching the student. All other schools at the development program are waiting on centre management to advise when facilities will be open to the public for use.



By end August classes commenced in all centres! Students are receiving 2 classes per week in development we are finding attendance challenging as academic schools have many extra classes to prepare the students for their academic examinations. However, as the school we continue to strive for excellence, however COVID-19 and lockdown has made teaching and learning extremely difficult. Illness and financial constraints has made attending online classes extremely difficult for many students. It was decided not to do exams this year, for many students will be at a disadvantage to put their best foot forward.

JB is still striving to work to an assessment and not examinations to be displayed as a presentation on 4 December at Joburg Ballet Studios. Auditions will be held for the Accelerated program on 13 November 2021 and Development in 17, 18, and 19 November in Alexandra, Braamfontein and Soweto respectively.

The Nutcracker - Students from both Accelerated and Development School have been selected at auditions held and will participate in the production and have been rehearsing toward the season. At schools students are practicing and rehearsing towards the year end demonstrations of classwork that they have mastered thus far.

JOBURG BALLET SCHOOL INTERACTIONS

Due to COVID-19, Joburg Ballet has been unable to engage in School interactions since the start of the pandemic. The company is monitoring the situation and will re-engage again when we are permitted to do so.

JCT SERVICE STANDARDS

Summary of the overall performance for the quarter under review

Joburg Theatre (SOC) Ltd, known as Joburg City Theatres (JCT), is an independent municipal entity wholly owned by the City of Johannesburg ("COJ"). JCT operates Joburg Theatre (Braamfontein), Roodepoort Theatre and Soweto Theatre (Jabulani).

Joburg Theatre is also home to Joburg Ballet, as well as the Peoples Theatre Company – performing throughout the year to children between the ages of 3 and 13. Since 2017, the Joburg Philharmonic Orchestra is also supported through an annual grant from JCT.

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

July and August of Quarter 1 continued in the vein of quiet months. Again a very small selection of live shows took place across the various sites under Level 3 regulations. Sadly, memorial services continued to take place during these 2 months.

Several productions were postponed to either the end of the 2021/2022 financial year, or in one case to 2023, due to the ongoing restrictions of Covid-19. Many producers cited that the current attendance regulations of 50 patrons per live performance makes their productions unviable.

With September, and the change in restrictions as the country moved to level 2, there was a marked sense of renewal and energy in the various theatres. Capacity increased to 250 indoors, and 500 outdoors, which allowed for previously cancelled productions to make a welcome return. There was a remarkable enthusiasm for tickets for productions that are hosted at our various sites, and all departments experienced an increase in business.

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 continues to implement all relevant Covid protocols for those guests and staff who visit the facilities in person.

Service Level Standard Performance

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

Performance Highlights

- JCT prides itself on placing customer service at the forefront of its service delivery to performers, patrons and other visitors to its 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 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.
- Joburg City Theatres has recently boosted its staff component with the addition of a new specialist Health and Safety Officer, who assists in maintaining the company's adherence to the relevant legislation.
- The company undertook a survey amongst patrons who had attended the theatre in person in the previous quarter to ascertain attitudes to the theatres service standards and COVID protocols. Action will be taken where concerns are raised.
- When the increased capacity levels were announced, certain productions experienced a fantastic surge in bookings, and several performances were sold out in a last minute rush for tickets

Performance Challenges and Mitigations Covid-19 has presented with additional challenges with regards to safe and healthy regulations, 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 affect the seating capacities for both indoor and outdoor events, but the recent increase in venue capacity has yielded positive results.

Challenges and mitigations

SLS KPI not achieved	Challenges	Mitigations
NOT APPLICABLE	-	-

JCT SERVICE STANDARDS

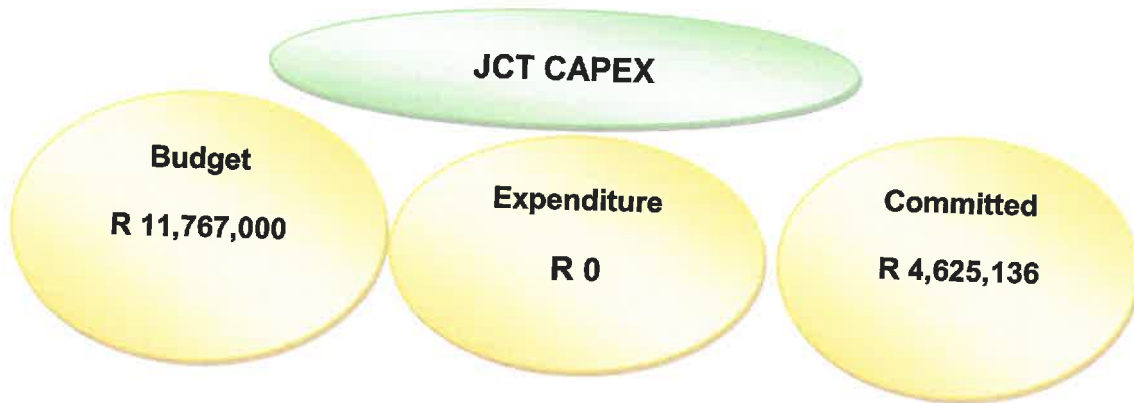
Core Service	Service Level Standard Target	April	May	June	Q1 Actual to date	Variance explanation	Mitigations
1.	100% Theatres accessible to people with disabilities	100%	100%	100%	100%	N/A	
2.	100% of all shows start within 15 minutes as per schedule - measured only on in-house productions and co-productions 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	

1. Joburg City Theatres continues to adhere to all regulations regarding the Covid-19 pandemic, in the interest of safe guarding the health and safety of our staff, patrons and community, as well as any other occupational health and safety legislation.
2. Joburg City Theatres continues to provide accessible spaces for all guests, staff and performers with disabilities
3. Joburg City Theatres continues to be a welcoming environment for patrons of all abilities
4. Joburg City Theatres continues to monitor in-house productions for timeous starting times

Section 2: Capital Projects & Expenditure

Joburg City Theaters' the capital expenditure for 2021/22 quarter one is at 39% with the inclusion of R4,6m committed project .The diagram below depicts the current status for JCT capital expenditure.

The diagram below depicts the status for JCT capital expenditure.



PROJECTS	BUDGET	EXPENDITURE	COMMITTED BUDGET	AVAILABLE BALANCE
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS	R 955,000.00	R -	R -	R 955,000.00
UPGRADE OF STAGE MACHINERY , RENEWAL PLANT & EQUIPMENT	R 5,748,000.00	R -	R 4,351,224.94	R 1,396,775.06
TECHNICAL EQUIPMENT NEW OPERATIONAL	R 955,000.00	R -	R -	R 955,000.00
INFORMATION TECHNOLOGY NEW COMPUTER SOFTWARE	R 955,000.00	R -	R 241,297.64	R 713,702.36
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS	R 415,500.00	R -	R -	R 415,500.00
UPGRADING OF TECHNICAL EQUIPMENT (SOUND & LIGHTING)	R 530,000.00	R -	R 32,613.90	R 497,386.10
BUILDING RENOVATIONS AND UPGRADES	R 1,261,000.00	R -	R -	R 1,261,000.00
UPGRADING OF TECHNICAL EQUIPMENT	R 947,500.00	R -	R -	R 947,500.00
	R 11,767,000.00	R -	R 4,625,136.49	R 7,141,863.51
Spent to date	R -	0%		
Committed Budget	R 4,625,136.49	39%		
Total	R 4,625,136.49	39%		

Section 3: Performance against game changers

The Executive Mayor has stated his commitment to Government of Local Unity (GLU) priorities that will make a significant contribution to enhanced service delivery. In response, JCT's commitments are informed by, and build upon, the foundation laid by the 2015 JCT "transformation charter" which was 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.

JCT has identified the following GLU 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	Q2	Q3		Q4
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	Jul - Sep 2021	Oct - Dec 2021	Jan - Mar 2022	Apr - Jun 2022	4 Annual KPIs were achieved in the first quarter
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 KPI was measured in the second 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				KPI achieved with collaborative programmes with CoJ Community Development

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	
Strategic Objective 1: Provision of opportunities for the youth, including future arts practitioners and entrepreneurs.													
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	Quarterly	Target	Target	Target	Target	Target	Target for First Quarter was Achieved
							CFO	50	100	150	220	Actual	Actual
	Increased 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 on programme content Programme summary	Quarterly	Target	Target	Target	Target	Target	Target for First Quarter was Achieved
							Executive Producer, Artistic Manager	200	200	250	250	Actual	Actual
Strategic Objective 2: High quality performing arts and entertainment experiences and facilities.													
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	Quarterly	Target	Target	Target	Target	Target	Target for First Quarter was Achieved
							Executive Producer, Artistic Manager	2	4	6	8	Actual	Actual
Create a culture of enhanced service delivery with pride and dignity	Improved service delivery	Percentage achievement on service level standards	Service standards turnaround time improvement?	90% achievement service level standards	90% achievement service level standards	Service Level Standards Report	Quarterly	Target	Target	Target	Target	Target for First Quarter was Achieved	
							COO	90%	90%	90%	90%	Actual	Actual

CORE BUSINESS		SERVICE LEVEL STANDARD	
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			Reporting Period					
								Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022	Q4 Apr - Jun 2022		
Create a culture of enhanced service delivery with pride and dignity	Improved audience development and accessibility to venues	Number of Arts and Culture festivals and themed 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	Target	Target	Target	Capex Opex Target for First Quarter was Achieved
								6	15	18	20		
		Actual	Actual	Actual	Actual								
		8											
Promote economic development	Promote economic development	Number of Ballet seasons	Image building of the Col by Joburg Ballet	4 ballet seasons	4 ballet seasons	Quarterly report Contracts and marketing material	Executive Producer	Quarterly	Target	Target	Target	Target	Target for First Quarter was Achieved
								1	2	3	4		
		Actual	Actual	Actual	Actual								
		2											
Create a City that responds to the needs of the citizens, customers, stakeholders and businesses	Improved audience development and accessibility to venues	Number of 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	Target	Target	Target	Target for First Quarter was Achieved
								1	2	3	4		
		Actual	Actual	Actual	Actual								
		2											
Strategic Objective 3: Affordable access to and use of theatres by communities													
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	Target	Target	Target	Target for First Quarter was NOT Achieved
								10, 000	50, 000	60, 000	80, 000		
								Actual	Actual	Actual	Actual		
								8, 821					
Strategic Objective 4: Good governance, financial sustainability and sound management													
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	Target	Target	Target	Target for First Quarter was Achieved
								≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget		
								Actual	Actual	Actual	Actual		
								91%					

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			Reporting Period	Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022	Q4 Apr - Jun 2022			
														Target	Actual
Enhance our financial sustainability	Percentage of CAPEX budget spent	Capital 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	70%	Actual	95%	Actual	Target for First Quarter was Achieved
							Target	10%	Actual	39%					
	Percentage spent on repairs and maintenance against the budget	Operating project programme	97%	8%	Expenditure report Financial statements	CFO	Quarterly	Target	8%	Actual	8%	Actual	8%	Actual	Target for First Quarter was NOT Achieved
							Target	8%	Actual	2%					
Improved and sound financial management	Proportion of earned income against total revenue including subsidy	Financial sustainability Improved and sound financial management	30% / 70% Earn Revenue R55,694m Total revenue R184,163m	24% / 76% Earn Revenue R51,687m Total revenue R217,899m	Financial statements Income reports	CFO	Quarterly	Target	24% / 76% Earn Revenue R24,691m Total revenue R102,879m	Actual	24% / 76% Earn Revenue R37,036m Total revenue R154,317m	Actual	24% / 76% Earn Revenue R51,687m Total revenue R217,899m	Target for First Quarter was NOT Achieved	
							Target	20% / 80% Earn Revenue R11,382m Total revenue R55,768m	Actual	20% / 80% Earn Revenue R11,382m Total revenue R55,768m					
Internal control improvement process	Percentage of valid invoices paid in 30 days after receipt of invoice or statement ³	Financial sustainability Improved and sound financial management	100%	100%	Expenditure report Financial statements	CFO	Quarterly	Target	100%	Actual	100%	Actual	100%	Actual	Target for First Quarter was Achieved
							Target	100%	Actual	100%					
	Audit opinion	Clean audit outcome	Unqualified audit opinion with zero audit report findings	Unqualified without material findings	External audit opinion and report Annual financial statement	CFO	Annually	Target	Unqualified without material findings	Actual	Unqualified without material findings	Actual	Unqualified Audit Opinion -	Actual	Target will be measure in Second Quarter
							Target	Unqualified without material findings	Actual	Unqualified Audit Opinion -	Actual	Actual			

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 2020/201 Estimate	2021/22 Target				Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022	Q4 Apr - Jun 2022			
Audit mitigation initiatives	Strategy improvement plans	Percentage of predetermined objectives achieved	Strategy improvement plans	85% of pre-determined objectives achieved	85% of pre-determined objectives achieved	Quarter reports / evidence files	COO	Annually	Target	85% of pre-determined objectives achieved -	Target	Target	Capex		
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Opex	
				Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target will be measure in Second Quarter
Improved financial planning and project management	Strategy improvement plans	Percentage of resolution of Internal Audit (IA) findings	Strategy improvement plans	NEW	100%	Quarter reports / evidence files	CFO	Quarterly	Target	10%	Target	Target	Target for First Quarter was Achieved		
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
				Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target for First Quarter was Achieved
Improved financial planning and project management	Strategy improvement plans	Percentage of compliance with relevant legislation and policy prescripts	Strategy improvement plans	NEW	100%	Quarter reports / evidence files	CFO	Quarterly	Target	100%	Target	Target	Target for First Quarter was Achieved		
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
				Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target for First Quarter was Achieved
Increased entrepreneurial support of small businesses	Business Support to SMME's	Percentage of procurement spend on SMME's against total procurement expenditure	Business Support to SMME's	NEW	85%	Quarter reports / evidence files	CFO	Quarterly	Target	10%	Target	Target	Target for First Quarter was Achieved		
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
				Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target for First Quarter was Achieved
Increased entrepreneurial support of small businesses	Business Support to SMME's	Percentage of procurement spend on SMME's against total procurement expenditure	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	Procurement reports	CFO	Quarterly	Target	30%	Target	Target	Target for First Quarter was Achieved		
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
				Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target for First Quarter was Achieved

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			Reporting Period	Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022		Q4 Apr - Jun 2022																			
									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	Procurement reports	CFO	Quarterly	Target	75%	Target	75%	Actual	Actual	Capex Opex	Target for First Quarter was Achieved																
Strategic Objective 5: Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT																																
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 / productions / programmes / events	26 strategic partnerships created	20 Partnerships / Collaborations / productions / programmes / events	Signed MoA / contract	Executive Producer	Quarterly	Target	5	Target	10	Actual	Actual	Actual	Actual	Target for First Quarter was Achieved															
<table border="1"> <thead> <tr> <th colspan="2">Summary</th> </tr> </thead> <tbody> <tr> <td>Quarterly KPIs</td> <td>20</td> </tr> <tr> <td>Annual KPIs</td> <td>02</td> </tr> <tr> <td>Total number of KPIs</td> <td>22</td> </tr> <tr> <td>Total number of KPIs Measured</td> <td>20</td> </tr> <tr> <td>Number of Quarterly KPIs Achieved</td> <td>17</td> </tr> <tr> <td>Number of Quarterly KPIs Not Achieved</td> <td>03</td> </tr> <tr> <td>Total achieved constitutes</td> <td>85%</td> </tr> </tbody> </table>																	Summary		Quarterly KPIs	20	Annual KPIs	02	Total number of KPIs	22	Total number of KPIs Measured	20	Number of Quarterly KPIs Achieved	17	Number of Quarterly KPIs Not Achieved	03	Total achieved constitutes	85%
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Total achieved constitutes	85%																															

KPIs NOT ACHIEVED AND REASONS

#	Description	Challenge	Way-forward
1.	Proportion of earned income against total revenue including subsidy	KPI was not achieved due to the economic climate which has resulted in a reduction in consumers' disposable income patrons forcing them to stretch their budgets further and spending less on entertainment.	Relaxation of lockdown restrictions to alert level zero were operations are back to normal and there is an increase in the number of attendees and theatre productions. This will improve in-house ticket sales, rental of facilities and the catering services revenue.
2.	Number of attendees	This is due to Covid-19 restrictions moving events capacity to 100 at alert level 3 & 1	Relaxation of lockdown restrictions to alert level zero were operations are back to normal and there is an increase in the number of attendees and theatre productions. This will improve in-house ticket sales, rental of facilities and the catering services revenue.

Section 5: Supply Chain Management and Black Economic Empowerment

The company adheres to a procurement system which 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 as yet will be totally exempted.

It is however 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).

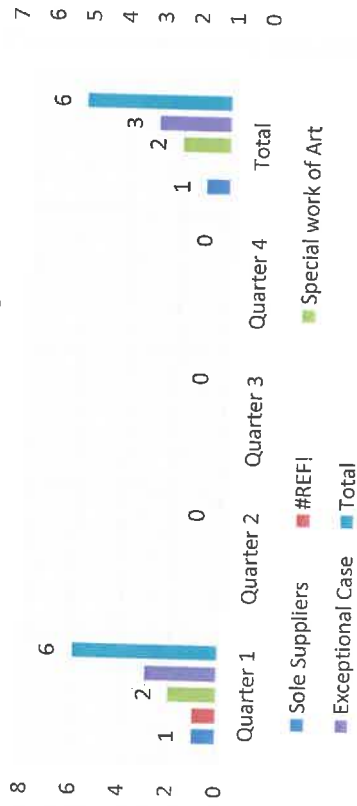
In terms of Regulation 6 (1) read with Regulation 6(2) of the MSCMR issued in terms of the Local Government MFMA 56 of 2003, the Board of Directors of the Municipal entity must maintain an oversight role over the implementation of its SCM Policy. This report has been complied in compliance thereto.

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

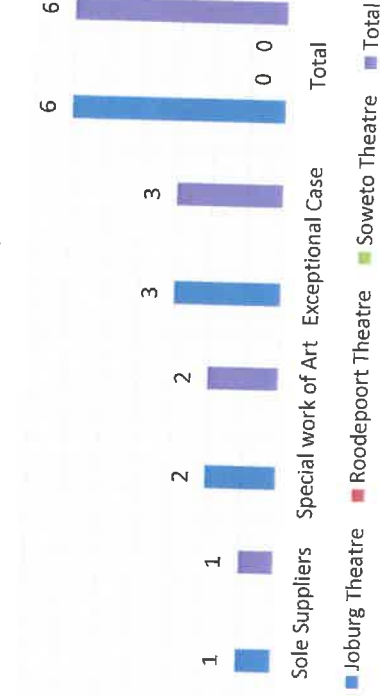
PROCUREMENT FROM RELATED PARTIES

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
Sole Suppliers	1	0	0	1	2
Special work of Art	2	0	0	2	4
Exceptional Case	3	0	0	3	6
Total	6	0	0	0	6

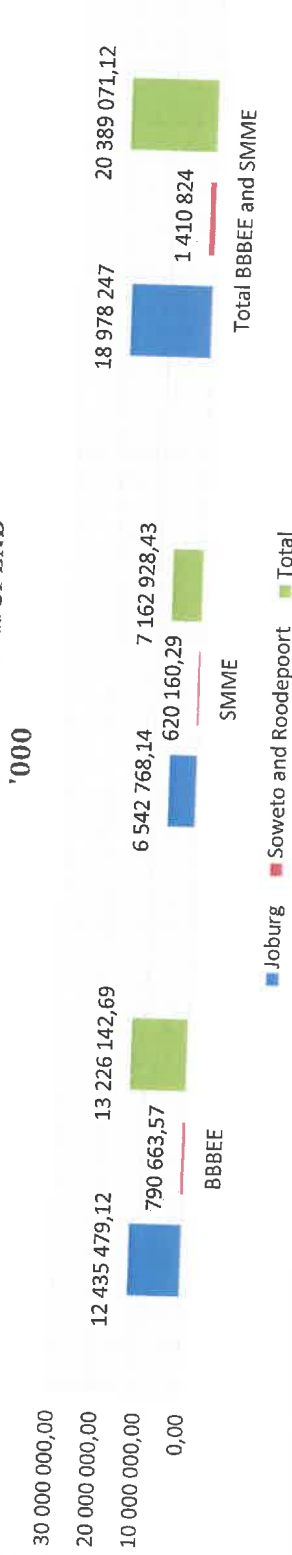
Category	Joburg Theatre	Roodepoort Theatre	Soweto Theatre	Total
Sole Suppliers	1	0	0	1
Special work of Art	2	0	0	2
Exceptional Case	3	0	0	3
Total	6	0	0	6

Joburg City Theatres approved a total of 6 deviations during the 1st quarter ending September 2021. All the deviations raised were classified as Special work of Art, Exceptional case, sole supplier, emergency 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 5 and 6 of this report.

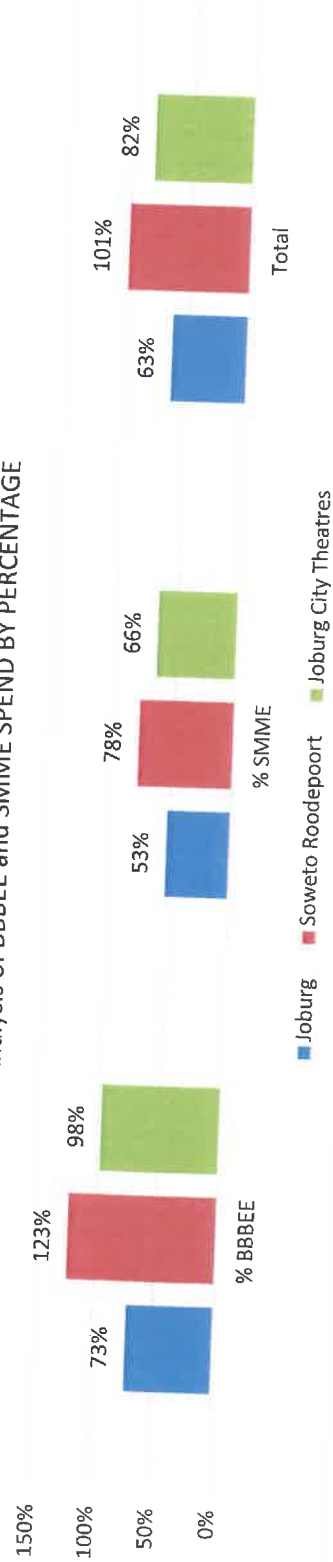
Tenders and RFQs AWARDED AND THE CONTRIBUTION TO BBBEE AND SMMEs

Joburg City Theatres awarded RFQs amounting to R1 140 126.13 and awarded tenders amounting to R4 769 968.13, 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 73% which is 23% better than the scorecard target while the 1st 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	73%	53%	63%
Soweto Roodepoort	123%	78%	101%
Joburg City Theatres	98%	66%	82%

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 1st quarter of 30 September 2021, Joburg City Theatres had a total of 6 deviations, reported to the Board of Directors. The total value of the deviations during the 1st quarter end is R 4 486 155.00 but does not necessarily mean that the total amount has been spent.

The deviation for Joburg City Theatres for 3rd quarter 31 March 2021 are as follows:

CATEGORY: SPECIAL WORK OF ART			
JOBURG THEATRE			
Description	Value of the Project (Incl Vat)	Date Approved by Chief Accounting Officer	Reasons
Joburg City Theatres Productions 2021/22	R34 276 797.92	01 July 2021	<p>The theatres rent its spaces to promoters, entrepreneurs and producers, providing technical and logistical services, but also facilitates in-house and co-productions.</p> <p>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.</p> <p>That for 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.</p>

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>That for 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.</p>
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>Hospitality and Catering items:</p> <ol style="list-style-type: none"> 1. Slo Jo 2. The Flavour Lab 3. Frozen Drinks 4. Ola Cool Runners 5. Bottoms Up

			<p>Theatre items:</p> <ol style="list-style-type: none"> 1. DWR – specific stage technical equipment. Antibacterial solution for DWR 230V Vaporizer W/EU 2. Electrosonic - specific stage technical equipment 3. Pan Business Communications (Pty) Ltd – PABX <p>That for 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>
CATEGORY: EXCEPTIONAL CASE			
JOBURG THEATRE			
<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	<p>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 also 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.</p> <p>The equipment that requires repairs and maintenance are as follows:</p> <ol style="list-style-type: none"> 1. IT hardware Equipment (Screens, desktops, Laptops, UPS, Projectors, Servers, Access control system) 2. Stage Machinery (Stage wagon wheels, Switches, Controllers, Firewalls, NAS Devices

			<p>3. All pumps (Sump pumps, cooling water pumps and water tanks, hot and cold water chill pumps)</p> <p>4. Plumbing (blockages)</p> <p>5. Air-conditioning (Trane chillers, Hitachi Chillers and Boilers)</p> <p>6. Break down on standby generator and fire engine</p> <p>7. Lifts and Escalators</p> <p>8. Fleet repairs and maintenance (including Mobile Theatre Truck)</p> <p>9. Operating Electronic Systems (inclusive of Building Management System) (Cameras and equipment)</p> <p>10. Soweto Theatre Forecourt Canopy structure and cables</p> <p>11. Roller doors</p> <p>12. Gardening 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>That for 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>Joburg City Theatres has to annually renew various licenses for utilizing it's operating electronic systems. Many systems which 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 follow:</p> <p>3.1.1 Caseware Licenses</p> <p>3.1.2 Theatre Logo's</p> <p>3.1.3 Driver PDP</p> <p>3.1.4 All Sage Licenses</p> <p>3.1.5 ERS Biometrics Licenses</p> <p>3.1.6 Post Box Licenses – South African Post Office</p> <p>3.1.7 TV Licenses - SABC</p> <p>3.1.8 License for Glider Trailer</p>

<p>3.1.9 SAMIRO 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 an 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)(iii) 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>Specialized 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"> 1. Training issued by National Government 2. Technical training for theatre 3. Board Members training 4. Artistic Training 5. Health and Safety <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 the policy and to procure any convenient process, which may include direct negotiations, but only -</p> <p>(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes</p>

SOLE SUPPLIERS – HOSPITALITY AND CATERING

<u>Description</u>	<u>Value of the Project (Incl Vat) (Varies as per call out)</u>	<u>Reasons</u>
Slo Jo - Supply of Slo Jo syrups and powders -Joburg City Theatres	R 2 907.21	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.
Frozen Drinks Africa	R 8 060.12	Frozen Drinks Africa is the Sole Supplier of the Slush Puppy Syrups. Sole supplier letter has been received.
The Flavor Lab	R 13 063.08	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>BBEE LEVEL</u>	<u>Reasons</u>	<u>Value of the project (Vat Inc)</u>
Hospitality & Catering	00207/21	Panel Of Service Providers For The Supply & Delivery Of Alcoholic & Non-Alcoholic Beverages For JCT Stages Restaurants, Banqueting Facilities & Theatre Bars.	Norman Good Fellows (Pty) LTD	12 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	R 39 383.13 per month
Health & Safety	00208/21	Provision Of Hygiene Services For JCT	Bidvest Steiner	12 Months	Level 2	Evaluated in accordance with the PPPFA and regulations	R93 851.12 per month
Health & Safety	00209/21	Supply & Delivery Of Uniform For JCT on an as and when service required	Mothokwa ET Trading	As and When	Level 1	Evaluated in accordance with the PPPFA and regulations	R24 255.00 per full line item order
Hospitality & Catering	00210/21	Supply & Delivery Of Fresh Juice	Sir Fruit (Pty) LTD	12 Months	Level 8	Evaluated in accordance with the PPPFA and regulations	R629.89 per full line item order

Hospitality & Catering	00211/21	Panel Of Service Providers For The Supply & Delivery Of Event Equipment Hire & Decorations	EventQuip Hiring & Distribution, Party Solutions,	12 Months	Both Level 4	Evaluated in accordance with the PPPFA and regulations	EventQuip Hiring & Distribution: R192 689.82 Party Solutions: R220 410.35
Hospitality & Catering	00212/21	Coffee Solution For Joburg City Theatres Stages Restaurants, Banqueting Facilities & Theatre Bars	Ground One Coffee (Pty) LTD	12 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	R39 383.13 per full line item order
Stages Department	00213/21	Supply & Delivery of Indoor LED Wall Screen	DWR Distribution (Pty) LTD	Once Off	Level 3	Evaluated in accordance with the PPPFA and regulations	R 3 980 440.00
Finance Department	00215/21	Cash Management Solution For Joburg City Theatres	Nedbank Limited	36 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	R 45 691.44 per month

REQUEST FOR QUOTATIONS

Department	Contract No	Description	Contracted Service Provider	Period	BBBEE Level	Reasons	Value of the Contract (Vat Incl)
Customer Services	00790/21	Renewal of Software Licenses: VMware Vsphere 6 Standard & Veeam Backup & Replication Enterprise.	Vukani Technologies (Pty) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 93 438.11
Hospitality & Catering	00791/21	Supply & Delivery Of Sports Accessories	Itumeleng (Pty) Ltd	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 133 947.00
Soweto Theatre	00792/21	Supply, Delivery & Installation Of Outside Cameras For Soweto Theatre	Tshumisano Pottery & Designing	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R71 450.79
Stage Department	00793/21	Supply, Delivery & Installation of Fiber Infrastructure	DWR Distribution (Pty) LTD	Once Off	Level 3	Evaluated in accordance with the PPPFA and regulations	R126 483.21

Roodepoort Theatre	00794/21	Supply & Delivery of Assorted Instrument Microphones	DWR Distribution (Pty) LTD	Once Off	Level 3	Evaluated in accordance with the PPPFA and regulations	R37 505.99
Programming Department	00795/21	Covid-19 Compliance & Training For Theatre Production and Events	Alliance Safety Management	Once Off	Level 4	Evaluated in accordance with the PPPFA and regulations	R 112 527.50
Information Technology	00796/21	Contactless Temperature Scanners	Notha Business Solutions	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R192 625.00
Soweto Theatre	00797/21	Supply, Delivery and Installation of Plumbing Pipe at Soweto Theatre	Precept Projects (Pty) Ltd	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R35 000.00
Soweto Theatre	00769/21	Development Of An Integrated Marketing, Communication And Sales Strategy For JOBURG CITY THEATRES (Re-Advert)	Unorthodox PR and Media		Level 1	Evaluated in accordance with the PPPFA and regulations	R198 720.00
Customer service	00771/21	Supply & Delivery Of Ipad and Laptops	Vukani Technologies (PTY) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R66 468.53
Roodepoort Theatre	00772/21	Waterproofing Of Roof at Roodepoort	Mothokwa ET Trading (PTY) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R71 960.00

SPENT REPORT

The percentage of BBBEE and SMIME companies respectively, supported during the 1st Quarter ending (01 July 2021 – 30 September 2021) are as follows:

JOBURG THEATRE						
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMIME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION	
R 12 435 479.12	R 9 016 062.53	R 3 419 416.59	R 6 542 768.14	R 828 632.60	R 2 351 534.09	
86 suppliers	73%	38%	53%	7%	19%	
	80 suppliers	6 suppliers	51 suppliers	18 suppliers	16 suppliers	
ROODEPOORT & SOWETO THEATRE & ZOO						
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMIME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION	
R 790 663.57	R 974 128.53	-R 183 464.96	R 620 160.29	R 620 160.29	R 437 640.23	
28 suppliers	123%	-19%	78%	78%	55%	
	26 suppliers	2 suppliers	18 suppliers	4 suppliers	8 suppliers	
JOBURG CITY THEATRES (CONSOLIDATED)						
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMIME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION	
R 13 226 142.69	R 9 990 191.06	R 3 235 951.63	R 7 162 928.43	R 1 448 792.89	R 2 789 174.32	
100 suppliers	98%	32%	66%	11%	21%	
	93 suppliers	7 suppliers	60 suppliers	19 suppliers	23 suppliers	

Note:

A total of 100 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	11,700,361.70	64.02% is sitting under 30 days on the debtors age analysis ,21.23% on 60 days,2.06% is sitting 90days 12.05% 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 alive programs and customer deposit The amount relates to catering services
Gauteng eGovernment	7 650.01	100% is sitting in over 120days	

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	1,451,992.38	100% is sitting under 30 days on the creditors age analysis	The amount relates to insourcing and rental

CHAPTER FOUR: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

Section 1: Human Resources Management

JCT's Human Resource Management function is responsible in 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

EMPLOYEE COST BREAKDOWN	2022
Net Salary	12 788 461.53
PAYE & UIF	3 394 455.37
SDL	176 883.59
PENSION & MEDICAL AID	4 954 968.21
THIRD PARTIES	136 737.43
Leave Accruals & Bonus Provisions	909 575.05
OTHER	97 447.56
	22 458 528.74

Section 3: Key Vacancies

All critical vacancies are filled.

All key vacancies are filled. The total number of JCT's approved positions is **260**. The number of filled positions is **242** in this quarter. Five (**5**) permanent appointments and three (**3**) permanent terminations were recorded. The number of vacant posts stands at **18** (Table 2 provides a status report on the outstanding vacancies). 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	9	7	2	1	0	8
Human Resources	4	3	1	0	1	4
Stage	29	27	2	0	2	29
Finance and SCM	17	17	0	4	1	22
Building and Security	61	55	6	0	0	55
Customer Services	9	9	0	8	1	18
Client Services (Programming)	10	8	2	2	0	10
Catering and Hospitality	31	30	1	114	0	144
Soweto Theatre	60	57	3	14	4	75
Roodepoort Theatre	30	29	1	11	0	40
Total	260	242	18	154	9	405

Vacancy Occupancy %	93%	7%	38%	2%	
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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, **2%** of human capacity comprises of interns which are placed within various departments and **38%** of temporary/Adhocs staff members.

JCT has **154** temporary/Adhocs employees in this quarter under review. The majority of these temporary employees are working in the Hospitality and Catering department (i.e. **114**). Nine (**9**) temporary terminations and five (**5**) appointments were recorded in this quarter under review (reflected in table 4(b) and 3(b) below). 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.

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	7	1	2	2	2	0	0	1	0	0	15
Professionally Qualified / Middle Management	3	0	0	4	5	1	0	0	0	0	13
Skilled Technically and Academically Qualified	18	1	1	6	23	1	1	1	1	0	53
Semi-Skilled	46	1	0	0	26	0	0	0	4	0	77
Unskilled	56	0	0	0	27	0	0	0		0	83
Total	130	3	3	12	84	2	1	2	5	0	242
% of Gender Representation	54%	1.2%	1.2%	5%	35%	0.8%	0.4%	0.8%	2%	0.0%	

1.1.2. Joburg Theatre

Table 3: 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	7	1	0	1	2	0	0	1	0	0	12
Professionally Qualified / Middle Management	3	0	0	4	3	1	0	0	0	0	11
Skilled Technically and Academically Qualified	14	0	1	4	13	0	0	0	0	0	31
Semi-Skilled	27	1	0	0	15	0	0	0	0	0	43
Unskilled	16	0	0	0	11	0	0	0	0	0	28
Total	67	2	1	9	45	1	0	1	0	0	126
% of Gender Representation	53%	1.6%	0.8%	7%	36%	0.8%	0.0%	0.8%	0.0%	0.0%	

1.1.3. 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	1	0	0	0	0	0	2
Skilled Technically and Academically	0	0	0	0	6	0	0	0	0	0	6
Semi-Skilled	6	0	0	0	3	0	0	0	0	0	9
Unskilled	29	0	0	0	11	0	0	0	0	0	40
Total	36	0	0	0	21	0	0	0	0	0	57
% of Gender Representation	63%	0.0%	0.0%	0.0%	37%	0.0%	0.0%	0.0%	0.0%	0.0%	

1.1.4. 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	1	0	0	0	0	0	0	0	1
Professionally Qualified / Middle Management	0	0	0	0	0	0	0	0	0	0	0
Skilled Technically and Academically Qualified	1	0	0	0	3	1	0	0	0	0	5
Semi-Skilled	5	0	0	0	2	0	0	0	0	0	7
Unskilled	11	0	0	0	5	0	0	0	0	0	16
Total	17	0	1	0	10	1	0	0	0	0	29
% of Gender Representation	59%	0.0%	3.4%	0.0%	34%	3.4%	0.0%	0.0%	0.0%	0.0%	

1.1.5. 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	1	1	0	0	0	0	0	0	2
Professionally Qualified / Middle Management	0	0	0	0	1	0	0	0	0	0	1
Skilled Technically and Academically Qualified	2	1	0	2	3	0	0	1	1	0	10
Semi-Skilled	8	0	0	0	5	0	0	0	4	0	17
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total	10	1	1	3	9	0	0	1	5	0	30
% of Gender Representation	33%	3%	3%	10%	30%	0.0%	0.0%	3%	17%	0.0%	

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.

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** while those that are highlighted in red were phased out.

Table 2 (a): Recruitment progress report:

Department	Position	Number of positions	Mode of recruitment	Progress
Governance	Committee Officer	1	External	Recruitment deferred
	Artistic Director	1	External	Interviews completed. No suitable candidate was found. Recruitment process will commence.
Building & Security	Building & Facilities Manager	1	External	Recruitment deferred
	Building Technician	1	External	Recruitment process will commence
	Security Officer	1	External	Recruitment process will commence
	Health & Safety Officer	1	External	Recruitment is deferred
	Health & Safety Officer	1	External	Recruitment is deferred
	Stage Doorkeeper	1	External	Position requires grading by CoJ (job evaluation process) before recruitment begins

Department	Position	Number of positions	Mode of recruitment	Progress
Stage	Stage Manager	1	External	Position requires grading by CoJ (job evaluation process) before recruitment begins.
	Senior AV Technician	1	External	Position has been graded. Recruitment will commence.
Client Services / Programming	General Manager: Strategic & Relations projects	1	External	The grading process of the position is in progress.
	Assistant Producer	1	External	Position has been graded. Recruitment will commence.
Corporate and Shared Services	Corporate and Shared Services Manager	1	External	Recruitment is deferred
Soweto Theatre	Stage Crew	1	Internal & External	Response handling is in progress
	General Manager	1	External	Recruitment has been completed. Successful employee signed the appointment offer and will commence on 1 October 2021
	Building and Facilities Officer	1	External	Response handling is in progress
Roodepoort Theatre	Marketing Assistant	1	External	Recruitment deferred.
Hospitality & Catering	Junior Sous Chef x 1	1	External	Recruitment deferred.

Table 2: (b) Recruitment progress report: 14 Interns

Department/Section	Mode of Recruitment	PROGRESS
Finance	External	Verification process in progress.
Finance	External	Verification process in progress
Graphic Design	External	Verification process in progress
Strategic Support	External	Verification process in progress
Marketing	External	Verification process in progress
Information Technology	External	Verification process in progress
Information Technology	External	Verification process in progress
Building and Maintenance	External	Verification process in progress
Programming	External	Verification process in progress
Supply Chain Management		Verification process in progress
Supply Chain Management	External	The intern could not commence work on 13 September 2021 as she got the job somewhere. Recruitment is in progress
Administration - RT	External	Verification process in progress
Technical - RT	External	Verification process in progress
Administration – Soweto Theatre	External	Verification process in progress

Appointments

Five (5) new permanent and five (4) temporary appointments were made in this quarter. The appointment is depicted in the tables below.

Table 3: Permanent appointments

Department	Position	Effective Date	Positions
Building and Security	SHE specialist	01/07/2021	1
Stage	Stage Crew	02/08/2021	1
Client Services Programming	Digital Content & Public Relations Coordinator	02/08/2021	1
Soweto Theatre	Stage Crew	02/08/2021	1
	Marketing Assistant	02/08/2021	1
Total Number of Appointments			5

Table 4: Temporary appointments

Department	Position	Effective Date	Positions
Client Services – Head Office	Special Project Coordinators	01/07/2021	3
Roodepoort Theatre	Usher	01/07/2021	1
Total Number of Appointments			4

Table 5: Internship appointments

Department	Position	Effective Date	Positions
Joburg City Theatre	Intern	01/10/2021	-
Total Number of Appointments			

Staff turnover

Three (3) permanent and nine (9) temporary terminations of employment was recorded during the quarter as shown in the tables below.

Table 5 (b): Permanent Staff terminations

Department	Position	Reason for termination	Years in service	Effective date	Positions
Building and Security	Building Technician	Deceased	5 years	12/07/2021	1
	Security Officer	Deceased	5 years	19/08/2021	1
	Stage Doorkeeper	Retirement		31/08/2021	1
Total Number of Terminations					3

Table 5 (c): Temporary Staff terminations

Department	Position	Reason for termination	Years in service	Effective date	Positions
Hospitality & Catering	Casuals x 1	Resignation	18 months	Customer Services – Head Office	1

Department	Position	Reason for termination	Years in service	Effective date	Positions
Soweto Theatre	Theatre Attendants x 2	Contract ended and Deceased	9 months	Customer Services – Head Office	1
Customer Services – Head Office	Theatre Attendant X 6	Contract ended		Customer Services – Head Office	1
Total Number of Terminations					3

Table 5 (d): Interns Staff terminations

Department	Position	Reason for termination	Years in service	Effective date	Positions
JCT	-	No Resignations	-	-	-
Total Number of Terminations					-

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.

The table below summarises JCT's age groups according to race and gender.

Table 6: Age Analysis profile per race and gender

Age Groups	Age		Gender		Race			
	Number of staff	% representation	Male	Female	A	C	I	W
18-25	5	2%	2	3	5	0	0	0
26-35	70	29%	40	30	67	2	1	0
36-45	93	38%	63	30	86	2	2	3
46-55	53	22%	30	23	46	0	1	6
56-65	21	9%	16	5	16	1	0	4
Total	242	100%	151	91	220	5	4	13

JCT employees aged between 18-35 years of age (youth) represent 31% 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 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's 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 **15 to 64 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. JCT is required to use the EAP as a guide (City's 50/50 gender), to determine the resource allocation and subsequent interventions that are needed to achieve an equitable and representative workforce. It is important to note that the analysis of the section of this report focuses on the EAP as depicted in the tables below:

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	7	1	2	2	2	0	0	1	0	0	15
Professionally Qualified / Middle Management	3	0	0	4	5	1	0	0	0	0	13
Skilled Technically and Academically Qualified	18	1	1	6	23	1	1	1	1	0	53
Semi-Skilled	46	1	0	0	26	0	0	0	4	0	77
Unskilled	56	0	0	0	27	0	0	0		0	83
Total	130	3	3	12	84	2	1	2	5	0	242
% of Gender Representation	54%	1.2%	1.2%	5%	35%	0.8%	0.4%	0.8%	2%	0.0%	

Table 8: Disability Profile

Occupational levels	Males				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
Total	1	0	0	0	2	1	0	0	4

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	220	81.0%	91%	10%
Coloureds	5	2.6%	2%	-0.6%
Indians	4	2.9%	1.6%	-1.3%
Whites	13	13.5%	5%	-8.5%
Persons with disability	4	2.0%	1.7%	-0.3%
Male	151	55.9%	63%	7.1%
Female	91	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%	56%	1.3%	1.2%	1.9%	1.2%	7.4%	5%	55.9%	63%
Female	35.7%	35%	1.3%	0.8%	1.0%	0.4%	6.1%	0.8%	44.1%	37%
TOTAL	81.0%	91%	2.6%	2%	2.9%	1.6%	13.5%	5.8%		

	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.

During the reporting period, overall African representation stands at 91% which is above the set target of 81.0%, Coloureds at 2% which is also below a target of 2.6%, Indians at 1.6% which is below the target of 2.9%, and the under representation of White employees by 5.8%, which is below the set target of 13.5%. Males form 63 % of the staff profile and are over represented while women in general are underrepresented at 37%.

Section 5: Skills Development and Training

Joburg City Theatres 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. The policy also includes access to training by members of designated groups, structured training and development programmes. Company retention strategies include the promotion of diverse organisational cultures, interactive communication and feedback and ongoing labour turnover analysis.

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. Eight (8) employees are studying towards a qualification in different institutions which is summarised in the table below.

A number of employees attended training and development interventions during the quarter as shown in the table below:

Table 11: Training and Development

Occupational Levels	Training intervention	Number of staff	Costs
Top Management	0	0	0
Senior Management	Media / Stakeholder Relations & Recruitment for Non-HR Managers	10	R35 672.00
Professionally Qualified / Middle Management	Recruitment for Non-HR Managers	1	R3 371.00
Skilled Technically and Academically Qualified	Media / Stakeholder Relations & Fire Fighting (Roodepoort Theatre	6	R20 175.00
Semi-skilled	Evacuation & Fire Fighting	34	R108 100.00
Unskilled	Fire Fighting & Evacuation	24	R72 940
Temporary employees	Media/Stakeholder Relations, Occupational Health and Safety, Evacuation & Fire Fighting	69	R 231 724
TOTAL		144	R471 982.00

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. 7 employees received financial study assistance and are studying towards different qualifications as indicated in the table below.

Table 12: Subsidised Trainings

TRAINING	NUMBER OF DELEGATES	INSTITUTION
B Com Accounting Sciences	1	UNISA
B Com IT	1	MANCOSA
Post Graduate Diploma in Business Management	1	Regent Business School
B Com in Supply Chain management	1	Regent Business School
Master's in Business Administration	1	Wits Business School
B Com HR	1	Regent Business School
Master's in Business Administration	1	Regent Business School
B COM Industrial and Organisational Psychology	1	UNISA
TOTAL BENEFICIARIES	8	

One hundred and forty-four employees (144) employees attended the training interventions in this quarter under review. The training offered as well as its associated costs is reflected in the table.

Section 6: Performance Management

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 on level 1 and 2. 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				926	86
Sick Leave	103				103	10
Family Responsibility Leave	22				22	2
Study Leave	14				14	1
Unpaid Leave	0				0	0
Maternity Leave	0				0	0
Total	1065				1065	100

1065 leave days were taken in this quarter.



Figure 1: Leave Analysis

Annual leave tops the list as per figure 1 above by 86%, Sick Leave at 10%, Family Responsibility leave at 2% and then Study leave at 1% 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
134	Annual Leave	796				796
	Sick Leave	78				78
	Family Responsibility Leave	22				22
	Study Leave	14				14
	Unpaid Leave	0				0
	Maternity Leave	0				0
	Total		910			

Table 15: Soweto Theatre

Number of Staff	Type of leave	Q1	Q2	Q3	Q4	Total Leave Taken
20	Annual Leave	35				35
	Sick Leave	25				25
	Family Responsibility Leave	0				0
	Study Leave	0				0
	Unpaid Leave	0				0
	Maternity Leave	0				0
	Total		60			

Table 16: Roodepoort Theatre

Number of Staff	Type of leave	Q1	Q2	Q3	Q4	Total Leave Taken
14	Annual Leave	95				95
	Sick Leave	0				0
	Family Responsibility Leave	0				0
	Study Leave	0				0
	Unpaid Leave	0				0
	Maternity Leave	0				0
	Total		95			

Human capital management department will continue to monitor the leave and employee attendance to mitigate against the abuse of sick and family responsibility leave.

Section 8: Disciplinary Matters and Outcomes

The Human Resources Manager's office 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.

JCT's Human Resources Manager's office deals with employee / employer related issues and thereby maintaining direct lines of communication with employees. 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 **111**. **49** employees subscribe to IMATU while **62** to SAMWU. **128** 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 referred to SALBGC has not been finalised. Two **(2)** employees are under investigation for similar misconducts while one **(1)** is on suspension for alleged theft. An independent Investigating Officer was appointed to conduct investigation. The table below summarises the labour relations cases recorded for the 1st quarter.

Table 17: Labour Relations Cases

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 misconduct cases that were conducted within the quarter which resulted in both written warnings. All matters were handled in line with the approved disciplinary code policy of the organisation.

Department	Position	Nature	Progress and/or Outcome
Roodepoort Theatre	General Manager	Alleged inappropriate behaviour	Investigation is completed. Investigative report recommends Final Written Warning
Roodepoort Theatre	Building Technician	Allegations of sexual harassment	Investigation has been completed. Allegations were found to be baseless and uncollaborated. Suspension was lifted.
Roodepoort Theatre	Security Officer x 2	Allegations of dishonesty	Investigation process is in progress
Catering & Hospitality	Food and Beverage Manager	Allegations of theft	Employee is suspended. The employer has initiated steps to institute

Department	Position	Nature	Progress and/or Outcome
			disciplinary action against the suspended employee.
Client Services	Marketing Executive (ex-employee)	Unfair labour practice – Unfair suspension.	Notice of Arbitration: 11 November 2021

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.

Below are the activities which are 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.
- E-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 seventy-three (75) employees are members of the schemes as follows:

- Discovery has 73 members, of which 52 receive 60% employer contributions, 18 receives 75%, while 3 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-three (**53**) employees receive homeowner's allowance. Sixty-eight (**68**) employees receive Cellphone allowances while fourteen-seven (**47**) 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). Occupational Health and Safety in the workplace is regulated by the Occupational Health and Safety Act, (85 of 1993).

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 has been established and holds regular monthly and quarterly meetings.

COVID-19

Thirty-four (34) JCT employees were tested for COVID-19 in this quarter. 21 of them tested positive while 13 employees' test results were negatives. 21 employees recovered after being in quarantine including the 3 which were initially hospitalised. One (1) of the 3 hospitalised employees unfortunately succumbed to Covid-19 and passed away. The table below shows the COVID-19 information for the quarter.

Table: 19: Covid-19

Workstation	Number of tested employees	Number of positive cases	Number of recoveries	Number of hospitalised	Number of Covid-19 Deceased
Joburg Theatre	29	16	15	3	1
Soweto Theatre	4	4	4	0	0
Roodepoort Theatre	1	1	1	0	0

JCT always reminds employees to practice all prescribed health and safety precautionary measures to curb the transmission of COVID-19.

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 being established and will have regular monthly and quarterly meetings.

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 September 2021

Statement of Financial Position as at 30 September 2021

Figures in Rand	Note(s)	3 Months September 2021	12 Months June 2021
Assets			
Current Assets			
Inventories	2	5,339,333	2,152,488
Receivables from exchange transactions	3	12,873,564	36,658,932
VAT receivable	4	3,924,160	2,036,376
Cash and cash equivalents	5	145,109,375	10,038,804
		167,246,432	50,886,600
Non-Current Assets			
Property, plant and equipment	6	12,878,917	13,160,897
Intangible assets	7	250,448	308,058
Heritage assets	8	1,602,700	1,602,700
		14,732,065	15,071,655
Total Assets		181,978,497	65,958,255
Liabilities			
Current Liabilities			
Payables from exchange transactions	9	154,626,816	48,569,383
Provisions	10	5,885,554	3,753,502
		160,512,370	52,322,885
Non-Current Liabilities			
Deferred tax	12	1,324,069	1,324,069
Total Liabilities		161,836,439	53,646,954
Net Assets			
Share capital / contributed capital	34	10	10
Reserves			
Investment from Shareholder		1,784,049	1,784,049
Accumulated surplus		18,357,999	10,527,242
Total Net Assets		20,142,058	12,311,301

Draft

Section 2: Statement of Financial Performance

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Annual Financial Statements for the year ended 30 September 2021

Statement of Financial Performance

Figures in Rand	Note(s)	3 Months September 2021	12 Months June 2021
Revenue			
Revenue from exchange transactions			
Ticketing Services	13	15,514	101,561
Catering Services	13	3,724,626	22,947,848
Rental of facilities and equipment	13	188,597	1,868,678
Arts Alive	13	5,749,507	8,209,271
In-house ticket sales	13	-	796,268
Other income	15	160,698	5,952,277
Interest received - investment	16	1,543,424	3,132,768
Total revenue from exchange transactions		11,382,366	43,008,671
Revenue from non-exchange transactions			
Transfer revenue			
Subsidy	17	44,385,912	163,454,000
Total revenue	13	55,768,278	206,462,671
Expenditure			
Employee related costs	18	(22,905,864)	(95,089,417)
Depreciation and amortisation	19	(718,118)	(1,899,679)
Debt Impairment	20	-	(1,918,904)
Transfers and Subsidies	21	(8,343,323)	(21,512,000)
General Expenses	22	(15,970,214)	(79,870,584)
Total expenditure		(47,937,519)	(200,290,584)
Surplus before taxation		7,830,759	6,172,087
Taxation	23	-	(1,324,068)
Surplus for the year		7,830,759	4,848,019

Draft

Section 3: Cash Flow Statement

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Annual Financial Statements for the year ended 30 September 2021

Cash Flow Statement

Figures in Rand	Note(s)	3 Months September 2021	12 Months June 2021
Cash flows from operating activities			
Receipts			
Sale of goods and services		31,736,526	10,531,455
Grants		166,152,000	163,454,000
Interest income		1,543,424	3,132,768
		<u>199,431,949</u>	<u>177,118,223</u>
Payments			
Employee costs		(20,779,759)	(94,479,292)
Suppliers		(43,203,093)	(80,520,121)
		<u>(63,982,852)</u>	<u>(174,999,413)</u>
Net cash flows from operating activities	24	<u>135,449,097</u>	<u>2,118,810</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(378,526)	(915,690)
Net increase/(decrease) in cash and cash equivalents		<u>135,070,571</u>	<u>1,203,120</u>
Cash and cash equivalents at the beginning of the year		10,038,804	8,835,684
Cash and cash equivalents at the end of the year	5	<u>145,109,375</u>	<u>10,038,804</u>

Draft

Section 4: Ratio Analysis

Financial Ratios	30-Sep-21	30-Sep-20	Movement %	Target	Norm	Interpretation
Current Ratio	1.04	0.98	6%	> 1.00	1.5 to 2.1	The current ratio is below the norm of between 1.5 to 2.1, however in as much as it is below the target of 1 it does not pose any challenge as some of the payables relates to subsidy and future shows.
Solvency Ratio	1.12	1.08	4%	> 2.00	02:01	Solvency Ratio is also below the norm of 2:1 and again this is not a challenge for the entity as more than 90% of the payables relates to deferred income received for future shows and subsidy.
Debt: Revenue	290%	315%	-8%	< 45%	45%	The ratio is within the target.
Remuneration	48%	55%	-13%	At least 30%	25% - 40%	The ratio is within the accepted range and JCT will continue to monitor this ratio and put measures in place to ensure it does not go outside the norm.
Repairs & Maintenance	2%	2%	19%	8%	8%	The ratio is above the norm of 8% , which is great .
Interest: Expenditure	0%	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 Expenditure	14%	11%	29%	At least 15%	= or > 0%	The entity is sitting at a position of less than 0% which implies that the entity is operating at a deficit, the entity will optimise revenue to improve the bottom line.
Cost Coverage Ratio	1552	1399	11%	> 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

During the audit of 2019/20 financial year auditors identified two tenders and three request for quotations which should have been advertised with a local content requirement in accordance with regulation 8(2) of the preferential procurement regulations of 2017. These were declared as irregular and amounted to R533 274.18

Fruitless and wasteful expenditure

During the quarter and year under review, there was no fruitless and wasteful expenditure that was incurred.

Section 6: Pending Litigations and Possible Liabilities

No litigations during the quarter under review. However, litigations reported from the previous financial year are still on-going under the management of the lawyers appointed to act on behalf of JCT.

Regarding the Bosch family matter, a family instituted a claim in 2018 following their minor child who fell into the Orchestra pit after a ballet performance (Cinderella). Bosch family matter
During September 2021, JCT through the City's Group insurance broker made enquiries with the insurance to establish if insurance had assessed the claim. A response from the insurance is awaited. On the 4th of October 2021, the lawyers acting for JCT as appointed by JCT's insurance engaged with Joburg Theatre with a request for the expert which the lawyers appointed to provide insight into the stage on the date of the incident, to be presented with an opportunity to inspect the theatre stage for him to be able to include his assessment in a formal report which he was preparing for the lawyers. Joburg Theatre has indicated the stage would be available for inspection in the week beginning 11 October 2021, on days where there would be no performances on stage.

Concerning the International Jazz Festival, the plaintiff issued summons for an alleged breach of contract by JCT, which resulted in the plaintiff losing out on income. JCT appointed attorneys to defend the matter. As part of the legal processes, the plaintiff had to tender security of costs in the event that they would not succeed in litigation. The plaintiff failed to tender the requisite security within the given timelines and JCT is now making an application to court to have the case dismissed. Accordingly, JCT is awaiting a court date and there have been delays in securing one since employees were working on a rotational basis, as a result of the COVID-19 pandemic. The pandemic has affected court processes, just like it has affected nearly every other business.

Section 7: Insurance Claims against/to MOE/Department

During the quarter under review, there were no insurance claims against/to MOE/Department.

CHAPTER SIX: INTERNAL & EXTERNAL AUDIT FINDINGS

Section 1: Results of Internal Audits

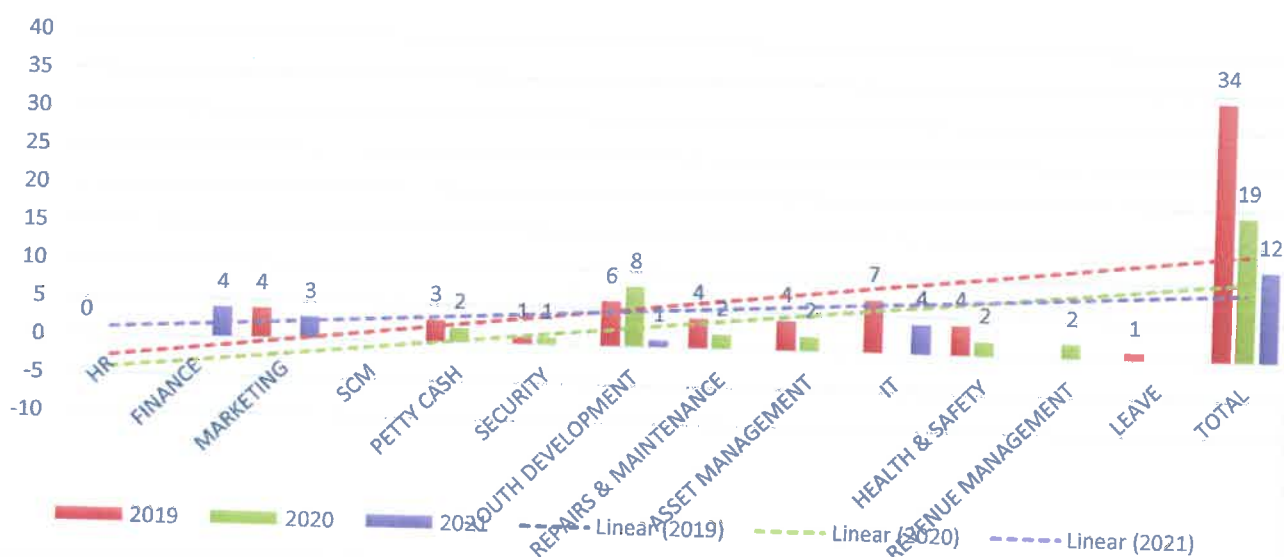
The purpose of this report is to provide status on the internal and external audit findings raised by Group Risk Assurance Services (Internal Auditors) and Auditor General (External Auditors) and progress status of the current financial year (2021/22) coverage plan.

The internal audit for 2020/21 financial year has 12 audit findings that were issued, the external audit for 2020/21 financial year has just commenced and no finding thus far as they are currently near completing the planning phase.

Section 2: Progress on Resolution of Internal Audit Findings.

Internal auditors raised 12 findings in the 2020/21 financial year. The graph below depicting findings by department

ANALYSIS OF INTERNAL AUDIT FINDINGS 2020/21



Progress on resolution of internal audit findings.

Out of the 12 audit finding that was issued for the financial year 20/21, 7 has been resolved and the remaining are in the process to be resolved

Action plans for external audit findings

Description	Total Open Findings 01 July 2019	Findings raised during 2019/20	New Findings raised during 2020/21	Total Findings	Total Resolved as per IA verifications	Total unresolved	% unresolved	% resolved
Internal Audit Findings	1	19	12	32	27	5	16%	84%

No	Department	Finding	Due Date	Action Implemented	Status
1	Accounts Receivable - Debtors	No proof of debtors final notice sent	On-going	To continue sending final notices to all clients in line with the entities credit control policy.	Resolved
2	Accounts Receivable - Debtors	Inadequate debtor recovery	On-going	To continue implementing entities credit control policy.	Resolved
3	Accounts Receivable - Debtors	Deficiency in the applicability of some Debtors Management policy/procedures	30 September 21	Management reviewed the finance management policy to test if deducting officials salary constitute an unfair labour practice	Resolved
4	Accounts Receivable - Debtors	Inadequate debtors reconciliations	On-going	To continue performing reconciliations on a regular basis to ensure integrity, accurate and complete data around accounts receivable cycle	Resolved
5	Marketing Management	Marketing Management Policy Not Updated	31 Oct 21	To update Marketing Management Policy	A follow up will be made in November 2021
6	Marketing Management	Lack of customer satisfaction surveys on in-house productions/shows.	03 May 21	Customer satisfaction survey developed.	Resolved
7	Marketing Management	Lack of brand positioning and brand awareness of Joburg City Theatres.	01 July 21	This objective and its associated risks was removed in the new risk assessment for 2021/22	Will no longer be implemented anymore
8	Youth Development	Youth Development Policy Not Updated	31 October 21	To be updated in the second quarter of the 2021/22 financial year	Policy presented to the Board and awaiting CEO's signature
9	IT Governance Review	IT Strategic and Operational plan not in place.	31 October 21	To be put in place in the second quarter of the 2021/22 financial year	In progress
10	IT Governance Review	IT Steering committee inadequacies.	31 August 21	It steering committee has been reviewed and inadequacies resolved	Resolved
11	IT Governance Review	Outdated Terms of Reference.	31 August 21	Terms of Reference has been updated	Resolved
12	IT Governance Review	Weaknesses identified on Business Continuity Plan.	31 October 21	To be reviewed in the second quarter of the 2021/22 financial year	In progress

Section 3: Progress on Resolution of Auditor General Audit Findings.

Analysis of AG Audit Findings

AGSA Finding Ref	Finding heading	Audit Review Area	Cluster	Dept.	Person Responsible	Finding Rating	Management Action Plan	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). Furthermore JCT have requested DTI to train the staff on local content which took place on 22 April 2021	Immediately ongoing	New
2	Receivables- disclosure not in line with GRAP 104	Finance	HSD	JCT	CFO Solomon Mphakathi	Other important matters	Management has already aligned the financial management policy to GRAP 104 and that Board of Directors has approved the policy.	30-Jun-21	New
3	SCM - Awards made to persons in service of the state	Finance	HSD	JCT	CFO Solomon Mphakathi	Other important matters	JCT has investigated the declarations by service providers and have established that none of the declarations indicated are false. The CAATS system is incorrectly collating data from service providers and sometimes it is not updated.	30-Jun-21	Every year however for different service providers
4	Strategic objective 2- is not consistently reported between the business plan and the integrated report.	AOPO	HSD	JCT	CFO Solomon Mphakathi	Other important matters	Management corrected and reconciled the information on Integrated Report and the Business Plan during the external audit process and the two documents were finally consistent.	Ongoing	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 which 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

AUDITEE NAME:	Joburg City Theatres SOC LTD			ASSESSMENT PERFORMED ON:			30 Sep 2021
ASSESSMENT PERIOD COVERED: (Tick as appropriate)	PFMA	Apr – Jun'21	Jul – Sep'21	Oct – Dec'21	Jan – Mar'22	Apr'20 – Mar'22	
	MFMA	Jul – Sep'21	Oct – Dec'21	Jan – Mar'22	Apr – Jun'22	Jul'20 – Jun'22	













No	DRIVERS	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	ASSESSMENT		
			Financial	Performance	Compliance
	<p> Improved</p>	<p>Good </p>			
	<p> Unchanged</p>	<p>In progress </p>			
	<p> Regressed</p>	<p>Intervention required </p>			

LEADERSHIP				
	Movement from previous assessment:			
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			

FINANCIAL AND PERFORMANCE MANAGEMENT

Movement from previous assessment:				
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			

GOVERNANCE

Movement from previous assessment:				
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 the internal control environment including financial and performance reporting and compliance with legislation.			

AUDITEE NAME:	Joburg City Theatres SOC LTD			ASSESSMENT PERFORMED ON:	30 Sep 2021		
ASSESSMENT PERIOD COVERED: (Tick as appropriate)	PFMA	Apr – Jun'21	Jul – Sep'21	Oct – Dec'21	Jan – Mar'22	Apr'20 – Mar'22	
	MFMA	Jul – Sep'21	Oct – Dec'21	Jan – Mar'22	Apr – Jun'22	Jul'20 – Jun'22	

No.	DRIVERS	COMMITMENTS
LEADERSHIP		
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
FINANCIAL AND PERFORMANCE MANAGEMENT		
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	Audit findings related to supporting documents not submitted or not adequately addressing issues raised.
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	Some audit findings related to supporting documents not being properly kept or submitted
2.d	Review and monitor compliance with applicable legislation	New internal audit findings that include compliance issues.
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	New IT audit findings under general controls audit report yet to be presented
GOVERNANCE		
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are	Maintain the performance through-out

No.	DRIVERS	COMMITMENTS
	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	Maintain the performance through-out
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 the internal control environment including financial and performance reporting and compliance with legislation.	Maintain the performance through-out

ANNEXURE A: Management Accounts

Joburg Theatre (SOC) Ltd
 REPORTING PERIOD: SEPTEMBER 2021
 BranchName: JHB; 'MET', 'RCT', 'SMT', 'Zoo'



INCOME STATEMENT

Main Account	Sub Account Name	Current Mth		YEAR TO DATE			ANNUAL BUDGET		BUDGET		FORECAST		FORECAST	
		Actual	Budget	Actual_YTD	Budget_YTD	YTD Var	YTD Var%	Full Year	Remaining	Spent %	Annual	Remaining	Annual	Remaining
INCOME														
	Rental Of Facilities & Equipment	23 382 892	18 780 400	4 605 492	54 910 641	857 453	2%	217 639 000	-163 076 906	25.60%	225 072 378	167 304 284	302.40%	
	Interest Earned from External Investments	366 023	67 062	110 961	172 373	36 224	9%	4 327 640	-4 339 043	4.17%	754 367	565 790	16.66%	
	Operating Grants and Subsidies	621 385	250 875	370 711	859 752	683 072	80%	2 130 438	-587 014	72.45%	6 173 694	4 630 271	289.79%	
	Arts Alive	14 737 591	14 737 591	0	44 385 912	0	0%	1 666 152 000	-131 765 089	26.71%	177 543 846	139 157 735	106.86%	
	Joburg Film Office	0	0	5 749 507	0	0	0%	0	5 749 507	0	22 998 027	17 248 521	0.00%	
	Other Revenue	2 091 186	3 724 873	-1 633 687	9 482 608	-5 591 950	-59%	45 028 922	-41 128 266	8.66%	15 602 604	11 701 968	34.65%	
	In-House Stage Productions	0	0	0	0	0	0%	0	-8 572 937	0	0	0	0	
	In House Music Programme	0	0	0	0	0	0%	0	0	0	0	0	0	
	Sponsorships	0	0	0	0	0	0%	1 008 581	-1 008 581	0	0	0	0	
	Food Beverage And Retail /Stages	1 938 377	2 739 587	-771 590	8 200 700	-4 476 075	-55%	32 802 801	-29 078 176	11.35%	14 898 502	11 173 876	45.42%	
	Ticketing Services	12 554	95 358	-82 804	286 074	-270 260	-95%	1 144 296	-1 128 782	1.39%	62 057	46 543	5.42%	
	Management Fees	0	844 006	-844 006	841 006	-441 006	-100%	841 006	-441 006	0	0	0	0	
	Special Projects and Other Income	120 294	54 942	65 313	164 823	-4 309	-3%	659 501	-488 785	24.33%	642 066	481 549	97.99%	
Expense														
	Employee Related Costs	19 010 115	18 603 638	-406 478	52 643 387	4 706 052	9%	217 639 000	-169 901 665	22.01%	191 749 343	191 749 343	88.02%	
	Directors and Committee Members	6 575 213	8 307 918	1 812 705	23 163 755	2 705 226	11%	100 626 398	-78 167 689	22.32%	89 834 115	89 834 115	89.27%	
	Depreciation & Asset Impairment	150 000	0	-150 000	220 000	-220 000	-100%	2 476 404	-1 632 402	21.33%	1 792 000	1 792 000	83.31%	
	Repairs And Maintenance	710 118	206 367	-511 751	619 101	-99 017	-16%	3 673 447	-5 302 382	29.00%	2 872 471	2 872 471	115.99%	
	Contracted Services	385 610	306 121	-79 489	918 862	607 297	65%	1 803 001	-1 495 384	8.47%	1 244 258	1 244 258	33.87%	
	Insurance	115 691	159 466	30 775	451 598	143 701	31%	88 250	-264 750	25.00%	353 000	353 000	100.00%	
	Joburg Ballet & Orchestra	29 417	29 417	0	88 250	0	0%	22 457 015	-14 003 693	37.19%	33 378 292	33 378 292	148.74%	
	Joburg Film Office	2 647 500	2 761 348	113 848	8 457 166	113 848	1%	0	0	0	0	0	0	
	Arts Alive	0	0	0	0	0	0%	0	0	0	0	0	0	
	General Expenses	5 226 886	0	-5 226 886	0	-5 226 886	0%	0	5 226 886	0	20 907 542	20 907 542	0.00%	
	Consumables	3 315 679	6 762 007	3 448 328	10 725 357	6 689 887	40%	84 369 133	-74 333 664	11.89%	40 141 877	40 141 877	47.38%	
	Utilities	244 133	941 903	97 770	1 025 769	536 376	52%	4 102 836	-5 613 503	11.93%	1 937 333	1 937 333	47.14%	
	Audit Fees	1 168 167	1 258 409	91 243	3 779 859	307 636	8%	16 262 304	-12 750 080	21.35%	13 888 894	13 888 894	85.41%	
	Security	0	142 898	142 898	142 898	142 898	100%	1 045 086	-1 045 086	0	0	0	0	
	Telecommunication	47 548	87 612	40 064	234 666	234 666	100%	1 018 663	-1 018 663	0	0	0	0	
	Business Travel	1 980	49 877	48 897	262 836	50 648	19%	1 051 345	-839 157	20.18%	848 752	848 752	80.73%	
	Entertainment	1 821	52 150	50 329	131 032	120 207	92%	524 128	-313 304	2.07%	43 259	43 259	8.26%	
	Transportation	214 131	191 575	-22 556	149 031	149 031	91%	625 799	-612 380	2.16%	33 675	33 675	8.56%	
	Youth Development	275 688	236 674	-39 014	574 724	115 992	20%	2 388 890	-1 640 165	19.95%	1 834 931	1 834 931	79.82%	
	Special and Social Awareness Projects	19 827	52 184	32 307	710 022	26 271	4%	2 840 088	-2 158 218	24.03%	2 735 404	2 735 404	96.31%	
	Advertising, Publicity and Marketing	69 856	246 186	176 330	156 403	117 738	75%	615 611	-516 966	6.18%	154 580	154 580	24.71%	
	In-House Stage Productions	64 701	1 886 598	1 822 298	736 558	28 330	4%	4 061 743	-3 849 515	17.54%	2 848 912	2 848 912	70.18%	
	In-House Music Programs	0	0	0	2 384 486	1 594 138	82%	24 281 836	-23 851 460	1.77%	1 721 432	1 721 432	7.05%	
	Contributions to Tenant Productions	0	85 976	85 976	257 928	257 928	100%	0	0	0	0	0	0	
	Ticketing	0	93 730	93 730	281 189	281 189	100%	1 031 712	-1 031 712	0	0	0	0	
	Miscellaneous	557 559	624 376	66 817	1 873 127	938 511	50%	7 692 509	-6 524 832	12.51%	3 750 465	3 750 465	50.06%	
	Catering and Hospitality	544 725	1 126 825	582 100	3 360 476	1 348 076	36%	13 321 905	-11 290 505	16.50%	8 925 600	8 925 600	66.01%	
	Mobile Theatre Truck	0	0	0	0	0	0%	0	0	0	0	0	0	
	COVIDA	50 345	0	0	151 055	151 055	0	604 142	-453 106	25.00%	604 142	604 142	100.00%	
	EPWP	50 261	154 649	104 388	1 835 788	817	8.17%	1 835 788	-1 704 242	8.17%	606 184	606 184	32.66%	
	New Years Eve	0	0	0	0	0	0%	0	0	0	0	0	0	
	Finance Costs	0	0	0	0	0	0%	0	0	0	0	0	0	
	Other	2 938	0	-2 938	0	-2 938	0%	0	2 938	0	0	0	0	
TRADING SURPLUS (SHORTFALL)		4 375 777	176 763	4 199 014	2 267 254	5 563 505	245%	7 890 759	7 890 759	0%	31 323 036	23 492 277	0%	



INCOME STATEMENT

Main Account Sub Account Name	Current Mth			YEAR TO DATE			ANNUAL BUDGET		ANNUAL BUDGET		FORECAST		FORECAST Yr	
	Actual	Budget	Variance	Actual YTD	Budget YTD	YTD Variance	Full Year	Remaining	Spent %	Annual	Remaining	Annual	Remaining	Annual Budget
INCOME														
Rental Of Facilities & Equipment	19 381 377	14 321 682	5 059 695	45 138 959	41 547 891	3 590 968	165 473 247	-118 336 283	27.61%	180 555 836	135 416 877	180 555 836	135 416 877	110.05%
Interest Earned from External Investments	27 683	35 631	-7 948	30 207	91 544	-61 337	3 931 335	-3 261 128	0.92%	120 828	90 621	120 828	90 621	3.67%
Operating Grants and Subsidies	621 585	250 975	370 711	1 543 424	859 752	683 672	2 130 438	-587 014	72.45%	6 173 694	4 630 271	6 173 694	4 630 271	289.79%
Arts Alive	11 655 371	0	0	35 139 251	35 139 251	0	129 165 359	-94 026 107	27.20%	340 557 005	105 417 753	340 557 005	105 417 753	108.82%
Joburg Film Office	0	0	0	5 749 507	0	5 749 507	0	5 749 507	0	21 998 027	17 248 521	21 998 027	17 248 521	0.00%
Other Revenue	1 327 281	2 379 805	-1 052 524	2 676 571	5 457 404	-2 780 833	28 848 116	-26 211 546	9.27%	10 706 283	8 039 712	10 706 283	8 039 712	37.06%
In-House Stage Productions	0	0	0	0	0	0	8 572 937	-8 572 937	0.00%	0	0	0	0	0.00%
In House Music Programme	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Sponsorships	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Food Beverage And Retail /Stages	1 200 867	1 409 505	-208 638	2 507 034	4 228 516	-1 721 482	1 008 581	-1 008 581	0.00%	0	0	0	0	0.00%
Ticketing Services	6 060	82 869	-76 809	9 020	248 606	-239 586	16 914 065	-14 407 030	14.82%	10 028 137	7 521 163	10 028 137	7 521 163	59.29%
Management Fees	0	841 006	-841 006	0	841 006	-841 006	841 006	-841 006	0.00%	0	27 060	36 080	27 060	3.63%
Special Projects and Other Income	120 254	46 425	73 829	160 516	139 276	21 240	557 105	-396 588	28.81%	642 068	481 549	642 068	481 549	115.25%
Expense														
Employee Related Costs	16 348 417	14 327 647	2 020 770	41 206 488	40 091 915	1 104 574	166 312 025	-125 013 536	24.82%	165 145 954	165 145 954	165 145 954	165 145 954	99.30%
Directors and Committee Members	5 055 034	6 330 940	-1 275 907	17 505 898	18 897 821	-1 065 883	75 971 284	-58 044 348	23.69%	71 707 750	71 707 750	71 707 750	71 707 750	85.31%
Depreciation & Asset Impairment	194 000	0	-194 000	448 000	220 000	-228 000	2 100 602	-1 652 602	21.39%	1 792 000	1 792 000	1 792 000	1 792 000	85.31%
Repairs And Maintenance	485 114	120 569	364 544	485 114	361 707	-123 406	1 446 829	-961 716	35.33%	1 940 454	1 940 454	1 940 454	1 940 454	134.12%
Contracted Services	72 022	120 788	-48 766	302 365	362 365	-263 542	1 449 461	-1 250 637	10.96%	635 295	635 295	635 295	635 295	43.83%
Insurance	62 478	99 602	-37 125	302 790	288 807	96 017	1 192 637	-989 847	17.00%	811 160	811 160	811 160	811 160	68.01%
Joburg Ballet & Orchestra	16 518	16 515	3	49 539	49 539	0	198 155	-148 616	25.00%	198 155	198 155	198 155	198 155	100.00%
Joburg Film Office	2 647 500	2 761 343	-113 843	8 343 323	8 457 166	-113 843	22 437 015	-14 093 693	37.19%	38 373 292	38 373 292	38 373 292	38 373 292	148.74%
Arts Alive	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
General Expenses	5 226 886	0	-5 226 886	5 226 886	0	-5 226 886	0	5 226 886	0.00%	20 907 542	20 907 542	20 907 542	20 907 542	0.00%
Consumables	2 588 871	4 877 891	-2 289 021	8 445 076	11 349 509	-2 904 433	61 510 040	-53 070 964	13.73%	39 780 305	33 780 305	39 780 305	33 780 305	54.91%
Utilities	175 517	234 495	-58 969	371 210	708 488	-332 278	2 813 951	-2 442 741	13.19%	1 484 841	1 484 841	1 484 841	1 484 841	52.77%
Utilities	1 160 442	1 115 831	44 611	3 464 459	3 349 124	-115 375	14 559 365	-11 074 866	23.83%	13 857 996	13 857 996	13 857 996	13 857 996	94.31%
Audit Fees	0	142 898	-142 898	0	142 898	-142 898	1 045 086	-1 045 086	0.00%	0	0	0	0	0.00%
Security	20 235	20 235	0	60 705	60 705	0	242 821	-242 821	0.00%	0	0	0	0	0.00%
Telecommunication	22 364	49 066	-26 702	132 856	147 198	-14 343	588 793	-453 937	22.56%	531 423	531 423	531 423	531 423	90.26%
Business Travel	1 980	30 125	-28 145	98 433	90 376	8 057	361 504	-350 680	2.99%	43 299	43 299	43 299	43 299	11.96%
Entertainment	1 781	46 275	-44 494	13 208	138 825	-125 617	555 298	-542 090	2.38%	52 832	52 832	52 832	52 832	9.51%
Transportation	393 755	114 965	278 790	377 843	344 835	33 008	1 379 339	-1 001 496	27.39%	1 511 371	1 511 371	1 511 371	1 511 371	170.25%
Youth Development	184 048	115 967	68 082	592 236	347 900	244 336	1 391 600	-799 364	42.56%	2 368 942	2 368 942	2 368 942	2 368 942	170.25%
Special and Social Awareness Projects	19 827	32 584	-12 757	38 645	37 752	907	381 007	-342 362	8.88%	154 580	154 580	154 580	154 580	96.53%
Advertising, Publicity and Marketing	67 753	190 040	-122 288	580 104	570 121	9 983	3 887 993	-2 798 889	17.38%	2 356 414	2 356 414	2 356 414	2 356 414	69.55%
In-House Stage Productions	37 701	1 597 910	-1 579 799	279 598	1 792 500	-1 512 902	20 564 129	-20 284 531	1.36%	1 118 392	1 118 392	1 118 392	1 118 392	5.44%
In-House Music Programs	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Contributions to Tenant Productions	0	59 120	-59 120	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Ticketing	0	66 519	-66 519	0	177 339	-177 339	709 437	-709 437	0.00%	0	0	0	0	0.00%
Miscellaneous	540 961	403 319	137 642	874 332	1 209 956	-335 624	4 838 825	-3 965 022	18.07%	3 487 330	3 487 330	3 487 330	3 487 330	72.16%
Catering and Hospitality	146 583	487 092	-340 509	1 696 344	1 691 277	5 067	5 965 106	-4 468 764	25.08%	5 985 975	5 985 975	5 985 975	5 985 975	100.34%
Mobile Theatre Truck	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
COVIDA	26 244	26 244	0	78 732	78 732	0	314 929	-236 197	25.00%	314 929	314 929	314 929	314 929	100.00%
EPWP	27 923	135 636	-107 713	84 532	406 907	-322 375	1 627 659	-1 543 097	5.19%	338 128	338 128	338 128	338 128	20.77%
New Years Eve	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Finance Costs	0	0	0	0	0	0	0	0	0.00%	0	0	0	0	0.00%
Other	-1 913	0	-1 913	1 983	0	-1 983	0	1 983	0.00%	7 930	7 930	7 930	7 930	0.00%
TRADING SURPLUS (/ SHORTFALL)	3 032 961	-5 065	8 038 926	3 852 471	1 456 077	2 396 394	-2 816 777	6 689 248	-1.96%	15 409 883	11 557 412	15 409 883	11 557 412	-54%

INCOME STATEMENT

Main Account Sub Account Name	Current Mth			YEAR TO DATE			ANNUAL BUDGET		FORECAST		FORECAST VS		
	Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var	YTD Var%	Full Year	Remaining	Spent %	Annual	Remaining	ANNUAL BUDGET
INCOME													
Rental Of Facilities & Equipment	2 105 497	2 146 852	-41 355	6 148 930	6 433 844	-284 915	-4%	26 395 822	-20 246 892	23.30%	24 595 718	18 446 769	93.18%
Interest Earned from External Investments	55 014	15 621	39 393	55 014	40 151	14 863	37%	821 051	-766 036	6.70%	220 058	165 043	26.80%
Operating Grants and Subsidies	0	0	0	0	0	0	-	0	0	-	0	0	-
Arts Alive	2 020 920	2 020 920	0	6 062 759	6 062 759	0	-	24 251 034	-18 188 276	25.00%	24 251 034	18 188 276	100.00%
Joburg Film Office	0	0	0	0	0	0	-	0	0	-	0	0	0.00%
Other Revenue	29 563	110 311	-80 749	31 157	330 934	-299 778	-91%	1 323 736	-1 292 580	2.35%	124 626	93 470	9.41%
In-House Stage Productions	0	0	0	0	0	0	-	0	0	-	0	0	-
In-House Music Programme	0	0	0	0	0	0	-	0	0	-	0	0	-
Sponsorships	0	0	0	0	0	0	-	0	0	-	0	0	-
Food Beverage And Retail /Stages	29 284	100 330	-71 046	30 878	300 990	-270 111	-90%	1 203 958	-1 173 080	2.58%	123 513	92 635	10.26%
Ticketing Services	278	3 589	-3 311	278	10 768	-10 490	-97%	48 074	-42 795	0.65%	1 113	835	2.58%
Management Fees	0	0	0	0	0	0	-	0	0	-	0	0	-
Special Projects and Other Income	0	6 392	-6 392	0	19 176	-19 176	-100%	76 705	-76 705	-	0	0	-
Expense													
Employee Related Costs	1 036 791	2 069 331	1 032 540	2 758 317	5 330 893	3 172 705	53%	24 553 068	-21 794 481	11.23%	11 092 749	11 032 749	44.93%
Directors and Committee Members	649 461	933 883	284 422	1 975 989	2 801 649	825 656	29%	11 206 595	-9 230 602	17.63%	7 903 973	7 903 973	70.53%
Depreciation & Asset Impairment	0	0	0	0	0	0	-	0	0	-	0	0	-
Repairs And Maintenance	71 206	56 825	14 381	102 909	170 475	-67 566	-39%	681 901	-614 391	8.75%	411 634	411 634	35.07%
Contracted Services	49 530	28 211	21 319	95 489	293 988	-198 499	-68%	1 175 591	-1 072 682	8.75%	411 634	411 634	35.07%
Insurance	6 469	6 469	0	19 407	19 407	0	-	338 527	-248 038	26.21%	361 956	381 956	112.83%
Joburg Ballet & Orchestra	0	0	0	0	0	0	-	77 629	-58 222	25.00%	77 629	77 629	100.00%
Joburg Film Office	0	0	0	0	0	0	-	0	0	-	0	0	-
Arts Alive	0	0	0	0	0	0	-	0	0	-	0	0	-
General Expenses	260 134	945 777	685 643	564 389	2 560 832	1 996 442	78%	11 072 826	-10 508 436	5.10%	2 257 558	2 257 558	20.39%
Consumables	29 376	35 315	5 940	56 617	105 946	49 329	47%	433 782	-367 165	13.86%	226 467	226 467	53.44%
Utilities	0	141 260	-141 260	0	423 780	-423 780	-100%	1 695 119	-1 695 119	-	0	0	-
Audit Fees	0	0	0	0	0	0	-	0	0	-	0	0	-
Security	0	44 419	-44 419	0	132 256	-132 256	-100%	533 022	-533 022	-	0	0	-
Telecommunication	19 323	13 395	5 928	47 709	40 006	7 703	19%	160 023	-112 315	29.81%	190 835	190 835	113.25%
Business Travel	0	4 492	-4 492	0	13 477	-13 477	-100%	53 910	-53 910	-	0	0	-
Entertainment	0	1 095	-1 095	0	3 285	-3 285	-100%	13 139	-13 139	-	0	0	-
Transportation	20 237	38 315	-18 078	71 232	114 945	-43 713	-38%	459 780	-388 526	15.50%	285 006	285 006	61.98%
Youth Development	91 640	92 711	1 071	91 615	278 134	-186 519	-67%	1 112 596	-1 020 921	8.23%	366 462	366 462	35.59%
Special and Social Awareness Projects	0	9 775	-9 775	0	29 326	-29 326	-100%	117 302	-117 302	-	0	0	-
Advertising, Publicity and Marketing	0	27 960	-27 960	0	83 881	-83 881	-100%	395 524	-395 524	-	0	0	-
In-House Stage Productions	47 000	265 313	-218 313	150 760	579 439	-428 679	-74%	3 147 255	-2 986 495	4.79%	603 040	603 040	13.16%
In-House Music Programs	0	0	0	0	0	0	-	0	0	-	0	0	-
Contributions to Tenant Productions	0	19 762	-19 762	0	59 287	-59 287	-100%	237 147	-237 147	-	0	0	-
Ticketing	0	10 358	-10 358	0	31 073	-31 073	-100%	124 294	-124 294	-	0	0	-
Miscellaneous	7 604	155 221	-147 617	28 347	465 663	-437 316	-93%	1 062 652	-1 854 305	1.52%	113 387	113 387	6.09%
Catering and Hospitality	30 522	45 729	-15 207	14 793	137 188	-122 396	-89%	546 753	-433 961	2.70%	59 170	59 170	10.78%
Mobile Theatre Truck	0	0	0	0	0	0	-	0	0	-	0	0	-
COVIDA	12 095	11 095	1 000	36 284	36 284	0	-	145 135	-108 851	25.00%	145 135	145 135	100.00%
EPWP	22 338	8 621	13 717	67 014	25 869	-41 145	-155%	105 453	-36 439	64.78%	268 056	268 056	255.11%
New Years Eve	0	0	0	0	0	0	-	0	0	-	0	0	-
Finance Costs	0	0	0	0	0	0	-	0	0	-	0	0	-
Other	0	0	0	0	0	0	-	0	0	-	0	0	-
TRADING SURPLUS / (SHORTFALL)	1 068 706	77 721	990 985	3 390 742	502 932	2 887 791	57.4%	1 842 753	1 547 989	38.8%	13 562 969	10 172 227	75.6%

INCOME STATEMENT

Main Account	Sub Account Name	Current Mth			YEAR TO DATE			ANNUAL BUDGET			ANNUAL BUDGET			FORECAST			FORECAST VS		
		Actual	Budget	Var	Var%	Actual_YTD	Budget_YTD	YTD Var	YTD Var%	Full Year	Remaining	Spent %	Annual	Remaining	Spent %	Annual	Remaining	Spent %	
INCOME																			
	Rental Of Facilities & Equipment	1,313,068	1,294,705	18,363	1.42%	3,443,594	3,877,321	-433,726	-11%	15,761,992	-12,318,398	21.85%	13,774,376	10,330,782	21.85%	13,774,376	10,330,782	21.85%	87.39%
	Interest Earned from External Investments	103,375	15,810	87,565	553.06%	103,375	40,637	62,738	154%	415,255	-311,879	24.89%	413,501	310,126	24.89%	413,501	310,126	24.89%	95.58%
	Operating Grants and Subsidies	1,061,301	1,061,301	0	-	3,183,902	3,183,902	0	-	12,735,607	-9,551,705	25.00%	12,735,607	9,551,705	25.00%	12,735,607	9,551,705	25.00%	100.00%
	Arts Alive	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	0.00%
	Joburg Film Office	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	0.00%
	Other Revenue	148,392	217,594	-69,202	-31.80%	156,317	652,783	-496,466	-76%	2,611,131	-2,654,814	5.99%	625,268	468,951	5.99%	625,268	468,951	5.99%	23.95%
	In-House Stage Productions	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	In-House Music Programme	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Sponsorships	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Food Beverage And Retail /Stages	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Ticketing Services	142,176	206,570	-64,394	-31.17%	150,101	619,710	-469,609	-76%	2,478,839	-2,328,738	6.06%	600,404	450,303	6.06%	600,404	450,303	6.06%	74.22%
	Management Fees	6,216	8,900	-2,684	-30.16%	6,216	26,700	-20,484	-77%	106,800	-100,384	5.82%	24,854	18,648	5.82%	24,854	18,648	5.82%	23.28%
	Special Projects and Other Income	0	2,124	-2,124	-100.00%	0	6,373	-6,373	-100%	25,492	-25,492	-	0	0	-	0	0	-	-
	Employee Related Costs	960,902	1,210,718	-249,817	-20.63%	2,417,470	3,622,155	-1,204,685	-33%	15,048,825	-12,631,355	16.06%	9,669,810	9,669,810	16.06%	9,669,810	9,669,810	16.06%	64.26%
	Directors and Committee Members	597,168	670,073	-72,905	-10.88%	1,789,725	2,010,218	-220,493	-11%	8,040,672	-6,251,147	22.28%	7,158,898	7,158,898	22.28%	7,158,898	7,158,898	22.28%	89.03%
	Depreciation & Asset Impairment	233,004	28,973	-204,031	-704.22%	233,004	86,518	-146,486	-168%	347,673	-114,669	67.02%	932,017	932,017	67.02%	932,017	932,017	67.02%	268.07%
	Repairs And Maintenance	8,606	74,457	-65,849	-88.44%	15,558	223,370	-207,812	-93%	893,479	-877,921	1.74%	62,231	62,231	1.74%	62,231	62,231	1.74%	6.97%
	Contracted Services	862	20,211	-19,349	-95.73%	2,587	68,633	-66,046	-96%	142,533	-239,946	1.07%	10,348	10,348	1.07%	10,348	10,348	1.07%	4.27%
	Insurance	6,435	6,435	0	-	19,304	19,304	0	-	77,216	-57,912	25.00%	77,216	77,216	25.00%	77,216	77,216	25.00%	100.00%
	Joburg Ballet & Orchestra	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Joburg Film Office	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Arts Alive	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	General Expenses	114,825	410,570	-295,746	-72.03%	357,292	1,231,711	-874,419	-71%	5,447,052	-5,069,759	6.56%	1,429,170	1,429,170	6.56%	1,429,170	1,429,170	6.56%	26.24%
	Utilities	31,558	55,322	-23,764	-42.96%	51,902	166,056	-114,154	-69%	664,222	-612,310	7.81%	207,606	207,606	7.81%	207,606	207,606	7.81%	31.26%
	Audit Fees	548	548	0	-	548	1,397	-849	-61%	6,980	-6,432	7.85%	2,191	2,191	7.85%	2,191	2,191	7.85%	31.38%
	Security	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Telecommunication	0	20,235	-20,235	-100.00%	0	60,705	-60,705	-100%	242,821	-242,821	-	0	0	-	0	0	-	-
	Business Travel	0	19,437	-19,437	-100.00%	23,038	58,312	-35,274	-60%	233,247	-210,209	9.48%	92,151	92,151	9.48%	92,151	92,151	9.48%	39.51%
	Entertainment	41	9,060	-8,999	-100.00%	0	27,179	-27,179	-100%	108,714	-108,714	-	0	0	-	0	0	-	-
	Transportation	140	4,780	-4,640	-97.07%	211	14,340	-14,129	-99%	57,362	-57,151	0.37%	842	842	0.37%	842	842	0.37%	1.47%
	Youth Development	0	38,315	-38,315	-100.00%	9,638	114,945	-105,306	-92%	459,780	-459,141	2.10%	38,554	38,554	2.10%	38,554	38,554	2.10%	8.39%
	Special and Social Awareness Projects	0	27,996	-27,996	-100.00%	0	83,988	-83,988	-100%	335,952	-335,952	-	0	0	-	0	0	-	-
	Advertising , Publicity and Marketing	0	9,775	-9,775	-100.00%	0	29,326	-29,326	-100%	117,302	-117,302	-	0	0	-	0	0	-	-
	In-House Stage Productions	0	27,889	-27,889	-100.00%	121,021	83,668	-37,354	-45%	334,671	-213,650	36.16%	484,086	484,086	36.16%	484,086	484,086	36.16%	144.65%
	In-House Music Programs	0	4,186	-4,186	-100.00%	0	11,557	-11,557	-100%	570,634	-570,634	-	0	0	-	0	0	-	-
	Contributions to Tenant Productions	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Ticketing	0	7,094	-7,094	-100.00%	0	21,282	-21,282	-100%	85,128	-85,128	-	0	0	-	0	0	-	-
	Miscellaneous	7,655	16,853	-9,198	-54.63%	0	50,560	-50,560	-100%	202,238	-202,238	-	0	0	-	0	0	-	-
	Catering and Hospitality	61,922	81,136	-19,214	-23.68%	81,701	243,408	-161,708	-66%	973,634	-891,933	8.39%	129,935	129,935	8.39%	129,935	129,935	8.39%	16.42%
	Mobile Theatre Truck	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	COVIDA	12,007	12,007	0	-	36,020	36,020	0	-	144,078	-108,059	25.00%	144,078	144,078	25.00%	144,078	144,078	25.00%	100.00%
	EPWP	0	10,392	-10,392	-100.00%	0	31,176	-31,176	-100%	124,706	-124,706	-	0	0	-	0	0	-	-
	New Years Eve	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Finance Costs	0	0	0	-	0	0	0	-	0	0	-	0	0	-	0	0	-	-
	Other	956	0	956	0.00%	956	0	-956	0%	0	956	-100%	0	0	-	0	0	-	-
TRADING SURPLUS / (SHORTFALL)		552,167	83,906	268,180	319.31%	1,026,124	245,167	780,957	319%	713,167	312,957	146%	4,106,496	3,078,372	146%	4,106,496	3,078,372	146%	57.6%



INCOME STATEMENT

Main Account	Sub Account/Name	Current Mth		YEAR TO DATE		YTD Var %	ANNUAL BUDGET Full Year	ANNUAL BUDGET Remaining	Budget Spent %	FORECAST Annual	FORECAST Remaining	FORECAST Vs ANNUAL BUDGET
		Actual	Budget	Actual_YTD	Budget_YTD							
		1 958 405	2 735 594	3 724 747	8 206 781	-4 482 034	32 827 124	-29 102 377	11.35%	14 898 883	11 174 241	45.33%
	Rental Of Facilities & Equipment	0	0	0	0	0	0	0	-	0	0	-
	Interest Earned from External Investments	28	786	121	2 359	-2 238	9 438	-9 316	1.25%	486	364	5.14%
	Operating Grants and Subsidies	0	0	0	0	0	0	0	-	0	0	-
	Arts Alive	0	0	0	0	0	0	0	-	0	0	-
	Joburg Film Office	0	0	0	0	0	0	0	-	0	0	-
	Other Revenue	1 958 377	2 734 807	3 724 626	8 204 422	-4 479 796	32 817 686	-29 093 061	11.35%	14 898 502	11 173 877	45.40%
	In-House Stage Productions	0	0	0	0	0	0	0	-	0	0	-
	In House Music Programme	0	0	0	0	0	0	0	-	0	0	-
	Sponsorships	0	0	0	0	0	0	0	-	0	0	-
	Food Beverage And Retail /Stages	1 958 377	2 733 567	3 724 625	8 200 700	-4 476 075	32 802 801	-29 078 176	11.35%	14 898 502	11 173 876	45.42%
	Ticketing Services	0	0	0	0	0	0	0	-	0	0	-
	Management Fees	0	0	0	0	0	0	0	-	0	0	-
	Special Projects and Other Income	0	1 240	0	3 721	-3 721	14 885	-14 885	0.00%	0	0	0.00%
	Employee Related Costs	2 020 026	2 735 594	5 601 254	8 206 781	2 605 527	32 795 912	-27 194 658	17.08%	22 405 018	22 405 018	68.32%
	Directors and Committee Members	1 059 197	1 483 760	3 045 596	4 481 280	1 395 344	17 896 502	-14 810 566	17.24%	12 343 744	12 343 744	68.97%
	Depreciation & Asset Impairment	242 683	35 288	242 683	105 864	-136 819	423 456	-180 773	57.31%	970 733	970 733	229.24%
	Repairs And Maintenance	49 771	19 874	60 426	59 623	-803	238 493	-178 067	25.34%	241 705	241 705	101.35%
	Contracted Services	6 831	9 951	6 831	27 154	20 323	106 025	-99 194	6.42%	27 324	27 324	25.77%
	Insurance	0	0	0	0	0	0	0	-	0	0	-
	Joburg Ballet & Orchestra	0	0	0	0	0	0	0	-	0	0	-
	Joburg Film Office	0	0	0	0	0	0	0	-	0	0	-
	Arts Alive	0	0	0	0	0	0	0	-	0	0	-
	General Expenses	621 544	1 177 620	2 206 378	3 532 859	1 327 481	14 131 437	-11 926 059	15.61%	8 821 512	8 821 512	62.42%
	Consumables	16 493	32 902	27 757	98 706	70 949	394 824	-367 007	7.03%	111 028	111 028	28.12%
	Utilities	9 129	2 531	11 958	7 592	-4 345	30 370	-18 432	38.31%	47 751	47 751	157.23%
	Audit Fees	0	0	0	0	0	0	0	-	0	0	-
	Security	0	0	0	0	0	0	0	-	0	0	-
	Telecommunication	5 860	5 774	7 100	17 321	10 220	69 282	-62 182	10.25%	28 401	28 401	40.99%
	Business Travel	1 980	219	1 980	657	-1 323	2 628	-648	75.34%	7 920	7 920	301.86%
	Entertainment	0	0	0	0	0	0	0	-	0	0	-
	Transportation	0	0	0	0	0	0	0	-	0	0	-
	Youth Development	0	0	0	0	0	0	0	-	0	0	-
	Special and Social Awareness Projects	0	0	0	0	0	0	0	-	0	0	-
	Advertising, Publicity and Marketing	2 103	1 177	2 103	3 550	1 427	14 120	-12 017	14.96%	8 413	8 413	59.58%
	In-House Stage Productions	0	0	0	0	0	0	0	-	0	0	-
	In-House Music Programs	0	0	0	0	0	0	0	-	0	0	-
	Contributions to Tenant Productions	0	0	0	0	0	0	0	-	0	0	-
	Ticketing	0	0	0	0	0	0	0	-	0	0	-
	Miscellaneous	26 307	8 192	56 281	24 577	-31 703	58 308	-62 028	57.25%	225 122	225 122	229.00%
	Catering and Hospitality	559 671	1 126 825	2 088 219	3 380 476	1 282 257	13 521 905	-11 433 686	15.92%	8 392 876	8 392 876	61.07%
	Mobile Theatre Truck	0	0	0	0	0	0	0	-	0	0	-
	COVIDA	0	0	0	0	0	0	0	-	0	0	-
	EPWP	0	0	0	0	0	0	0	-	0	0	-
	New Years Eve	0	0	0	0	0	0	0	-	0	0	-
	Finance Costs	0	0	0	0	0	0	0	-	0	0	-
	Other	0	0	0	0	0	0	0	-	0	0	-
	TRADING SURPLUS (SHORTFALL)	-61 621	0	-1 876 508	0	-1 876 508	31 212	-1 907 720	-60.12%	-7 596 030	-5 629 313	-24.98%



INCOME STATEMENT

Main Account Sub AccountName	Current Mth			YEAR TO DATE			ANNUAL BUDGET Full Year	ANNUAL BUDGET Remaining	Budget Spent %	FORECAST Annual	FORECAST Remaining	FORECAST VS ANNUAL BUDGET
	Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var						
INCOME	416 723	700 184	-283 461	763 828	2 100 553	-1 336 726	8 402 213	-7 638 386	9.09%	3 055 310	2 291 483	36.36%
Rental Of Facilities & Equipment	0	0	0	0	0	0	0	0	-	0	0	-
Interest Earned from External Investments	0	0	0	0	0	0	0	0	-	0	0	-
Operating Grants and Subsidies	0	0	0	0	0	0	0	0	-	0	0	-
Arts Alive	0	0	0	0	0	0	0	0	-	0	0	-
Joburg Film Office	0	0	0	0	0	0	0	0	-	0	0	-
Other Revenue	0	0	0	0	0	0	0	0	-	0	0	-
In-House Stage Productions	416 723	700 184	-283 461	763 828	2 100 553	-1 336 726	8 402 213	-7 638 386	9.09%	3 055 510	2 291 483	36.36%
In House Music Programme	0	0	0	0	0	0	0	0	-	0	0	-
Sponsorships	0	0	0	0	0	0	0	0	-	0	0	-
Food Beverage And Retail /Stages	0	0	0	0	0	0	0	0	-	0	0	-
Ticketing Services	416 723	700 184	-283 461	763 828	2 100 553	-1 336 726	8 402 213	-7 638 386	9.09%	3 055 310	2 291 483	36.36%
Management Fees	0	0	0	0	0	0	0	0	-	0	0	-
Special Projects and Other Income	0	0	0	0	0	0	0	0	-	0	0	-
Expense	367 535	675 888	258 353	838 235	1 877 664	1 039 429	7 482 036	-6 643 801	11.20%	3 352 941	3 352 941	44.81%
Employee Related Costs	141 546	260 812	119 266	399 160	782 435	383 275	3 101 121	-2 701 961	12.87%	1 596 640	1 596 640	51.49%
Directors and Committee Members	0	0	0	0	0	0	0	0	-	0	0	-
Depreciation & Asset Impairment	0	0	0	0	0	0	0	0	-	0	0	-
Repairs And Maintenance	5 186	4 356	-830	5 186	13 067	7 881	52 268	-47 082	9.92%	20 744	20 744	39.69%
Contracted Services	6 831	1 349	-5 682	6 831	3 446	-3 385	13 783	-6 952	48.56%	27 324	27 324	198.24%
Insurance	0	0	0	0	0	0	0	0	-	0	0	-
Joburg Ballet & Orchestra	0	0	0	0	0	0	0	0	-	0	0	-
Joburg Film Office	0	0	0	0	0	0	0	0	-	0	0	-
Arts Alive	0	0	0	0	0	0	0	0	-	0	0	-
General Expenses	213 973	359 572	145 599	427 058	1 078 716	651 658	4 314 864	-3 887 806	9.90%	1 708 233	1 708 233	39.59%
Consumables	2 932	9 030	6 098	3 535	27 089	23 554	108 358	-104 823	3.26%	14 141	14 141	13.05%
Utilities	2 767	953	-1 814	2 767	2 860	93	11 439	-8 672	24.15%	11 068	11 068	96.76%
Audit Fees	0	0	0	0	0	0	0	0	-	0	0	-
Security	0	0	0	0	0	0	0	0	-	0	0	-
Telecommunication	0	10	10	0	0	0	0	0	-	0	0	-
Business Travel	0	0	0	0	29	29	117	-117	-	0	0	-
Entertainment	0	0	0	0	0	0	0	0	-	0	0	-
Transportation	0	0	0	0	0	0	0	0	-	0	0	-
Youth Development	0	0	0	0	0	0	0	0	-	0	0	-
Special and Social Awareness Projects	0	0	0	0	0	0	0	0	-	0	0	-
Advertising, Publicity and Marketing	0	0	0	0	0	0	0	0	-	0	0	-
In-House Stage Productions	0	0	0	0	0	0	0	0	-	0	0	-
In-House Music Programs	0	0	0	0	0	0	0	0	-	0	0	-
Contributions to Tenant Productions	0	0	0	0	0	0	0	0	-	0	0	-
Ticketing	0	0	0	0	0	0	0	0	-	0	0	-
Miscellaneous	1 339	354	-985	2 678	1 062	-1 616	4 249	-1 571	65.03%	10 713	10 713	252.13%
Catering and Hospitality	206 895	349 225	142 291	438 078	1 047 675	609 597	4 190 702	-3 772 624	9.58%	1 672 312	1 672 312	39.91%
Mobile Theatre Truck	0	0	0	0	0	0	0	0	-	0	0	-
COVIDA	0	0	0	0	0	0	0	0	-	0	0	-
EPWP	0	0	0	0	0	0	0	0	-	0	0	-
New Years Eve	0	0	0	0	0	0	0	0	-	0	0	-
Finance Costs	0	0	0	0	0	0	0	0	-	0	0	-
Other	0	0	0	0	0	0	0	0	-	0	0	-
TRADING SURPLUS (/ SHORTFALL)	49 188	74 256	-25 169	-74 408	222 889	-297 297	920 177	-694 585	-8%	-297 631	-223 223	-32%



INCOME STATEMENT

Main Account	Sub AccountName	Current Mth			YEAR TO DATE			ANNUAL BUDGET			FORECAST			
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var	YTD Var%	Full Year	Remaining	ANNUAL BUDGET	Spent %	Annual	Remaining
		169 227	316 977	-147 750	272 784	959 932	-678 147	-71%	3 803 726	-3 530 942	7.17%	1 091 137	818 353	26.69%
Rental Of Facilities & Equipment		0	0	0	0	0	0	-	0	0	-	0	0	-
Interest Earned from External Investments		0	0	0	0	0	0	-	0	0	-	0	0	-
Operating Grants and Subsidies		0	0	0	0	0	0	-	0	0	-	0	0	-
Arts Alive		0	0	0	0	0	0	-	0	0	-	0	0	-
Joburg Film Office		0	0	0	0	0	0	-	0	0	-	0	0	-
Other Revenue		0	0	0	0	0	0	-	0	0	-	0	0	-
In-House Stage Productions		169 227	316 977	-147 750	272 784	959 932	-678 147	-71%	3 803 726	-3 530 942	7.17%	1 091 137	818 353	26.69%
In-House Music Programme		0	0	0	0	0	0	-	0	0	-	0	0	-
Sponsorships		0	0	0	0	0	0	-	0	0	-	0	0	-
Food Beverage And Retail /Stages		0	0	0	0	0	0	-	0	0	-	0	0	-
Ticketing Services		169 227	316 977	-147 750	272 784	959 932	-678 147	-71%	3 803 726	-3 530 942	7.17%	1 091 137	818 353	26.69%
Management Fees		0	0	0	0	0	0	-	0	0	-	0	0	-
Special Projects and Other Income		0	0	0	0	0	0	-	0	0	-	0	0	-
Expense														
Employee Related Costs		296 471	370 254	73 782	636 955	1 110 761	473 807	43%	4 443 046	-3 805 091	14.34%	2 547 819	2 547 819	57.34%
Directors and Committee Members		132 006	192 210	60 204	366 713	576 631	209 918	36%	2 206 526	-1 939 812	15.50%	1 466 854	1 466 854	63.60%
Depreciation & Asset Impairment		0	0	0	0	0	0	-	0	0	-	0	0	-
Repairs And Maintenance		28 508	8 554	-20 034	28 508	25 662	-2 916	-11%	107 648	-74 060	27.85%	0	0	-
Contracted Services		0	1 293	1 293	0	3 890	3 890	100%	15 520	-15 520	-	0	0	-
Insurance		0	0	0	0	0	0	-	0	0	-	0	0	-
Joburg Ballet & Orchestra		0	0	0	0	0	0	-	0	0	-	0	0	-
Joburg Film Office		0	0	0	0	0	0	-	0	0	-	0	0	-
Arts Alive		0	0	0	0	0	0	-	0	0	-	0	0	-
General Expenses		135 877	168 196	32 319	241 653	504 588	262 935	52%	2 019 352	-1 776 699	11.97%	966 611	966 611	47.89%
Consumables		4 740	7 710	2 970	6 069	21 151	17 061	74%	92 523	-86 453	6.56%	24 277	24 277	26.34%
Utilities		4 410	783	-3 626	4 410	2 350	-2 060	-88%	9 401	-4 991	46.91%	17 639	17 639	187.63%
Audit Fees		0	0	0	0	0	0	-	0	0	-	0	0	-
Security		0	0	0	0	0	0	-	0	0	-	0	0	-
Telecommunication		5 860	5 764	-97	8 586	17 291	8 705	50%	69 165	-60 579	12.41%	34 343	34 343	49.65%
Business Travel		0	0	0	0	0	0	-	0	0	-	0	0	-
Entertainment		0	0	0	0	0	0	-	0	0	-	0	0	-
Transportation		0	0	0	0	0	0	-	0	0	-	0	0	-
Youth Development		0	0	0	0	0	0	-	0	0	-	0	0	-
Special and Social Awareness Projects		0	0	0	0	0	0	-	0	0	-	0	0	-
Advertising , Publicity and Marketing		2 103	296	-1 807	2 103	809	-1 214	-137%	3 555	-1 452	59.16%	8 413	8 413	236.64%
In-House Stage Productions		0	0	0	0	0	0	-	0	0	-	0	0	-
In-House Music Programs		0	0	0	0	0	0	-	0	0	-	0	0	-
Contributions to Tenant Productions		0	0	0	0	0	0	-	0	0	-	0	0	-
Ticketing		0	0	0	0	0	0	-	0	0	-	0	0	-
Miscellaneous		0	0	0	0	0	0	-	0	0	-	0	0	-
Catering and Hospitality		0	0	0	0	0	0	-	0	0	-	0	0	-
Mobile Theatre Truck		118 763	153 842	34 879	220 485	468 927	248 442	52%	1 843 708	-1 623 223	11.96%	881 939	881 939	47.84%
COVIDA		0	0	0	0	0	0	-	0	0	-	0	0	-
EPWP		0	0	0	0	0	0	-	0	0	-	0	0	-
New Years Eve		0	0	0	0	0	0	-	0	0	-	0	0	-
Finance Costs		0	0	0	0	0	0	-	0	0	-	0	0	-
Other		0	0	0	0	0	0	-	0	0	-	0	0	-
TRADING SURPLUS (/I SHORTFALL)		-127 244	-53 277	-73 966	-364 170	-159 630	-204 340	126%	-639 320	275 149	57%	-1 056 681	-1 092 311	218%