



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

Registration No: 2000/013032/07

trading as
Joburg City Theatres

the JOBURG THEATRE



FIRST QUARTER PERFORMANCE REPORT 2022/23

**FINAL DRAFT
SUBMITTED ON 21 OCTOBER 2022**

**JOBURG THEATRE
SOC LIMITED**

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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
COVID-19	Coronavirus disease 2019, which is a virus (more specifically, a coronavirus) identified as the cause of an outbreak of respiratory illness first detected in Wuhan, China.
EAP	Employees Assistant Programme
EE	Employment Equity
EPWP	Expanded Public Works Programme
EXCO	Executive Management Committee
FY	Financial Year
GAC	Group Audit Committee
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. The Johannesburg Civic Theatre Association operated it¹.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

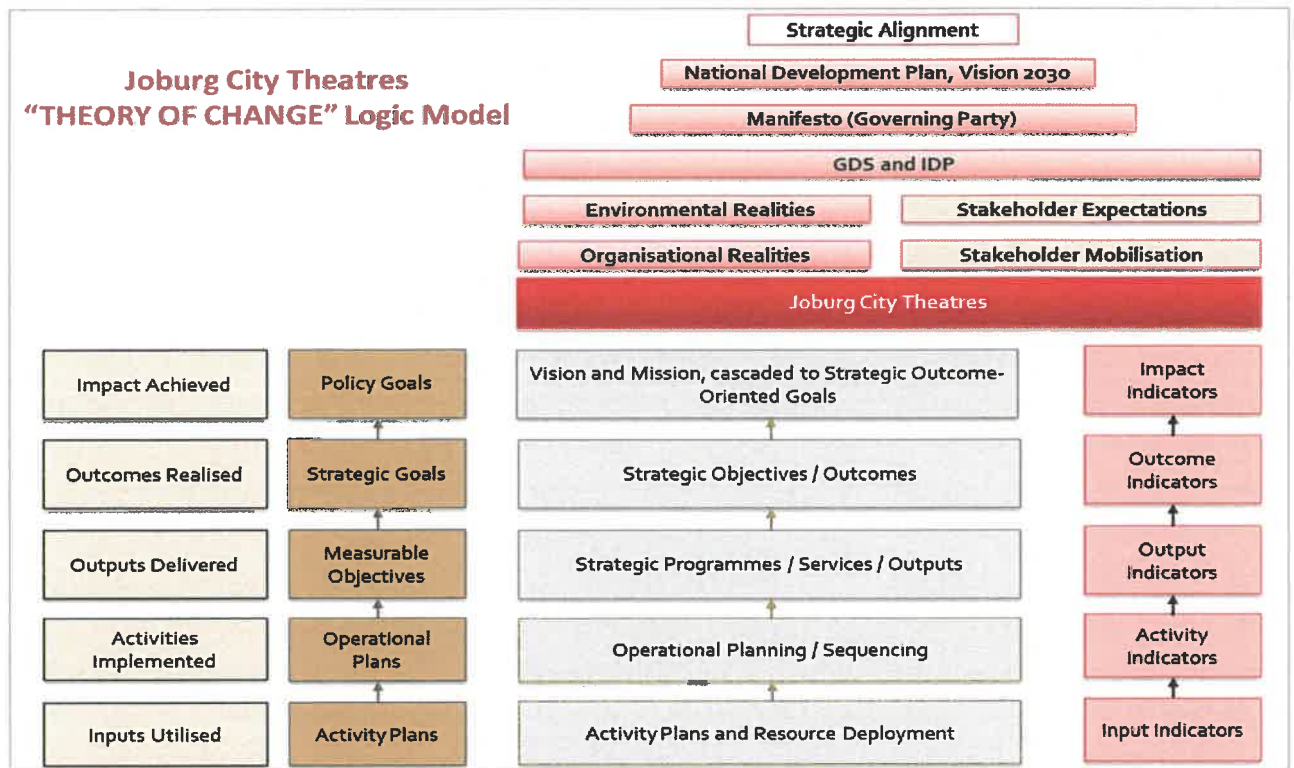
During November to December 2018, Joburg City Theatres thus embarked on an iterative process to critically examine its strategic posture and direction in line with its mandate, and in light of shifts in the environment, which have an impact on its planning and programme delivery. There was a need to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

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

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

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

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



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

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

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

This Business Plan, as approved by the Board, then serves as input to the management team, towards the development of an aligned Annual Performance Plan for 2022/23. 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, 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 quality, innovative and accessible theatre, live entertainment and educational productions and experiences, 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 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.***

The secondary business of Joburg City Theatres is:

- The provision of supportive hospitality infrastructure and services.

Vision

Joburg City Theatres sets for itself the following vision:

A leading African artistic platform providing sustainable, development-oriented and diverse programming and services.

Mission

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

To produce and present innovative, relevant and diverse local and international entertainment programmes that promote inclusion and social cohesion.

In so doing, Joburg City Theatres' commits to:

- Conceptualise, manage, host and promote 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 and theatre practitioners and entrepreneurs.
- Grow shareholder value by ensuring sound financial sustainability and good governance.
- Work in partnership with others to maximise the impact of our programmes.

Values

To support and drive its core strategy, Joburg City Theatres appreciates that values identify 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 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."

The NDP is given effect by the Medium-Term Strategic Framework, currently for the five-year period 2019-2024. JCT's core business contributes to Priority 5 – Spatial integration, human settlements and local government and Priority 6 – Social cohesion and safe communities. Contributions are also made to Priority 1 – A capable, ethical and developmental State, and Priority 2 – Economic transformation and job creation.

The Gauteng Provincial Government's (GPG) response to the NDP and MTSF is the Gauteng Growing Together 2030 Plan of Action (GGT2030), which has seven priorities aligned to the MTSF, with practical interventions and measures of success to deliver the intended impact of building over time "the Gauteng we want" – a province where:

- 1) No one goes to bed hungry.
- 2) The economy reflects the full diversity of our population and harnesses the full potential of all the people.
- 3) Everyone has a job and earns a living wage.
- 4) Businesses, big and small, thrive and prosper.
- 5) Every household has access to basic shelter, a piece of land, and a decent income.
- 6) Everyone has access to quality healthcare.
- 7) Everyone, young and old, has access to the kind of education that unleashes their full potential.
- 8) All residents have access to basic services and quality infrastructure.
- 9) Everyone feels safe and can walk the streets at any time.
- 10) Women enjoy their rights, free from all forms of patriarchy; and
- 11) The environment is protected and cared for.

City of Johannesburg Strategic Direction

The 2022-2027 Integrated Development Plan (IDP) provides JCT with the overarching framework against which to orientate its strategic and annual business plans. For the 2022/23 planning period, JCT is tasked to support the strategic direction provided by the objectives and priorities of the multiparty government (MPG), which seeks to ensure an integrated approach to serving the needs of all citizens of the City.

With reference to the above, Joburg City Theatres is therefore a progressive, complementary and supportive intergovernmental partner of the Department of Arts Culture.

Specific priorities focus areas for JCT to 2022:

The following table presents the programmatic response of JCT to the Mayoral Priorities, and applicable COJ strategic interventions:

COJ PRIORITIES (Applicable Strategic Interventions)	JCT PROGRAMMATIC RESPONSE (Informing JCT Strategic Objectives and KPAs)
<p>COJ Priority 5: An inclusive City</p> <p>➤ Sports and arts facilities that promote activities we enjoy doing as a community</p>	<ul style="list-style-type: none"> ▪ Audience development ▪ Arts education and arts talent skills development ▪ Theatre open days ▪ Mobile theatre truck – take theatre to communities ▪ Soweto Theatre Amphitheatre launch ▪ Leveraging major milestones/anniversary events of the theatres to promote the arts and theatre ▪ Better leverage the Joburg Ballet and Philharmonic Orchestra into the group offering

COJ PRIORITIES (Applicable Strategic Interventions)	JCT PROGRAMMATIC RESPONSE (Informing JCT Strategic Objectives and KPAs)
<p>COJ Priority 3: A caring City</p> <ul style="list-style-type: none"> ➤ Consistent support and uplifting of marginalised communities such as women, youth, people with disabilities and LGBTIQ+ 	<ul style="list-style-type: none"> ▪ Thematic productions ▪ Strengthen school set work offering across all theatres ▪ Position arts alongside sport in schools for development of future audiences ▪ Provide opportunities for the youth, including the development of future arts and theatre practitioners
<p>COJ Priority 1: Getting the basics right</p> <ul style="list-style-type: none"> ➤ Create and maintain facilities that promote social cohesion 	<ul style="list-style-type: none"> ▪ Thematic productions ▪ Host, develop and stage productions that tell the story – and promote civic pride/social cohesion ▪ Customer care improvement ▪ Integrated programming of the theatres ▪ Ensure efficient and effective internal business processes and systems ▪ JCT Archive/Resource Centre to preserve and tell the story of the history of theatre in Johannesburg
<p>COJ Priority 6: A well-run City</p> <ul style="list-style-type: none"> ➤ A financially sustainable City (by implication, a financially sustainable Theatre) 	<p>Anti-fraud and corruption:</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 <p>Financial sustainability:</p> <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 the value-chain ▪ Stage fewer yet high-profile productions – balance tickets sold / complimentary ticket ratio ▪ Underground parking at Joburg Theatre for own use and revenue diversification

COJ PRIORITIES (Applicable Strategic Interventions)	JCT PROGRAMMATIC RESPONSE (Informing JCT Strategic Objectives and KPAs)
<p>COJ Priority 4: A business-friendly City</p> <ul style="list-style-type: none"> ➤ More skills for jobs and programmes for young people to gain skills and experience ➤ Fair access to EPWP opportunities and fair allocation of local contracts ➤ Promote business and leisure tourism as important job creators 	<ul style="list-style-type: none"> ▪ Expanded Public Works programmes (EPWPs) opportunities ▪ Work opportunities created at JCT ▪ 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 ▪ Strengthen tourist-focused marketing and promotion ▪ Joburg festivals (Newtown cultural precinct), like Edinburgh and Adelaide festivals
<p>COJ Priority 7: A smart City</p> <ul style="list-style-type: none"> ➤ A smart City that embraces ICT innovation as a force for good 	<ul style="list-style-type: none"> ▪ Theatre production streaming ▪ Offering free Wi-Fi in theatre venues
<p>COJ Priority 2: A safe and secure City</p> <ul style="list-style-type: none"> ➤ Integrated and visible policing where SAPS, the private sector, and community organisations collaborate to monitor areas, provide alerts and share capacity 	<ul style="list-style-type: none"> ▪ Joburg Theatre participates in the Braamfontein improvement district, which focuses on safety in Braamfontein ▪ Soweto Theatre collaborate with the Jabulani SAPS and the Community Policing Forum. ▪ Roodepoort Theatre has a relationship with JMPD

Section 2: Strategic Objectives

As the organisation pursues its Vision and Mission, the Strategic Objectives are derived from the above strategic intent and business model, and are aligned to CoJ strategic priorities and interventions informing planning for the current financial year.

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

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

For the period 2022/23 and beyond, Six (6) strategic objectives have been developed in order to enable JCT to effectively focus and prioritise its options in delivering on its mandate and to respond to the City's priorities.

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

Table 3: Joburg City Theatres Strategic Objectives

JCT Strategic Objective	Objective Description and Focus Areas	COJ Priority Alignment
<ul style="list-style-type: none"> • Provision of opportunities for the youth, including future arts and theatre 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. 	<p>Priority 3: A caring City Priority 4: A business-friendly City</p>
<ul style="list-style-type: none"> • Quality performing arts and entertainment experiences and facilities. 	<ul style="list-style-type: none"> ▪ 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. ▪ Monitor and enhance customer satisfaction and the achievement of service level standards. ▪ Joburg festivals (Newtown cultural precinct), like Edinburgh and Adelaide festivals. ▪ Soweto Theatre Amphitheatre launch and operationalisation. ▪ Better, leverage the Joburg Ballet and Philharmonic Orchestra into the group offering. ▪ JCT Archive/Resource Centre to preserve and tell the story of the history of theatre in Johannesburg. ▪ JCT touring circuit – annual showcase by taking at least one show nationally. ▪ JCT annual legend tribute programme. 	<p>Priority 1: Getting the basics right Priority 5: An inclusive City</p>
<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 societal issues. ▪ Engagement with arts practitioners, private sector and communities in bringing new audiences into contact with JCT programmes. 	<p>Priority 1: Getting the basics right Priority 3: A caring City</p>

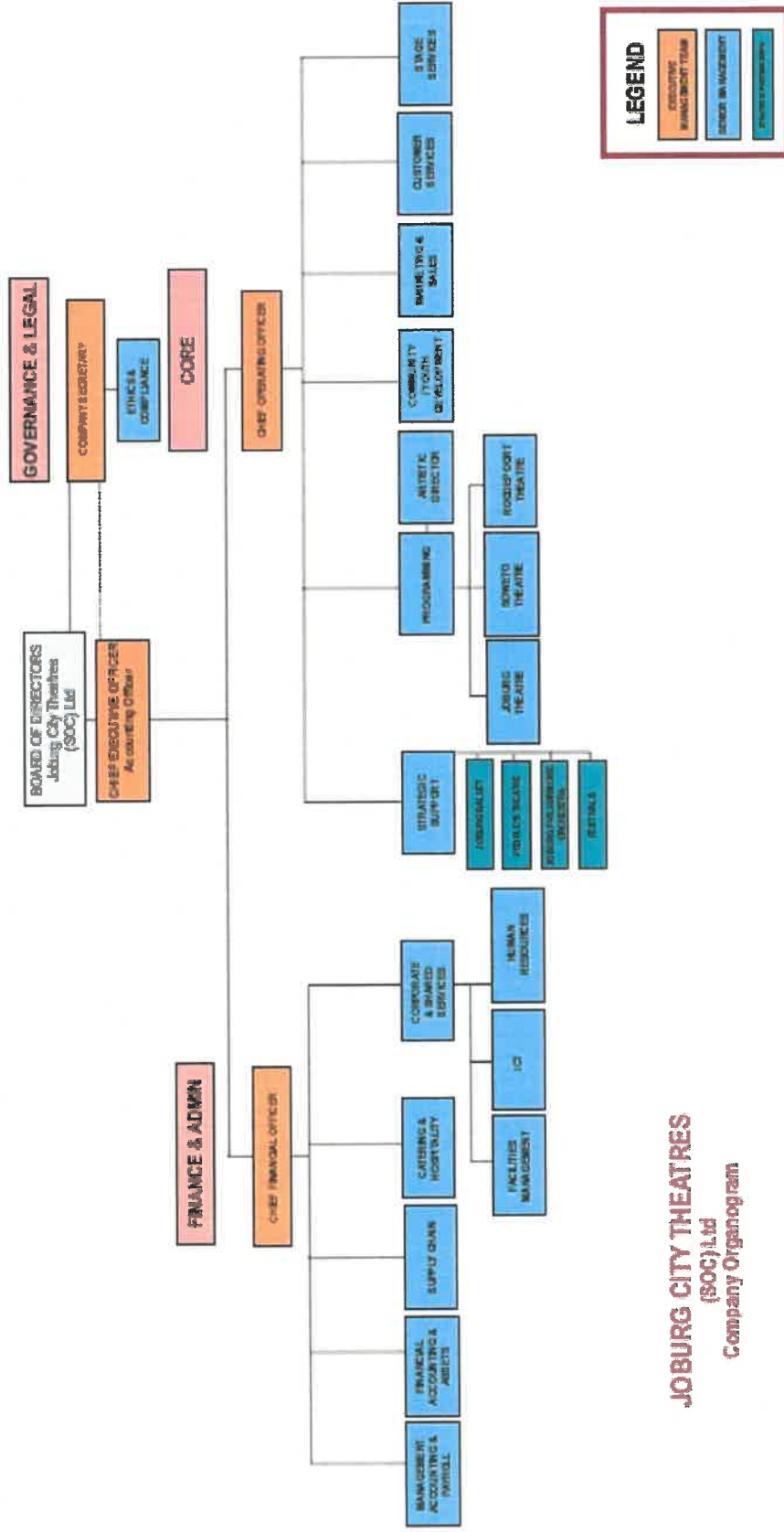
JCT Strategic Objective	Objective Description and Focus Areas	COJ Priority Alignment
	<ul style="list-style-type: none"> ▪ Develop future audiences by providing discounted tickets to learners. ▪ Provide access to JCT venues. ▪ Accessibility to theatres venues for people living with disabilities (universal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

JCT Strategic Objective	Objective Description and Focus Areas	COJ Priority Alignment
<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 the 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. Fundraising and donations. Strengthen tourist-focused marketing and promotion. Leverage major milestones/anniversary events of the theatres to promote the arts and theatre. 	<p>Priority 1: Getting the basics right</p> <p>Priority 6: A well-run City</p>

Section 3: Salient Features

- **92%** performance achievement of the entity's scorecard and **Capex expenditure of 30%** achievement against the targeted 10%
- Joburg Theatre celebrated its **60th - Diamond Jubilee Anniversary** by unveiling its walk of fame titled– /CELEBRATING STARS IN THE CITY OF GOLD
- Soweto Theatre continued the 10 years' anniversary celebrations by launching the refurbished Jabulani Amphitheatre with the **Legends Tribute Concert with Hotstix** featuring Mam'Abigail Kubeka, Babsy Mlangeni, PJ Powers, Soul Brothers, Pappa and Blondie
- JCT and John Kani Productions' **Kunene and The King**, continued the national tour in Stellenbosch University mid-July
- Joburg Theatre celebrated the arrival of the international music sensation Belinda Davids' season of **The Greatest Love of All** after two postponements due to Covid-19 restrictions
- Joburg Theatre and German producer Christoph Dammann presented Mozart's drama giocoso, "funny drama", **Don Giovanni**, with a magnificent cast of well-known international opera singers, the Johannesburg Philharmonic Orchestra and Gauteng Choristers, conducted by Johannes Stert
- Mzansi Youth Choir brought a remarkable celebration concert to Soweto Theatre
- Napo Masheane presented the incredible line-up for Women's month celebration with **Herstory International Theatre Festival**
- Johannesburg audiences were transported on the **Third World Express**, a new musical that drew its inspiration from the epic poem of the same title by Dr Mongane Wally Serote.
- JCT recorded a trading surplus of R 10.6m for the quarter against the budgeted surplus of R7m.
- The total revenue for 2021/22 1st quarter was R55.8 million and in the 2022/23 is R61.305 million representing an increase of 10%.
- The earned revenue for 2021/22 1st quarter was R11.382 million and in the 2022/23 is R13, 312 million representing an increase of 17%.
- Hospitality and catering revenue for 2021/22 1st quarter was R3, 725 million and in the 2022/23 is R9, 034 million representing an increase of 143%.

Section 4: High-Level Organisational Structure



JOBURG CITY THEATRES
(SOC) Ltd
Company Organogram



Section 5: Chairperson's Foreword



This report outlines performance of service delivery programmes and financial performance for the 1st quarter of the 2022/23 financial year.

As per the legislative requirements, the board continued to perform oversight over the entity's operational plans and the implementation of its allocated /generated financial resources. In addition, the board performed oversight on the economic contributions of the entity as well as the social impact and the operations entity's have on society, and the environment in general.

On 23 June 2022, the president of the country announced the lifting of all COVID-19 restriction allowing the return to full capacity audiences. This has been of further encouragement to us as we managed to extend our reach to as many of our Joburg patrons as possible and continued to present world-class programming, innovative live entertainment and educational programmes to the people of the City of Joburg and Gauteng at large.

Key milestone during the quarter was the theatre's Diamond Jubilee celebrations. On behalf of the board, I would like to congratulate Joburg City theaters for celebrating the 60th anniversary during the month of July. This was a huge milestone and a reminder that the theatre is really an "old girl" with lots of memories. A true celebration of the past, present and the future.

Despite the loadshedding crisis and its impact on the theatre operations. The theatre's overall performance for the quarter shows great levels of output. It is encouraging to report a 92% achievement of targets set in the business plan with 30% achievement on Capex.

Not only was the quarter eventful with theatre programming. The Shareholder also in extending support to entities, on the 22nd of September 2022, the City's Group Governance department, *a departement entrusted with performing oversight on the municipality and its entities with respect to corporate governance matters, is responsible for board and board committees evaluations*, facilitated a training and development session for the board and the independent audit committees for all municipal entities.

The future looks promising, and as the JCT board we continue to give full support to management in ensuring the delivery of efficient and reliable service to the City of Joburg and its citizens. Thus in accordance with the fundamentals of good corporate governance and organizational performance.

I would like to express my appreciation to the Shareholder and the interim City Manager for the continued support. We remain zealous to collaborate in building a vibrant city.

To the Executive Management and the whole JCT workforce, your commitment and hard work is commendable.

Lastly, to the members of the board and the independent audit committee members, thank you for your continued dedication in execution of your oversight roles and strategic guidance.

A handwritten signature in black ink, appearing to read 'MR ZANE MEAS', written over a horizontal line.

MR ZANE MEAS
Chairperson of the Board
Joburg Theatre (SOC) Ltd

Section 6: Chief Executive Officer's Report



The first quarter of 2022-23 financial year was a period of celebrations with Joburg Theatre's 60th Diamond jubilee anniversary and Soweto Theatre's continuation of 10 years anniversary as well as the official launch of the refurbished Jabulani Amphitheatre.

We are proud to celebrate and host our very own, along with the rest of the globe while creating a space to promote African unity. It has been a difficult period in which the industry had to deal with a crippling global pandemic, but we have come this far. It is through music, dance and drama that life became bearable in difficult times and brought nations together. We continually strive to be the leading home of live entertainment.

During the period under review, we celebrated the life of the iconic poet, literature legend and activist Don "Bra Zinga" Mattera who sadly passed away just a day after Joburg Theatre honoured him with a spot on the walk of fame for his contribution to the industry. At his memorial service held at Roodepoort Theatre, JCT pledged to honour the late veteran poet by launching an Emerging Writers Awards project. Our Artistic Director James Ngcobo said Don Mattera believed in young writers and to celebrate his legacy JCT commits to uplifting the youth in literature.

SCORE CARD PERFORMANCE

JCT has 26 KPIs, for the period under review, 24 KPIs were measured. The overall score for the First Quarter is **92% achievement**; and **30% achievement** on capital expenditure budget against the target of 10%.

ARTISTIC PERFORMANCE

Theatre doyens and celebrity guests attended a glittering evening of celebration, commemoration and anticipation at the Joburg Theatre's 60 Anniversary Diamond Jubilee Evening of Celebration held at the theatre on 16 July 2022. It was a night to honour the immense contribution from all the different directors, playwrights, musicians and choreographers who have, over the last 60 years, contributed to the space and left their ineradicable footprints.

The diamond walk of fame with ceramic plaques engraved with the names of the twenty-four creatives honoured to commemorate this important event was unveiled at the entrance of Joburg Theatre. Patrick Mynhard, Mimi Coetzee, Des/Dawn Lindberg, Joan Brickhill, Tobie Cronje, Johnny Clegg, Athol Fugard, Janice Honeyman, Hugh Masekela, Mirriam Makeba, Gibson Kente, Pieter Dirk-Uys, Sibongile Khumalo, Don Mattera, Thembi Mtshali-Jones, Prof Mzilikazi Khumalo, Trevor Noah, Shaleen Surtie-Richards, Brenda Fassie, Marc Lottering, Dr Riaad Moosa, Desmond Dube, Greg Maqoma and Dr John Kani were honoured.



It has been a great joy and privilege to be able honour these leading stars in the creative community. The role they have played in the success of the arts' industry in Joburg and the country can never be overstated. Their influence and inspiration was felt in the 60th celebrations programming and in the Joburg Theatre itself as we look to the next 60 years.



The Diamond Jubilee Evening of Celebration production was a collage of extracts pulled from an array of diverse productions, directed by our newly appointed Artistic Director James Ngcobo. Not only did the production pay homage to the creatives of the past but also aimed to speak to a younger audience and members of the contemporary landscape who may have not been privy to what has been and remind them of the big shoulders they stand on in what is to come.

The 60th celebrations continued in the first quarter of 2022-23 financial year with diverse programming from the long-awaited Belinda Davids' season of **The Greatest Love of All** in July, followed by **Mozart's Don Giovanni** opera in August and closed off with **Third World Express** directed and choreographed by Gregory Maqoma in September.

Soweto Theatre continued the 10 year anniversary celebrations in September, which included hosting the **Stellenbosch University Choir** as part of its Mpumalanga and Gauteng Tour, legendary Maskandi musician **Ihhashi Elimhlophe** made history at Soweto Theatre by becoming the first Maskandi artist to record a live DVD and gave South Africans a special moment that will go down in history as unforgettable.

The BIG heritage weekend '*i weekend enkulu*' took off with **An Intimate Evening With Ntsika** who brought along special guests including The Soil members, Samthing Soweto and the arising gospel star Siyakha Khita on 23 September, followed by **The Spirit of Afrikan Dance and Music** celebrating our living heritage on 24 September and closed off with the official launch of the iconic Jabulani Amphitheatre with the Legends Tribute concert with Hotstix on 25 September. Legends tribute featuring the most incredible Mam'Abigail Kubeka, Babsy Mlangeni, Pj Powers, Soul Brothers, Pappa and Blondie and Siphso "Hotstix" Mabuse.



Youth programmes and development initiatives are a cornerstone of JCT's agenda aimed at a future that presents significantly improved human and social development realities. JCT continues to host developed and staged world-class productions that tells the story – and promote civic pride, which includes community dialogues and education sessions, implemented.

FINANCIAL PERFORMANCE

JCT recorded a trading surplus of R 10.6m for the quarter against the budgeted surplus of R7m.

HUMAN RESOURCES

JCT is operating at 92% occupancy against the approved staff establishment with the remaining 8% recorded as vacancy rate. In addition to the above staffing, 4% of human capacity comprises of interns, which are placed within various departments and 46% of temporary/Adhocs staff members.

CHALLENGES

Joburg Theatre has been impacted by the rolling blackouts caused by load shedding. The project plan for implementation of the 2MW Gas Powered Standby Generator at the theatre was initially scheduled to be completed by the end of the third quarter of the current financial year.

Joburg Theatre, together with City Power's assistance, are presently installing a 2MW gas powered generator to operate both as a standby supply for the Theatre during load shedding and for the capacity to be available for City Power to dispatch daily as a peak-opping generator or to reduce the City's load shedding obligation when necessary. The Theatre agreed to City Power's proposal to choose a gas powered generator as opposed to a diesel powered generator where gas powered generation is four times cheaper and would make the use of the generator financially viable for the abovementioned applications.

The following circumstances are causing the delays to the practical completion of the project.

1. The project has been delayed due to the additional electrical functionality and technical evaluations necessary to operate the plant in parallel with the grid (these issues have been resolved) and the installation of a section of high pressure gas line from Egoli Gas that was delayed. Tender processes for the high pressure gas line is concluded and in implementation phase.
2. All companies are closing operations from the 15th of December 2022 and will reopen operations from the 16th of January 2023. This will also apply to the appointed service providers and impact on implementation.
3. An application to Joburg Roads Agency will be submitted by the gas supplier, to open trenches and to lay the 600 meters' gas pipe.

THE WAY FORWARD

Actions for implementation	Responsible	Duration	Estimate timeliness
Permit approval from JRA	Egoli Gas	3 weeks	19 October 2022
Implementation of the gas pipeline and earthing. The erection of the plinth	Egoli Gas	3 months	31 January 2023
Commissioning and Testing	Barloworld and Egoli Gas	1 month	28 February 2023
Issuance of completion certificate and close out report	Barloworld and Egoli Gas	2 weeks	10 March 2023

CONCLUSION

I am grateful for the hard work and dedication of the EXCO, MANCO and all JCT staff who continue to display resilience, passion and ensuring that despite challenges we face, the show must go on. I would like to thank and acknowledge the Board members led by the Chairperson, Mr Zane Meas, who are always supportive of the advances we make. I appreciate the ongoing support from the shareholder the City of Johannesburg. We look

forward to welcoming our patrons to productions and programmes that are attractive to both traditional and regular theatre goers, but also to new and diverse audiences.



Xoliswa Nduneni-Ngema

Chief Executive Officer

Joburg Theatre (SOC) Ltd

Section 7: Chief Financial Officer's Report



Executive Summary

Revenue

For the first time in months, the quarter under review saw JCT operating without any Covid-19 restrictions. The sector is recovering from a period that was very tough with the theatre not operating at its full capacity, booking cancellations, closing of restaurants and other units in the hospitality and catering department. It is therefore with great enthusiasm to witness the theatre flourishing again and operating at its full capacity.

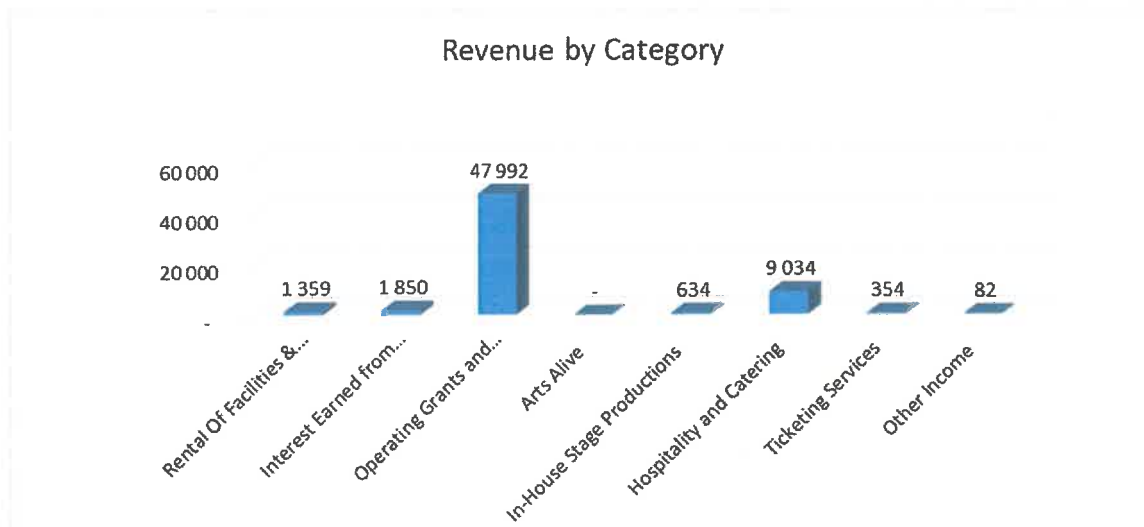
Load shedding during the quarter has been a major business disruption to the theatre. Regular load shedding was experienced resulting in early closure of the restaurants, cancellation and/or rescheduling of performances. Load shedding was deemed as a significant risk to the theatre's operations and management has opted to procure a backup generator as an alternative means of power supply to ensure continuity in the theatre operations during the load shedding. The backup generator will be operational towards the end of the 3rd quarter of the current financial year.

With the above mentioned JCT has remained resilient and resourceful. The entity generated revenue to the value of R61.305m for the quarter under review, while earned revenue was reported at R13.312m that translate to a 136% good performance than prior year.

Total Revenue 1st Quarter 2022/23	R61.305 million up by 10%
•The total revenue for 2021/22 1st quarter was R55.8 million and in the 2022/23 is R61.305 million representing an increase of 10%.	
Earned Revenue 1st Quarter 2022/23	R13.312 million up by 17%
•The earned revenue for 2021/22 1st quarter was R11.382 million and in the 2022/23 is R13,312 million representing an increase of 17%.	
Hospitality & Catering 1st Quarter 2022/23	R9.034 million up by 143%
•Hospitality and catering revenue for 2021/22 1st quarter was R3,725 million and in the 2021/22 is R9,034 million representing an increase of 143%.	

Earned revenue increase primarily results from the entity operating at its full capacity normal after the Minister of Health lifted the covid-19 regulations. Almost all the line items show an increase this includes amongst others: rental of facilities and equipment, interest earned from financial institutions, in-house stage productions and hospitality and catering services.

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



Item Description	Actual_Qtr 1 2022/23 R'000	Budget_Qtr 1 2022/23 R'000	Actual_Qtr 1 2021/22 R'000	Actual to Budget %	Current to Prior %
Income	61,305	68,295	55,768	-10%	10%
Rental Of Facilities & Equipment	1,359	1,290	189	5%	621%
Interest Earned from External Investments	1,850	1,581	1,543	17%	20%
Operating Grants and Subsidies	47,992	47,992	44,386	0%	8%
Arts Alive	-	7,389	5,750	-100%	100%
In-House Stage Productions	634	3,303	-	-81%	100%
Hospitality and Catering	9,034	5,728	3,725	58%	143%
Ticketing Services	354	300	16	18%	2183%
Other Income	82	711	161	-88%	-49%

Explanation of Variances

For the first time in many months, in the quarter under review JCT operated without any Covid-19 restrictions. This was a period of recovery after having passed the era of trading under tight restrictions, we have really recovered and performed well on other revenue items such as, Rental of facilities, Interest earned, hospitality and catering, ticketing services.

The overall performance for quarter one revenue is below the budget by 10% and the major contributor is arts alive and in-house productions.

The project for arts alive has not yet kick started due to the delay on the finalisation of the SLA with COJ Community Department. The implementation for this projects is always September every year hence the allocation of budget. The implementation for this projects is always September annually hence the allocation of budget.

There has not been much activities on in-house productions in the quarter under review.

Revenue

The revenue for the entity has been increasing year on year; however, there was decline in the financial year 3 due to the nationwide lockdown caused by the outbreak of COVID-19.

Consolidated Annual Revenue JCT					
Revenue category	Quarter 1 Actuals R'000				
	2023	2022	2021	2020	2019
Subsidy	47,992	44,386	42,844	32,463	30,509
Earned Income	13,312	11,382	6,858	21,787	22,257
	61,305	55,768	49,702	54,250	52,766
Consolidated Annual Expenditure JCT					
Expenditure category	Quarter 1 Actuals R'000				
	2023	2022	2021	2020	2019
Salaries and wages	27,167	22,907	24,321	21,466	18,338
Grants and subsidies paid	8,343	8,343	8,367	7,952	7,544
General expenses	15,107	16,687	11,607	26,879	26,902
	50,617	47,937	44,295	56,297	52,784
Surplus for the period	10,688	7,831	5,407	-2,047	-18

QUARTER 1 REVENUE FOR THE PAST 5 YEARS R'000



Expenditure

JCT continues to employ its utmost financial discipline when it comes to expenditure management. Total Expenditure for the 2022/23 is 17% below budget primarily because of the savings on almost all the line items of expenditure except on employee cost and hospitality & catering services, whereby the adverse is attributable to cost of sales and hiring expenses. There were lot of activities in the hospitality & catering services in the quarter under review. The project for arts alive has not yet kick started due to the delay on the finalisation of the SLA with COJ Community Department. The implementation for this projects is always September every year hence the allocation of budget.

The table and graph below depicts expenditure performance against target for the 1st quarter:

Item Description	Actual_Qtr 1 2022/23 R'000	Budget_Qtr 1 2022/23 R'000	Actual_Qtr 1 2021/22 R'000	Actual to Budget %	Current to Prior %
Expenditure	50,617	60,820	47,937	17%	-5%
Employee Related Costs	26,805	25,460	22,459	-5%	-16%
Directors and Committee Members	362	231	448	-57%	24%
Depreciation & Asset Imparment	-	647	718	100%	-100%
Repairs And Maintenance	452	972	311	53%	-31%
Contracted Services	198	452	308	56%	55%
Insurance	93	93	88	0%	-5%
Grants and Subsidies Paid	8,343	8,880	8,343	6%	0%
Arts Alive	-	7,389	5,227	-100%	-100%
In-House Productions	551	2,450	430	78%	-22%
Hospitality and Catering	4,857	2,231	2,231	-118%	-54%
General Expenses	8,957	12,015	7,374	25%	-18%

Trading Surplus/Deficit

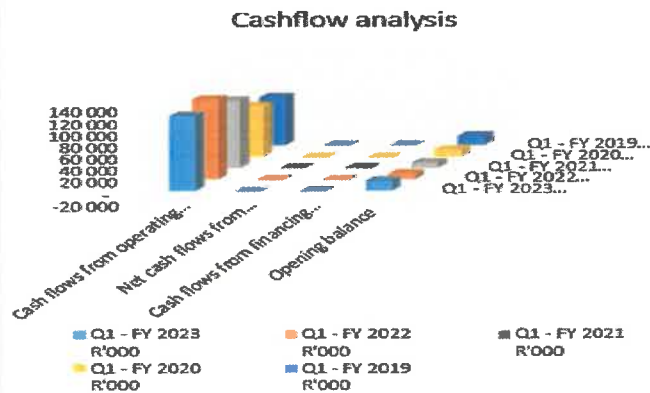
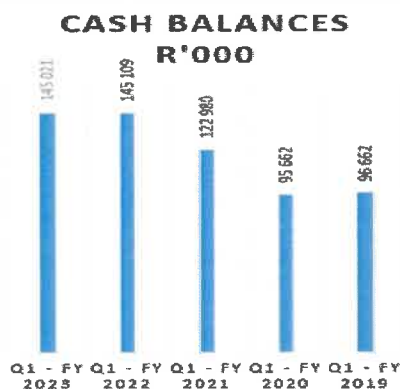
JCT recorded a trading surplus of R 10.6m for the quarter against the budgeted surplus of R7m.

Statement of Financial Position 1st quarter 2022/23

Cash and cash equivalents has been improving year on year however decreased slightly at a small margin of 0.06% as compare to the first quarter of the previous year . Current ratio for the entity has improved by 11% year on year from 0.97:1 to 1.12:1, and above the City's norm of 1:1. The solvency ratio is 8% better than the same period last year at 1.21:1 from the 1.12:1 however it's still below the norm of 2:1, this does not pose a challenge for the entity as the asset base does not grow because a lot of asset improvements are funded by the shareholder and are capitalised at COJ. Current assets have increased by 2% year on year and current liabilities decreased by 8%. Total assets increased by 2% year on year while total liabilities also gone down by 6% year on year.

Cash flow results for the first quarter Financial Year

Cash Flow Statement	Q1 - FY 2023	Q1 - FY 2022	Q1 - FY 2021	Q1 - FY 2020	Q1 - FY 2019
	R'000	R'000	R'000	R'000	R'000
Cash flows from operating activities	127,542	135,449	114,167	84,948	81,192
Net cash flows from investing activities	-	379	23	339	259
Cash flows from financing activities	-	-	-	-	-
Opening balance	17,479	10,039	8,836	11,053	15,729
Cash and cash equivalents at the end of the	145,021	145,109	122,980	95,662	96,662



Statement on Compliance

Avis Fleet contract, the City of Johannesburg resolved that the contract for the provision of fleet services be centralised at group level. Entities were therefore directed to use the centralised fleet contract that the city had secured with Avis Fleet services. An SLA was entered into between the entities and city of Johannesburg. The contract for the leased vehicles was declared irregular in the 2017/18 financial year at group level due to non-compliance with sec 116 of the MFMA and the vehicles leased by JCT is still ongoing until advised by the City of Johannesburg. The expenditure incurred on this contract for the 2021/22 financial year was R44, 571.

During the 2020/21 audit year, Auditor General noted that the appointment of DWR distribution was awarded based on the 2011 preferential procurement regulations instead of 2017 regulations and that a different service provider could have been awarded because points calculations differs between the two regulations. The contract was finalised with the service provider in the 2020/21 financial year, however nothing was disclosed as there was no expenditure incurred then. In the 2021/22 financial year an amount of R3, 980,440 was incurred.

The expense of R1, 568,838 was also incurred in the 2021/22 financial year for training of employees on 1st aid. Transactions of the 1st Aid training (level 1 to level 3) happened in trivial parts and a procurement process of request for quotations was followed. However when management reviewed these transactions, SCM regulation 12 should have been applied, which states that: "when determining transactions values, a requirement for goods, works or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction". Based on this requirement, a competitive bidding process should have been followed in procuring the 1st aid training. Management resolved that all transactions that in aggregate amounts to R1, 568,838 for the 1st Aid training be classified as irregular expenditure.

On the 03 August 2022, the council approved an amount of R3, 281,959 irregular expenditure relating to 2020/21 for write off and the accumulated balance of R9, 747,540 will be reduced by the amount written off in the current financial year.

Report Title	Description	Name of the Supplier	Value Involved
Opening Balance 2021/22			
<i>Irregular Expenditure</i>	<i>Opening Balance from 2020/21- Avis Fleet Services.</i>		4 153 691
Financial Year 2021/22			
<i>Irregular Expenditure</i>	<i>The contract has been declared irregular at Group level due to non-compliance with section 116 of MFMA Act.</i>	<i>Avis Fleet Services</i>	44 571
<i>Irregular Expenditure</i>	<i>Relates to the expenditure incurred by JCT from DWR Distribution a supplier who was appointed as a result of an incorrect awarding on points calculations</i>	<i>DWR Distributors</i>	3 980 440
<i>Irregular Expenditure</i>	<i>Training services rendered without complying with supply chain management's competitive bidding process. A 3 quote process was followed instead of competitive bidding process.</i>	<i>Assessment Zone</i>	1 568 838
Closing Balance 2021/22			9 747 540
Financial Year 2022/23			
<i>Irregular Expenditure</i>	<i>Less amount written off- 03 August 2022</i>		-3 281 959
Closing Balance 2022/23			6 465 581

Joburg Ballet

Joburg Ballet submitted its quarter 1 management accounts in line with the Service Level Agreement. The management accounts reflected a surplus of R404, 468 against a budgeted surplus of R386, 176. The entity has R2.088m in the bank account.

Joburg Ballet							
Statement of Financial Position as at 30 September 2022			Statement of Financial Position as at 30 September 2022				
	Sep-22	Sep-21	Actual_CY R'000	Budget_CY R'000	Actual_PY R'000	Variance	
Assets							
Current Assets	2,160,988	410,587					
Non Current Assets	1,247,562	428,280					
Total Assets	3,408,550	838,867					
Liabilities							
Current Liabilities	199,562	1,156,923					
Non Current Liabilities	25,963	-					
Total Liabilities	225,525	1,156,923					
Net Assets	3,183,025	- 318,056					
Bank Balances	2,088,735	117,664					
			Revenue	1,380	1,375	553	0.4%
			Grants	2,648	2,648	2,648	0.0%
			Expenditure	- 3,623	- 3,636	- 3,129	-0.4%
				404	386	72	4.5%

Johannesburg Philharmonic Orchestra

Orchestra submitted its quarter 1 management accounts in line with the Service Level Agreement. The management accounts reflected a profit of R1, 2m against a budgeted profit of R1, 4m. The entity has R14.636m in the bank account.

Johannesburg Philharmonic Orchestra						
Statement of Financial Position as at 30 September 2022			Statement of Financial Position as at 30 September 2022			
	Sep-22		Actual_CY R'000	Budget_CY R'000	Variance	
Assets						
Current Assets	16,067					
Long term investment	19,345					
Non Current Assets	128					
Total Assets	35,540					
Liabilities						
Current liabilities	1,109					
Non Current Liabilities	-					
Total Liabilities	1,109					
Net Assets	34,431					
Bank Balances	14,636					
			Revenue	3,270	4,624	-41.4%
			Grants	11,392	11,660	-2.4%
			Expenditure	- 13,375	- 14,872	-11.2%
				1,287	1,412	-9.7%

Audit Opinion Trends

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

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

Risk Management

The entity had 23 actions to be implemented in the quarter under review and 14 had been implemented resulting in 61% achievement.

Insurance Claims:

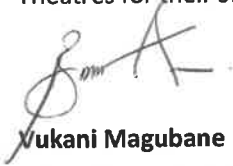
During the quarter under review, there were no incident reported.

Capital Expenditure (CAPEX)

The entity exceeded quarterly target and achieved a spent of 30%. An allocation of R10m was allocated for 2022/23 financial year. Key projects include a continuation of stage upgrade, acquisition of new generators as an alternative power supply and acquisition of digital stage screens replacing the normal sets on the stage.

In conclusion

I wish to thank the MMCs for the political leadership and oversight, the Board particularly the Audit and Risk Committee for its stewardship over the financial management, internal controls and risk management, the EXCO for the support and guidance over the last nine months, the whole management team and staff at Joburg City Theatres for their sterling contribution in the 1st quarter of the year.



Vukani Magubane
Acting Chief Financial Officer
Joburg Theatre (SOC) Ltd

CHAPTER TWO: DIRECTOR'S REPORT AND GOVERNANCE

Section 1: Board of directors

The governance of JCT is the responsibility of its board of directors, which is the accounting authority of the entity. The board of directors ("the board") are appointed by the City of Johannesburg Metropolitan Municipality as the Shareholder at the entity's Annual General Meeting (AGM), which takes place annually at the request of the Shareholder.

The Shareholder is responsible for the maintenance of the entity as a going concern, through the provision of a subsidy to JCT, as well as ensuring that the entity is supported in the delivery of its mandate as laid out in section 152 of the Constitution of the Republic of South Africa. On the other hand, the board is responsible for setting the strategic direction of JCT, in alignment with the City of Johannesburg's executive arm's priorities. The board performs oversight over the entity's operational plans, implementation of its allocated and/or generated financial resources. In addition, the board performs oversight on the economic contributions of the entity as well as the social impact, the entity's operations have on society, and the environment in general.

In accordance with the provisions of Chapter 10 of the Constitution, which provides a mandate for ethics management in government, the board performs oversight on the maintenance, promotion and execution of a high standard of professional ethics, by management and the entity, in its entirety. As the custodian of corporate governance in the entity, the board accounts to the Shareholder. The CEO as the accounting officer is responsible for providing guidance to the company on the integrity, ethics and professional conduct expected of public servants, as well as the designing of the appropriate policies to support the instilling of ethical principles and practices in JCT.

In advancing its pivotal role and fiduciary duties, the board is guided by the Company Secretary, who facilitates the effective, prudent management and continuous improvements in board processes. The Company Secretary executes secretarial duties through the power and authority vested in her by sections 88 (1) and (2) of the Companies Act 71 of 2008 as amended.

The structure and powers of JCT's board are pronounced in the company's memorandum of incorporation and the Shareholder policy on the governance of municipal entities boards. The entity's board is therefore, made up of six (6) independent Non-Executive Directors (NEDs). The NEDs are not employees of JCT or the City of Joburg.

The directors at JCT's board possess an appropriate mix of knowledge, skills, experience and diversity to lead and direct the presentation of arts and arts related entertainment experiences. The board is responsible for driving JCT's mandate being cognisant of the significant role technology plays in today's business and in a manner that suits the ever-evolving expectations of the entity's stakeholders. The Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) also form part of the board, as executive directors. The CEO is the accounting officer of the organisation and is accountable to the board; the accounting authority of the organisation.

Leading the board in the capacity of Chairperson is Mr. Zane Meas, an independent Non-Executive Director. The Chairperson is not an employee of JCT or any other organ of state. The responsibilities of the Chairperson and the CEO are therefore distinct and separate.

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

The City of Johannesburg Municipality's ("the City") group governance department, a department entrusted with performing oversight on the municipality and its entities with respect to corporate governance matters, is responsible for board and board committees' evaluations. On the 22nd of September 2022, the City's Group Governance department facilitated a training and development session for the board and the independent audit committee for all municipal entities.

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

The board is made up of the following directors:

- Mr. Zane Meus (Non-Executive Director (NED) and Chairperson);
- Mr. Sean Kreuzsch (NED) (Up until 01 August 2022).
- Mr. Jabu Hlongwane
- Mr. Jabu Love Mathebula (NED)
- Ms. Ashley Hayden (NED)
- Ms. Itumeleng Malope (NED)
- Ms. Dineo Majavu (Sitole) (NED)
- Ms X Nduneni-Ngema (Chief Executive Officer and Executive Director)
- Mr S Mphakathi (Chief Financial Officer and Executive Director).

Mr. Kreuzsch resigned on 01 August 2022 following his appointment in the Office of the Executive Mayor.

During the period under review, the board met twice on the 13th of July 2022 and on the 25th of August 2022. The following matters, amongst others, were discussed at those meetings:

- JCT's 2021/22 4th quarter performance report;
- The recruitment process of the CEO; and
- The 2021/22 Draft Integrated Annual Report including the 2021/22 draft annual financial statements, for submission to the Shareholder and the Auditor General of South Africa (AGSA).

Section 2: Board Committees

The board has delegated the discharge of certain of its functions to the Audit and Risk committee (ARC) and the Remuneration, Social and Ethics Committee (REMSEC), in order to dedicate effective diligence and effectual reviews on matters of the same or similar discipline. JCT's board has two (2) committees, i.e. the ARC and REMSEC. Committees operate in accordance with terms of references approved by the board.

Audit and Risk Committee (ARC)

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

- Ms. Ashley Hayden –Non-Executive Director (NED);
- Mr. Sean Kreuzsch (resigned on 01 August 2022)
- Mr. Mnikelo Moses Mazwane
- Mr. Dylan Tshithavhani; and

The ARC met twice during the quarter under review.

In terms of responsibilities, the ARC's primary mandate is to provide oversight on financial reporting as well as integrated reporting processes; engage with assurance providers, such as internal audit, external audit and risk champions, for purposes of providing the board with assurance on the adequacy and effectiveness of the entity's internal controls. The committee is also evaluates significant judgements and estimates used by management and their impact on the financial statements as well as the business as a whole.

Remuneration, Social and Ethics Committee (REMSEC)

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

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

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

REMSEC met once on the 06 July 2022.

The table below outlines the remuneration and attendances at Board meetings and board committees for the 2022/23 first Quarter.

JOBURG THEATRE: NON-EXECUTIVE DIRECTORS (NED) AND INDEPENDENT AUDIT COMMITTEE MEMBERS (IAC)												
NAME	BOARD MEETINGS	CHAIRPERSON'S QUARTELY	GROUP AUDIT COMMITTEE	GROUP RISK GOVERNANCE COMMITTEE	AUDIT & RISK COMMITTEE	REMUNERATIONS, SOCIAL & ETHICS COMMITTEE	SECTION 79 WORKSHOP 06-SEP-22	BUDGET LEKSOTLA	ANNUAL GENERAL MEETING	STRATEGIC PLANNING SESSION	CEO RECRUITMENT	TOTAL
	BOARD MEETINGS	CHR QTR	GAC	GRGC	ARC	REMSEC	WORKSHOP	BL	AGM	SPS	Recruitment for CEO	
Zane Meas (Chairperson)	32 000,00	2 000,00									18 000,00	52 000,00
Ashley Hayden	24 000,00		10 000,00	10 000,00	30 000,00		R10 000,00				18 000,00	102 000,00
Dineo Sitole (Majavu)	24 000,00					8 000,00						32 000,00
Itumeleng Malope	24 000,00					8 000,00						32 000,00
Jabu Love Mathebula (REMSEC Chair)	24 000,00					10 000,00					18 000,00	52 000,00
Jabu Goodman Nxolis (Hlongwane)	24 000,00					8 000,00						32 000,00
Sean Kreusch (Resigned)	12 000,00				8 000,00							20 000,00
Moses Mnikelo Mazwane				16 000,00								16 000,00
Krishen Ganas Sukdev				16 000,00								16 000,00
Nditsheni Tshithathani				16 000,00								16 000,00
Totals:	164 000,00	2 000,00	10 000,00	10 000,00	86 000,00	34 000,00					54 000,00	370 000,00

NOTE:

The board Chairperson is not a member of any board committee but has a standing invitation to all committees. Independent Audit Committee members only attend Audit and Risk Committee meetings. The selection committee is a board-approved committee that manages the recruitment and selection processes for the CEO and CFO positions, when either of the two are vacant.

*Ms Dineo Sitole has changed her surname to Ms Dineo Majavu (Sitole).

NAME	BOARD MEETING	CHAIRPERSON'S QUARTELY	GROUP AUDIT COMMITTEE	GROUP RISK GOVERNANCE COMMITTEE	AUDIT & RISK COMMITTEE	REMUNERATIONS, SOCIAL & ETHICS COMMITTEE	OTHER	TOTAL
Number of Meetings	2	1	1	1	3	1	3	12
Zane Meas	2	1					3	6
Ashley Hayden	2		1	1	3		3	10
Dineo Sitole (Majavu)	2					1		3
Itumeleng Malope	2					1		3
Jabu Love Mathevula (REMSEC Chair)	2					1	3	6
Jabu Goodman Mxolisi Hlongwane	2					1		3
Sean Kreusch	1				1			2
Moses Mnikelo Mazwane					2			2
Krishen Ganas Sukdev					2			2
Nditsheni Tshithavhani					2			2

*Ms Dineo Sitole has changed her surname to Ms Dineo Majavu (Sitole).

The table below discloses the 22/23 remuneration of executive management:

EMPLOYEE COST BREAKDOWN	2023
Net Salary	16 343 272,13
PAYE	3 655 650,22
UIF	235 901,73
SDL	205 896,95
PENSION & MEDICAL AID	5 202 882,19
THIRD PARTIES	237 222,61
Leave Accruals & Bonus Provisions	792 049,30
OTHER	133 701,87
	26 806 577,00

EMPLOYEE RELATED COSTS	2023
Salaries & Wages	26 806 577,00
Employee Costs included in Other	360 000,00
	27 166 577,00

Chief Executive Officer	2023
Annual Remuneration	610 822,26
Performance Bonus	-
Contributions to UIF, Medical Aid & Pension	6 600,26
Other (Including Leave Pay)	83 566,56
	700 989,08

Chief Financial Officer	2023
Annual Remuneration	-
Performance Bonus	-
Contributions to UIF, Medical Aid & Pension	-
Other (Including Leave Pay)	-
	-

Company Secretary	2023
Annual Remuneration	264 766,47
Performance Bonus	-
Contributions to UIF, Medical Aid & Pension	69 725,52
Other (Including Leave Pay)	6 900,00
	341 391,99

Chief Operating Officer	2023
Annual Remuneration	366 223,38
Performance Bonus	-
Contributions to UIF, Medical Aid & Pension	103 771,93
Other (Including Leave Pay)	55 002,02
	524 997,33

Executive Director	2023
Annual Remuneration	364 002,75
Performance Bonus	-
Contributions to UIF, Medical Aid & Pension	3 516,18
Other (Including Leave Pay)	-
	367 518,93

PAYE	2023
Opening Balance	1 100 009,98
Transactions for the Year	3 655 650,22
Amounts Paid - Current Year	(2 532 441,40)
Amounts Paid - Previous Year	(1 100 009,98)
Closing Balance	1 123 208,82

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 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

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

Executive Director	2022
Annual Remuneration	-
Performance Bonus	-
Contributions to UIF, Medical Aid & Pension	-
Other (Including Leave Pay)	-
	-

PAYE	2022
Opening Balance	880 846,31
Transactions for the Year	3 185 037,49
Amounts Paid - Current Year	(2 184 525,41)
Amounts Paid - Previous Year	(880 846,31)
Closing Balance	1 000 512,08

UIF	2023
Opening Balance	90 389,88
Transactions for the Year	235 901,73
Amounts Paid - Current Year	(170 749,36)
Amounts Paid - Previous Year	(90 389,88)
Closing Balance	65 152,37

UIF	2022
Opening Balance	67 739,66
Transactions for the Year	209 467,10
Amounts Paid - Current Year	(138 258,94)
Amounts Paid - Previous Year	(67 739,66)
Closing Balance	71 208,16

PENSION & MEDICAL AID	2023
Opening Balance	1 661 455,85
Transactions for the Year	5 202 882,19
Amounts Paid - Current Year	(3 485 671,52)
Amounts Paid - Previous Year	(1 661 455,85)
Closing Balance	1 717 210,67

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

Section 3: Company Secretarial Function

The company secretariat manages and fulfils the entity's legal, regulatory and compliance obligations in accordance with the provisions of the Companies Act. In addition to the secretariat's role in supporting the board and the company in ensuring good corporate governance, the secretariat maintains the entity's statutory records with the CIPC.

The secretariat plays a critical role in advancing JCT's ethics governance and is accordingly entrusted with the responsibility to drive ethics awareness in the entity. Contractually, the CS is the in-house legal counsel of the organisation.

For the quarter under review, the CS was acting as the head of human resources management, a responsibility that is substantively managed by the substantive CFO.

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

Compliance with laws, rules and regulations is imperative for the maintenance of ethical leadership and social responsibility-the key sentiments echoed in King IV and Companies Act. The board of JCT is responsible for upholding and furthering a culture of compliance in line with the said prescriptions.

In monitoring and maintaining compliance with applicable laws and regulations, JCT has adopted a Combined Assurance model. Compliance is monitored using a priority regulatory register, which is a measurement tool that identifies the priority legislative provisions and regulatory requirements.

The entity submitted reports to the City's Group Risk and Assurance Services (GRAS) department on the entity's compliance with the provisions of 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 months of July and August 2022. The reports for the month of September 2022 are due for submission at the beginning of October 2022. Irregular expenditure incurred by the entity was reported in the entity's draft annual financial statements. The reports submitted to GRAS for assessment would be presented to the City's governance structures, and circular 68 reports would be presented to the Municipal Public Accounts Committee (MPAC) in the 2nd quarter.

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

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	2022/23 Target	2022/23 Target	2022/23 Performance				
						Target	QTR1	QTR2	QTR3	QTR4
							100%			
Enhance our financial sustainability	Improved financial planning and project management	Percentage compliance with relevant legislation and policy prescripts	NEW	100%	Quarter reports / evidence files	Actual	100%			

Compliance monitoring and reporting on core legislation

Legislation	Compliance requirement	Status
Section 7 (2) of the Occupational Health and Safety Act, 85 of 1993 as amended	(2) Any direction under subsection (1) shall be accompanied by guidelines concerning the contents of the policy concerned.	The entity has a health and safety policy in place, which contains guidelines on the provisions contained in the policy as per section 7(2) of the Act.
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-employer to employee duties were in place as guided by the Act. Emergency drills were undertaken at all three (3) theatres during the quarter under review.
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.	
Section 17 (1) of OHSA	(1) Subject to the provisions of subsection (2), every employer who has more than 20 employee in his employment at any workplace, shall, within four months after the commencement of this Act or after commencing business, or from such time as the number of employees exceed 20, as the case may be, designate in writing for a specified period health and safety representative for such workplace, or for different sections thereof.	Complied-JCT has health and safety representatives
Section 19 (1) of OHSA	(19) (1) An employer shall in respect of each workplace where two or more health and safety representative have been designated, establish one or more health and safety committees and, at every meeting of such a committee as contemplated in subsection (4), consult with the committee with a view to initiating, developing, promoting, maintaining and reviewing measures to ensure the health and safety of his employees at work.	Complied-the entity has a health and safety committee and for the quarter under review, it met on 20 September 2022.
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;	Complied-first aid training offered

<p>Section 32 of the Local Government: Municipal Systems Act, No. 56 of 2003 (MFMA Circular 68)</p>	<p>(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.</p> <p>"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; (ii) criminal charges against officials and political office-bearers; and (iii) recovery of the fruitless and wasteful expenditure from the liable persons."</p>	<p>Two (2) instances of irregular expenditure were disclosed in the entity's annual financial statements presented during the period under review.</p>
	<p>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.</p>	<p>Partially complied-reporting process in progress as the expenditure was presented to the audit and risk committee and the board of directors in August 2022.</p>
<p>Section 65(2)(e) of the Local Government: Municipal Finance Management Act, No. 56 of 2003</p>	<p>The municipality must pay all monies owed by it within 30 days of receiving the relevant invoice or statement</p>	<p>Complied</p>
<p>4(3)(a)-(b)- Local Government: Municipal Finance Management Act, No. 56 of 2003</p>	<p>"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"</p>	<p>Complied-as per the regulations of the SCM policy</p>
<p>Section 85 (1) & section 85 (5) of the Local Government: Municipal Finance Management Act and Regulations Act, No.56 of 2003</p>	<p>(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</p>	<p>Complied</p>

<p>Section 86 (1) (a); section 86 (1) (b); 86 (2) Local Government: Municipal Finance Management Act and Regulations Act, No.56 of 2003</p>	<p>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.</p> <p>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</p> <p>The accounting officer of the municipality must submit that information to national treasury, the Auditor General, and the relevant Provincial Treasury in writing.</p>	<p>Complied</p>
<p>Section 87(1); 87(2) & 87(3) of the Local Government: Municipal Finance Management Act and Regulations Act, No.56 of 2003</p>	<p>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</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>2022/23 budget was submitted and approved by Council.</p>
<p>Section 13 (1) of the Companies Act, No. 71 of 2008</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>Complied-secretariat maintains the requisite records</p>

	<p>"• A record of its directors, including the following detailed information about each director: 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 <ul style="list-style-type: none"> All reports presented at an annual general meeting; Annual financial statements required by the Act; Any accounting records required by the Act; • 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>Section 33 of the Companies Act, No. 71 of 2008</p>	<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. 	<p>Filing of annual returns in progress. Col appointed consultant being engaged to convert the entity's annual financial statements to ixbrl, the new format required for filing annual returns with the CIPC.</p>
<p>Section 92 of the Companies Act, No. 71 of 2008</p>	<p>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.</p>	<p>Complied</p>

<p>Section 93 & 3 (3) of the Companies Act, No. 71 of 2008</p>	<p>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.</p>	<p>Complied-audit committee has three independent audit committee members. The audit and risk Committee chairperson is a non-executive director.</p>
<p>Regulation 72 (4) in terms of the Companies Act, No. 71 of 2008</p>	<p>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.</p>	<p>Complied-JCT has a social and ethics committee in place with board approved terms of references.</p>

Section 4: Risk Management and internal controls

The board is responsible for the governance of risk and ensures that the company has an effective risk management system. The board has delegated oversight over risk matters to the Audit and Risk Committee. On an annual basis, a risk assessment is undertaken by the entity and facilitated by the Group Risk and Assurance Services (GRAS) department. The risk assessment translates into a strategic risk register, which the board approves and monitors on a quarterly basis by the board. Potential positive and negative risks are discussed and ways of exploiting or mitigating the impact of negative risks employed.

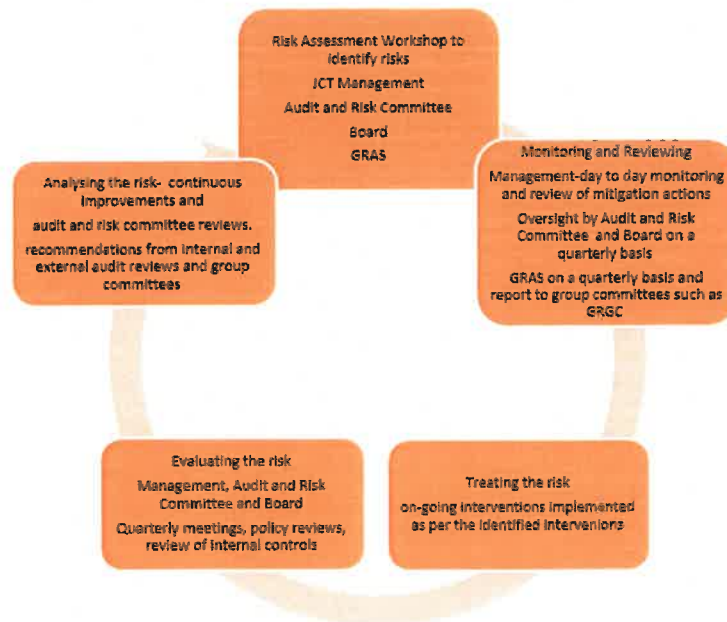
Accordingly, the ARC assists the board in fulfilling its oversight role on risk-taking activities which the entity should pursue and/or avoid, ensuring the appropriate disclosure of organisational risks in the entity's reports and monitoring the effectiveness of the organisation's risk management practises, policies as well as processes, amongst other responsibilities.

The Board is committed to the highest standards of business integrity, ethical values and governance. It recognises the responsibility of Joburg City Theatre to conduct its affairs with prudence, transparency, accountability, fairness and social responsibility, thereby ensuring its sustainability and safeguarding the interests of all its stakeholders. The Board also acknowledges the relationship between good governance and risk management practices, equity performance and corporate profitability.

During the quarter under review, the Company entrenched its risk management reviews and reporting. Compliance assessments were conducted in terms of the Companies Act, the Municipal Systems Act and the Municipal Finance Management Act.

The ARC Chairperson provided the entity with feedback from the Group Risk Governance Committee that she attended during the quarter. Feedback received indicated that seemingly, the risk registers remained static and therefore the recommendation was for entities to review their risk registers to ensure that mitigation plans did not remain static and where an intervention was proving not to work for a considerable amount of time, there was need to find alternative mitigations to drive the movement of the risk. Management noted the recommendations for implementation.

Below is a summary of some of the key risk management processes supporting the entity.



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

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

Regular reporting requirements to Council, in accordance with the Local Government: Municipal Systems Act, and for the 1st quarter, were fulfilled.

Risk Register

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

The tables on the following pages spell out the areas of both the strategic and operational risks identified by the company for the 2022/23 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
Quality performing arts and entertainment experience and facilities	Business disruption	<ol style="list-style-type: none"> Global pandemic (COVID-19) Lockdown regulations Political unrest / Criminality Loadshedding Water cut Natural Disasters 	<ul style="list-style-type: none"> Loss of revenue Disruption of operations Threat to financial sustainability Destruction of property 	Catastrophic	Almost Certain	High	<ol style="list-style-type: none"> Procured free backup generator for the shows and it has been delivered on March 2022. The theatre is permitted to operate at 50% capacity as per the health regulations. Virtual meeting and remotely working. Implementation of health and safety regulations. JT continuously engages and negotiates with City Power to conveniently schedule load shedding. ST has an emergency generator for lighting. RT has a generator however does not provide sufficient power to run all the operations. Implementation of the Business Continuity Plan. 	Fair	High	CEO	<ol style="list-style-type: none"> Handover of the backup generator to JCT Management. Employees are working in separate areas to observe social distancing. Continue to encourage online booking to avoid cash exchange. Patrons are encouraged to use electronic tickets 	CEO	<ol style="list-style-type: none"> 1. July 2022 2. 2023 Ongoing
Affordable access to and use of theatres by communities	Inconsistent attendance at theatre shows.	<ol style="list-style-type: none"> High cost of productions and the need to recover costs. Effect of the country's economic status. Lack of exposure of potential audiences to the theatre experience Loadshedding Fear of COVID-19 Fear of crime in the area. Disaster Management regulations and limited audiences allowed in the theatre Limited public transport to the theatre at night. Ineffective implementation of the marketing strategy. 	<ul style="list-style-type: none"> Loss of revenue. Lack of social cohesion Ineffective delivery of core business objective. Loss of theatre experience 	Major	Almost Certain	High	<ol style="list-style-type: none"> Different pricing structures based on product and venue. Offering a limited number of discounted and/or free tickets to the youth and senior citizens Mobile theatre truck used to take the arts to targeted diverse communities. Action to engage stakeholder to ensure safety in the precinct Customer satisfaction survey conducted after every show Marketing plan developed for each production 	Fair	Moderate	CEO	<ol style="list-style-type: none"> Implementation of sponsorship policy to target sponsorship Conduct comprehensive survey to establish audience needs To engage JYPD and SAPS to police the precinct. Implement a marketing plan for each production Engage public transport provider (Free Vaya, taxis etc.) to provide transport for shows. 	CEO	Ongoing



GRAS Representatives: Oscar Nyakaza

No	MIE Objectives	Risk Description	Risk Causes	Consequences	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Action Deadline
	Affordable access to and use of theatres by communities	Inconsistent attendance at theatre shows.	<ol style="list-style-type: none"> High cost of productions and the need to recover costs. Effect of the country's economic status. Lack of exposure of potential audiences to the theatre experience Lack of marketing Fear of COVID-19 Disaster Management regulations and limited audiences allowed in the theatre Limited public transport to the theatre at night. Ineffective implementation of the marketing strategy. 	<ul style="list-style-type: none"> Loss of revenue. Lack of social cohesion Ineffective delivery of core business objectives. Loss of theatre experience 	Major	4 Almost Certain	High	<ol style="list-style-type: none"> Different pricing structures based on product and venue. Offering a limited number of discounted and/or free tickets to the youth and senior citizens Mobile theatre truck used to take the area to targeted diverse communities. Admission to engage stakeholders to the theatre Online safety and security risk assessment conducted after every show. Marketing plan developed for each production 	Fair	Medium	CEO	<ol style="list-style-type: none"> Implementation of sponsorship Develop a comprehensive survey to establish audience needs To engage MPO and SAPS to police the route. Implement a marketing plan for each production Engage public transport provider (Pesa Vuvuzelas etc.) to provide transport for shows. 	CEO	Ongoing
	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 Shortage of the marketing strategy Inadequate marketing personnel 	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. Revised marketing and communication strategy in place (e-marketing and social media) 	Fair	Medium	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 Production of a marketing performance management. 	CEO	<ol style="list-style-type: none"> Annually 31 December 2022 31 December 2022
	Good governance, financial sustainability and sound management.	Theft, fraud and corruption	<ol style="list-style-type: none"> Conflict of interest (Greed, collusion, bribery) Inadequate segregation of duties Weak internal control environment - cash handling / administrative procedures Lack of accountability and consequence management Poor work-ethic Inadequate IT access controls Inadequate physical security controls Cyber attack 	<ul style="list-style-type: none"> Reputational damage Financial loss Asset loss Negative audit outcome Low staff morale 	Major	4 Possible	High	<ol style="list-style-type: none"> Fraud prevention policy and continuous monitoring of threat. Code of conduct and Gift register in place. Investigation of donor Declaration of interest Remuneration, Social and Ethics Committee Fraud risk assessment conducted annually Ethics awareness workshops conducted Approved Financial Management Policies IT Policy in place 	Good	Low	CEO Company Secretary Risk Champion (FPO)	<ol style="list-style-type: none"> Continue to conduct ethics awareness workshops for areas of fraud hotbeds. Continue to conduct Fraud risk assessment. Development of a social and ethics strategy. Development of a contracts management framework. 	<ol style="list-style-type: none"> 11:Bi-annually Annually 13/31 December 2022 14/31 December 2022 	

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
Good governance, financial sustainability and sound management	Non-compliance with applicable legislation	1. Various and changing legislative requirements to be complied with. 2. There is a requirement to comply with MSCDA 3. Inadequate assessment of compliance risk 4. Knowledge gaps in new legislative developments	Reputational damage Penalties	Major	4 Likely	High	1. Regulatory compliance register assessment tool monitored by the Company Secretary. 2. Compliance policy and framework in place 3. Presented to the CEO the impact and progress on MSCDA compliance. 4. Quarterly reporting to oversight committees on compliance. 5. Entity is currently transacting on MSCDA	Fair	Moderate	CEO	1.1 Review of Regulatory compliance register 1.2 Continuous monitoring reporting on compliance. 2. Seamless integration of systems will be completed on implementation of SAP	1. Company Secretary 2. CFO	1. Annually (as and when legislation changes) 2. Quarterly and Monthly 2. Ongoing as per CoJ
Provision of opportunities for the youth, including future arts; theatre practitioners and entrepreneur	Limited programmes available for newly trained Arts Practitioners	1. Limited in-house production to absorb newly trained practitioners 2. Limited budgets	Limited opportunities for new entrants	Major	4 Likely	High	1. Applied Performing Arts and Arts Management partnership with WITS. 2. Weekly drama workshops 3. Mentoring and upskilling of internal staff in key positions on in-house productions	Fair	Moderate	CEO	1. Establish partnership with other role players in the industry 2. Introducing theatre to communities through outreach programs. 3. Encouraging entrepreneurs to leverage ICT venues and marketing expertise. 4. Maintain the program and up and	CEO	Quarterly

Section 5: Sustainability Report

Sustainability Vision

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

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

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

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

Stakeholders Report

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

The following capabilities aid JCT in meeting its mandate:

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

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

Section 6: Anticorruption and Fraud

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

There were no ethics awareness workshops conducted during the quarter.

Section 7: Building and Maintenance

CAPEX	
Stage Machinery Upgrade	Action Taken
1. Overall	
1.1 Approximately 99 % of the work has been completed	Software functionality and implementation is in progress
1.2 Upper Machinery is 100% complete	Final implementation of all machinery to be completed by end of January 2023
1.3 Lower Machinery is 98% complete	
1.4 Software development is 100% complete	
1.5 Fly Floor conversion is 100% complete	
1.6 Hardware in the storage area is 100% complete	
2. Access control	New access control system is in the commissioning phase and should be fully functional by October 2022
3. Gas Generator Tender	Tender for Gas supplier was advertised – Tender to close 26 Sept Discussions with City Power and City Gas is ongoing. Trench for Cable between Generator and HT Room are Done
4. Standby Generator Joburg Theatre	Due to load shedding the standby generator are operational more often and therefore uses significantly more diesel.

Health and Safety	Action Taken
1. Incidents	
Sonwabile Qamoyi (from Stage): Had a panic attack due to personal reasons in August 2022. No accidents reported Quarter 1 2022.	
2. Evacuation drill	
2.1 Evacuation drill was conducted on	16 August 2022
2.2 Next evacuation drill	10 October 2022
3. Health and safety meeting	
3.1 Safety Meeting	20 September 2022
3.2 New meeting scheduled for	15 November 2022
4. Security matters	
4.1 No security incidents were reported in the second quarter of 2021.	No Incidents
5. Maintenance	
5.1 Jul 2022 Job cards	487 Job cards completed
5.2 Aug 2022 Job cards	389 Job cards completed
5.3 Sept 2022 Job Cards	111 Job cards completed
6. Disaster management	
6.1 Hand Sanitizers	New automated Hand Sanitizers were installed. The hand sanitizers are continuously filled. 23 June 2022: The sanitising machines will be kept in place, so that the public and staff have access to it.
6.2 Staff working in the Theatre	Security staff are Normal 12hour shifts (4 Days on and 4 Days off) Maintenance staff is working normal Hours
6.3 Cleaners are working full time in shifts to accommodate shows	Cleaning staff working a five-day week. Currently all cleaning staff is on show call and working two shifts daily.
6.4 New Automated face recognition and temp units was installed at the entrances of all the venues in all the theatres in the group	Installations completed – registration of faces in progress. Access control went live on 12 Sept and is running concurrently with old system.

Section 8: ICT Governance

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

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

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

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

Improved value and strategic delivery:

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

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

Currently the upgrading of the Joburg Theatre machinery is standing at 99% completion. The 1% that is outstanding consists of the commissioning of the batten software. Thus, the entire project is on target to be completed by the beginning of Q2 of 2022-2023.

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

2. COJ A647 SAP Business Transformation Programme

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

SAP – Connectivity to COJ

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

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

Damage to fibre cables by third-party contractors around the Soweto Theatre environment has increased this quarter again. The connectivity supply has been far more inconsistent compared to 2021. JCT is dependent on MTC to connect to the COJ for SAP, to the datacentre for offsite backups via the Fibre links, and is constantly in contact with MTC to get outages resolved.

Jozinet

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

Active Directory synchronization with COJ Azure tenant

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

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

COJ confirmed that JCT would be included into the next license renewal period between COJ and Microsoft on the enterprise agreement. Certain administrator functions were not available to JCT. JCT was in discussions with COJ to resolve the matter. Access to the online SharePoint was granted and JCT will in future use SharePoint for JCT Intranets. The groundwork was done to access Share Point. JCT staff are learning how to use SharePoint to make full use of the functionality. The objective is to make JCT's intranet more interactive for users by allowing different department to upload and update information that is relevant to their departments and providing an information-rich environment for staff members.

HODs will upload documents and information directly and be custodians of the information provided. Information updated will include HR policies and procedures, marketing materials, training and theatre related information or news.

Cell phone signal boosters and Internal Wi-Fi expansion

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

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

The Wi-Fi system is voucher driven, and vouchers are allocated on request to Producers or companies who hire the venues. In order to protect resources against abuse, the vouchers issued are subjected to expiration dates.

Some of the older Access Points (APs) across all three theatres were replaced this quarter as they have reached EOL (End-Of-Life). New APs were installed in various parts of the Joburg Theatre and the software controller for the voucher system was upgraded to a CloudKey system. The new CloudKey system allows for more robust management of the APs.

Internet connectivity

JCT has upgraded the Internet lines at each theatre.

Soweto Theatre was upgraded in Q2 (2021-2022). Roodepoort Theatre was upgraded in Q3 (2021-2022). Joburg Theatre's Internet connectivity was subject to a tender and awarded to MTN in Q4 (2021-2022). The necessary follow-up site visits were completed and JCT has now received the first phase of the BID. A 50Mbps radio link was installed and is fully functional. The second phase fibre link is work in progress and a site survey was completed by MTN to pull the last mile Fibre.

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

Risk Register

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

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

Access Control for staff into Joburg Theatre.

JCT had two legacy access control systems that were end-of-life and needed to be replaced with current, more modern systems. The two access systems was consolidated into one new, smarter system. JCT established the specifications for a modular base system for access control that can be built on and expanded in the future. The base system specifications were drafted into a BID document for tender purposes. The BID was awarded during Q4 (2021 to 2022).

The new access control system can accommodate smart technologies such as number plate recognition, face recognition and also be diverse enough to allow for both biometric access and traditional access with card scanning. The new access control system was implemented during this quarter. 96% of Joburg Theatre's staff have been enrolled. Soweto and Roodepoort Theatre staff are expected to be processed by the end of October 2022.

Functionality around the system will enable the Company Manager to send out temporary backstage access pass for visiting producers and cast for specific time periods. The access pass will have expiration dates to effectively revoke access after the production has ended.

3. Capex

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

1. Advanced Stage Software has been procured for Roodepoort, Soweto and Joburg Theatres during the year
2. EOL APs have been replaced and some units added throughout the building
3. Network infrastructure has been consolidated between the ticketing and marketing departments
4. New network hardware will be purchased and installed during Q2, replacing EOL hardware, and standardising equipment
5. DMARC, an internationally recognised best-practise security layer, will be implemented in Q2 across all Theatre domains, in our efforts to create a safer working environment.

4. Readiness for compliance legislation

The internal audit for 2021-2022 resulted in some findings, which are in the process of being resolved in conjunction with the finance department. It is expected that findings will be concluded in Q2 2022-2023.

5. Business and technology strategies

Software Licensing

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

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

6. Risk management – Internet Security

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

Server and end-user protection

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

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

Network entry point protection

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

JCT Firewall for gateway protection.

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

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

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

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

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

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

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

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

Operating system and maintenance

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

Email scanning and security

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

Email impersonation (spoofing) is a global concern and educating staff on the issues of being impersonated is not enough in the combated against fraud.

7. 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. JCT is now in a position where vital backup equipment is located off site to ensure business continuity.

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

The two Disaster Recovery tests during the financial year 2021 to 2022 were successful. At the request of ARC, all further DR tests will require the presence of an internal auditor to verify the test results.

8. Challenges

The Covid-19 pandemic necessitated a critical rethink of what it means to work successfully. Joburg City Theatres assisted employees to work from home during the pandemic by rolling out iPads and laptops to allow for business to continue, and communication take place between team members. The rollout of the equipment enabled users to stay safe at home but continue working. Although government to an economic recovery level has reduced the current concerns around Covid, JCT will continue to keep the off-site business continuity system in place for unforeseen situations in the future.

9. Smart City

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

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

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

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

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

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

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

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

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

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

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

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

The technology on the Nelson Mandela stage became end-of-life and suppliers could no longer support the technology. The availability of parts could not be guaranteed and the procuring of spare parts became

impossible. JCT invested into upgrading the Nelson Mandela stage machinery and replacing outdated DOS operated systems and controllers with modern up to date PLC technologies. The stage equipment upgrades, combined with our continuous upgrades on sound and lighting software and equipment, brings the stage equipment in line with today's available smart technologies and brings the stage from a non- serviceable state to a serviceable state.

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

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

In Q1 (2022-2023) the screens were used to positive effect for the premiere of the new South African musical, Third World Express. The decision to move to digital sets attracts more producers as Joburg Theatre is now leading with innovation and technology on stage.

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

Theatre productions and the communities – The citizen centric approach

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

During Q1 the theatre truck went to all provinces in South Africa, to various high schools that might not have easy access to Joburg Theatre productions.

COJ Smart City App

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

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

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

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

The CIO Forum had been cancelled on two occasions when members were expecting the Smart City Office and MTC to present to the CIO Forum. To date JCT has no additional content to report on, with regards to the Smart City items.

Section 9: Compliance with Laws and Regulations

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

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

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

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

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

Statement of Compliance

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

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

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

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

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

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

Subsidiaries or associations with other companies including trusts

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

Timeous notification with respect to resolutions to its members

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

Financial Irregularities

No financial irregularities reported for the quarter under review.

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

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

Report of the documentation procedures and processes

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

Internal Audit Function

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

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

Corporate Ethics and Organisational Integrity

Code of Ethics

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

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

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

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

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

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

Register of Directors interest in contracts

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

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

No assets as contained in Section 115 were disposed.

Compliance Monitoring and Reporting

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

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

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

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






Annual Risk Management Plan


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



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




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

Table 1: Quarterly Risk Management Status Update

	LOW		MODERATE		HIGH
	Residual risk remains unchanged		Residual risk has improved		

Status on implementation of the risk response / treatment plans for significant risks reported	Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
			Q1	Q2	Q3	Q4		
Business disruption		Global pandemic (COVID-19), Lockdown regulations, Political unrest /Criminality, Load shedding, Water cut, Natural Disasters	High				No	

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Inconsistent attendance at theatre show.	High cost of productions and the need to recover costs; Effect of the country's economic status; Lack of exposure of potential audiences to the theatre experience; Load shedding; Fear of COVID-19; Fear of crime in the area, Disaster Management regulations and limited audiences allowed in the theatre; Limited public transport to the theatre at night; Ineffective implementation of the marketing strategy.	Moderate				Yes	
Lack of brand positioning and brand awareness of JCT	Inadequate marketing budget, Shortcoming of the marketing strategy, Inadequate marketing personnel	Moderate				Yes	

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


Information on emerging / new risks

None.

Major projects and contracts risk profiles


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

ICT risk governance & ICT risk management

Risk name	Causes/background to the risk	Impact on the entity	Treatment plan	Q1	Q2	Q3	Q4	
Business interruptions	MTC has a backup power now for its network equipment in Jabulani civic centre. JCT entered into a contract agreement with MTC to provide JCT with a VPN between the three Theatres and to access physical rack space in a datacentre for JCT's backup hardware	Damage to fibre cables by third-party contractors around the Soweto Theatre environment has increased this quarter again. The connectivity supply has been far more inconsistent compared to 2021. JCT is dependent on MTC to connect to the COJ for SAP and to the datacentre for offsite backups via the Fibre links	JCT is constantly in contact with MTC to get outages resolved. JCT requested that MTC do a feasibility study for Air fibre (Radio links) that will overcome the setbacks caused by construction work in the area. MTC will consider the proposal and report back to JCT later with updates	 Moderate				

Fraud risk management / fraud prevention

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

Risk name	Causes/background to the risk	Impact on the entity	Treatment plan	Q1	Q2	Q3	Q4
Fraud and Corruption	There could be a possibility of Car theft, nepotism, collusion, interception of emails and emails purporting to be someone of higher authority requesting payments of invoices, false travel claims, etc.	Reputational damage and financial loss	Continue doing workshops. Monitoring of compliance				

Risk transfer – exposures

There were no incident reported in this quarter under review.

Legal and regulatory compliance

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

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

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

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

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

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

Compliance Monitoring and Reporting

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

- Compliance tool

Circular 68

(i) Fruitless and Wasteful Expenditure

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

- None identified in the quarter under review

(ii) Unauthorised Expenditure

The Entity identified the following instances of unauthorised expenditure:

- None identified in the quarter under review

(iii) Irregular Expenditure

JCT has discovered total irregular expenditure amounting to R5 593 849 this current financial year. Avis Fleet contract, the City of Johannesburg resolved that the contract for the provision of fleet services be centralised at group level. Entities were therefore directed to us the centralised fleet contract that the city had secured with Avis Fleet services. An SLA was entered into between the entities and city of Johannesburg. The contract for the leased vehicles was declared irregular in the 2017/18 financial year at group level due to non-compliance with sec 116 of the MFMA and the vehicles leased by JCT is still ongoing until advised by the City of Johannesburg. The expenditure incurred on this contract for the 2021/22 financial year was R44, 571.

During the 2020/21 audit year, Auditor General noted that the appointment of DWR distribution was awarded based on the 2011 preferential procurement regulations instead of 2017 regulations and that a different service provider could have been awarded because points calculations differs between the two regulations. The contract was finalised with the service provider in the 2020/21 financial year, however nothing was disclosed as there was no expenditure incurred then. In the 2021/22 financial year an amount of R3, 980,440 was incurred.

The expense of R1, 568,838 was also incurred in the 2021/22 financial year for training of employees on 1st aid. Transactions of the 1st Aid training (level 1 to level 3) happened in trivial parts and a procurement process of request for quotations was followed. However when management reviewed these transactions, SCM regulation 12 should have been applied, which states that: "when determining transactions values, a requirement for goods, works or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction". Based on this requirement, a competitive bidding process should have been followed in procuring the 1st aid training. Management resolved that all transactions, which in aggregate amounts to R1, 568,838 for the 1st Aid training be, classified as irregular expenditure.

On the 03 August 2022, the council approved an amount of R3, 281,959 irregular expenditure relating to 2020/21 for write off and the accumulated balance of R9, 7478,540 will be reduced by the amount written off in the following financial year.

(iv) Payments exceeding 30 days of receipt of invoice

No incidents of payments exceeding 30 days have been identified.

Priority Legislation

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

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

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

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

Municipal Finance Management Act and Regulations Act of 56 of 2003

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

Companies Act

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

Combined and Integrated Assurance and Oversight

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

Joburg City Theatres Top Strategic risks

The top strategic risk areas for the financial year 2022/23 have been re-evaluated and monitored continuously during the 1st quarter. This entailed the re-evaluation of the strategic risk landscapes and the identification of new emerging risks.

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

Discussion

The consolidation of assurance outcomes is based on the work done as at the end of 1st Quarter of 2021/22 and are summarised herein. The report therefore covers the following:

- strategic risks and residual risk profile for 1st Quarter of 2022/23;
- 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 citywide top strategic risks as applicable. During the quarter under review, Joburg City Theatres experienced the following significant highlights from a risk management perspective:

i) Business Disruption:

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

Progress on implementation per action plan-

Procured a backup generator for the shows and it has been delivered on March 2022. The theatre is permitted to operate at 50% capacity as per the health regulations, Virtual meeting and remotely working, Implementation of health and safety regulations, JT continuously engages and negotiates with City Power to conveniently schedule load shedding, ST has an emergency generator for lighting, RT has a generator however does not provide sufficient power to run all the operations, Implementation of the Business Continuity Plan.

Handover of the backup generator to JCT Management. Employees are working in separate areas to observe social distancing. Theatre is continuously encouraging online bookings to avoid cash exchange. Patrons are encouraged to use electronic tickets.

ii) Inconsistent attendance at theatre show:

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

Progress on implementation per action plan-

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

A marketing plan for each production is being implemented. Theatre is currently engaging public transport provider (Rea Vaya, taxis etc.) to provide transport for shows

iii) Lack of brand positioning and brand awareness of JCT:

Inadequate marketing budget, Shortcoming of the marketing strategy and inadequate marketing personnel

Progress on implementation per action plan - Media partnerships for productions at each theatre, media database management, continuous productions awareness campaigns and revised marketing and communication strategy in place (e-marketing; and social media).

Management reviewed marketing and communication strategy and organised online promotional campaigns for brand awareness in line with the budget. Introduction of a marketing performance management.

iv) 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 and consequence management, Poor work ethics, Inadequate IT access controls and Inadequate physical security controls, Cyber-attack.

Progress on implementation per action plan - Fraud prevention policy and continuous monitoring of thereof, Code of conduct and Gift register in place. Segregation of duties. Declaration of interests. Remuneration, Social and Ethics Committee. Fraud risk assessment conducted annually, Ethics awareness workshops conducted, Approved Financial Management Policies and IT Policy in place.

Management is continuously conducting ethics awareness workshop and fraud risk assessment. Development of a social and ethics strategy. Development of a contracts management framework.

v) Non-compliance with applicable legislation:

Various and changing legislative requirements to be complied with and there is a requirement to comply with MSCOA. Inadequate assessment of compliance risk. Knowledge gaps in new legislative developments.

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

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

vi) Limited programmes available for newly trained Arts Practitioner:

Limited in-house production to absorb newly trained practitioners.

Progress on implementation per action plan - Applied Performing Arts and Arts Management partnership with WITS, weekly drama workshops and mentoring and upskilling of internal staff in key positions on in house productions. The entity is currently establishing partnership with other role

players in the industry. Introducing theatre to communities through outreach programs. Encouraging entrepreneurs to leverage JCT venues and marketing expertise. Marketing the program and upcoming artists.

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 6 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.

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	Business disruption	<ol style="list-style-type: none"> 1. Global pandemic (COVID-19) 2. Lockdown regulations 3. Political unrest / Criminality 4. Load shedding 5. Water cut 	<ol style="list-style-type: none"> 1. Procured the backup generator for the shows and it has been delivered on March 2022. 2. The theatre is permitted to operate at 50% capacity as per the health regulations. 3. Virtual meeting and remotely working 4. Implementation of health and safety regulations. 5. JT continuously engages and negotiates with City Power to conveniently schedule load shedding. 6. ST has an emergency generator for lighting 7. RT has a generator however does not provide sufficient power to run all the operations 8. Implementation of the Business Continuity Plan. 9. Handover of the backup generator to JCT Management. 10. Employees will be working in separate areas to observe social distancing. 11. Continue to encourage online booking to avoid cash exchange. 12. Patrons are encouraged to use electronic tickets.
2	Inconsistent attendance at theatre show.	<ol style="list-style-type: none"> 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. Load shedding 5. Fear of COVID-19 6. Fear of crime in the area. 7. Disaster Management regulations and limited audiences allowed in the theatre 8. Limited public transport to the theatre at night. 	<ol style="list-style-type: none"> 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. 6. Marketing plan developed for each production 7. Implementation of sponsorship policy to target sponsorship. 8. Conduct comprehensive survey to establish audience needs 9. Engaged JMPD and SAPS to police the precinct. 10. Implement a marketing plan for each production. 10. Engage public transport provider (Rea Vaya, taxis etc.) to provide transport for shows.

Progress on implementation per action plan		
Risk Description	Mitigating actions	
3	<p>Lack of brand positioning and brand awareness of JCT</p>	<p>9. Ineffective implementation of the marketing strategy.</p> <p>1. Inadequate marketing budget 2. Shortcoming of the marketing strategy 3. Inadequate marketing personnel</p>
4	<p>Theft, fraud and corruption.</p>	<p>1. Conflict of interest 2. Inadequate segregation of duties / Inadequate or no supervision 3. Weak internal control environment - cash handling / administrative procedures 4. Lack of accountability and consequence management 5. Poor work ethics 6. Inadequate IT access controls 7. Inadequate physical security controls 8. Cyber attack</p>
5	<p>Non-Compliance with legal legislation</p>	<p>1. Various and changing legislative requirements to be complied with. 2. There is a requirement to comply with MSCOA 3. Inadequate assessment of compliance risk</p>
		<p>1. Media partnerships for productions at each theatre 2. Media database management 3.1. Continuous productions awareness campaigns. 3.2. Revised marketing and communication strategy in place (e-marketing; and social media) 4. Reviewed marketing and communication strategy 5. To organise online promotional campaigns for brand awareness in line with the budget 6. Introduction of a marketing performance management.</p> <p>1. Fraud prevention policy and continuous monitoring of thereof. 2. Code of conduct and Gift register in place. 3. Segregation of duties 4. Declaration of interests 5. Remuneration, Social and Ethics Committee 6. Fraud risk assessment conducted annually 7. Ethics awareness workshops conducted 8. Approved Financial Management Policies 9. IT Policy in place 10. Continue to conduct ethics awareness workshop (awareness of fraud hotlines) and Fraud risk assessment. 11. Development of a social and ethics strategy. 12. Development of a contracts management framework.</p> <p>1. Regulatory compliance register/ assessment tool monitored by the Company Secretary. 2. Compliance policy and framework in place 3. Presented to the BOD the impact and progress on MSCOA compliance. 4. Quarterly reporting to oversight committees on compliance. 5. Entity is currently transacting on MSCOA</p>

Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
7	Limited programmes available for newly trained Arts Practitioners	<p>4. Knowledge gaps in new legislative developments</p> <p>1. Limited in-house production to absorb newly trained practitioners, Limited budgets</p>	<p>6.1 Review of Regulatory compliance register</p> <p>6.2 Continuous monitoring reporting on compliance.</p> <p>7. Seamless integration of systems will be completed on implementation of SAP</p> <p>1. Applied Performing Arts and Arts Management partnership with WITS.</p> <p>2. Weekly drama workshops</p> <p>3. Mentoring and upskilling of internal staff in key positions on in-house productions.</p> <p>4. Establish partnership with other role players in the industry</p> <p>5. Introducing theatre to communities through outreach programs.</p> <p>6. Encouraging entrepreneurs to leverage JCT venues and marketing expertise</p> <p>7. Marketing the program and up and coming artists.</p>




- **Internal Audit**

The assurance outcomes by internal audit are based on the work done in the 2021/22 financial year



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



The officer of the Auditor General has completed their audit of 2020/21 in the 2nd quarter of the previous financial year, which is 2021/22. The assurance outcomes by the auditor general are now based on the 2020/21 audit. Joburg City Theatres regressed in terms of the audit outcome to unqualified audit opinion in 2020/21.

TABLE 1: SUMMARY ASSURANCE OUTCOMES – QUARTER 1 OF 2022/23

		
LOW	MODERATE	HIGH

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q3 2021/22		Level 2 – External Assurance			Level 1 and 2 Combined Assurance		
			Q1 Residual Risk	Risk Movement	Internal Audit	Risk Advisory Services	Level 2 – integrated assurance	Auditor General	Combined Assurance	
	Business disruption	Global pandemic (COVID-19), Lockdown regulations, Political unrest /Criminality, Load shedding, Water cut, Natural Disasters	High		High	High	High	High	High	High

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q3 2021/22		Level 2 – External Assurance			Level 1 and 2 Combined Assurance		
			Q1 Residual Risk	Risk Movement	Internal Audit	Risk Advisory Services	Level 2 – integrated assurance	Auditor General	Combined Assurance	
	Inconsistent attendance at theatre show.	High cost of productions and the need to recover costs, Effect of the country's economic status, Lack of exposure of potential audiences to the theatre experience, Load shedding, Fear of COVID-19, Fear of crime in the area, Disaster Management regulations and limited audiences allowed in the theatre. Limited public transport to the theatre at night. Ineffective implementation of the marketing strategy.	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate	Moderate
	Lack of brand positioning and brand awareness of JCT	Inadequate marketing budget, Shortcoming of the marketing strategy, Inadequate marketing personnel.	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate	Low

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 - Summary Assurance Outcomes- Q3 2021/22		Level 2 - External Assurance		Level 1 and 2 Combined Assurance		
			Q1 Residual Risk	Risk Movement	Internal Audit	Risk Advisory Services	Level 2 - integrated assurance	Auditor General	Combined Assurance
	Theft, fraud and corruption	Conflict of interest, Inadequate segregation of duties / Inadequate or no supervision, Weak internal control environment - cash handling / administrative procedures, Lack of accountability and consequence management, Poor work ethics, Inadequate IT access controls, Inadequate physical security controls, cyber-attack.	Low		Low	Low	Low	Low	Low
	Non-compliance with applicable legislation	Various and changing legislative requirements to be complied with. There is a requirement to comply with MSCOA. Inadequate assessment of compliance risk. Knowledge gaps in new legislative developments	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q3 2021/22.		Level 2 – External Assurance			Level 1 and 2 Combined Assurance		
			Q1 Residual Risk	Risk Movement	Internal Audit	Risk Advisory Services	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. Limited budgets	Moderate	☹️	Moderate	Moderate	Moderate	Moderate	Moderate	Low

Summary Discussion of Operational Risks

Operational Risks - Monitoring and assurance

Operational risk assessment reviews for all the departments for the current quarter under review 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

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.

CHAPTER THREE: SERVICE DELIVERY PERFORMANCE

Section 1: Highlights and Achievements

JOBURG THEATRE

Joburg City Theatres celebrated the 60th Diamond walk connecting the stars in the city of gold with exciting programs lined up as part of this milestone.

Joburg Theatre opened the first Quarter with **La Traviata-The Ballet**- returning to Joburg Theatre's Mandela stage, after five years as part of Joburg Ballet's 21st-anniversary celebrations. Originally created in Cape Town in 1990 and based on the 19th century story of the Lady of Camellias. La Traviata-The Ballet has been presented in the UK where critics admired it as "outstanding", "graceful, passionate and ravishingly romantic" and "an utterly compelling production". This was a grand, classical production, complete with opulent sets, costumes and set to the stirring music of Giuseppe Verdi. This was indeed a show to remember even though there were few shows postponed due to load shedding crisis.

"We are delighted to be able to give our audiences the opportunity to see this magnificent ballet and privileged that Veronica will be in Johannesburg to restage one of her finest works. The leading roles demand dramatic power and technical precision and I know Joburg Ballet will meet these challenges with flair and brilliance. La Traviata-The Ballet is a theatrical tour de force not to be missed."

Joburg Ballet artistic director Iain MacDonald.



Ladysmith Black Mambazo - In partnership with the Joburg Theatre and BET, brought a one-day show, which was a huge success before the group embarked on a world tour. The show was in celebration of the life and times of a world-renowned political icon former President Nelson Mandela, Nine years after his passing. The live concert featured their classic hit songs and new music at the Nelson Mandela Theatre. Ladysmith Black Mambazo also shared a stage with Gudfellas and Meduduestane, which are proudly South African, upcoming musical groups gracing our patrons with harmonies and accapella songs.



The Greatest Love of All - Joburg Theatre celebrated the life of Whitney Houston with Belinda Davids. Returning at the Joburg Theatre after two postponements due to Covid-19 restrictions with a full symphony orchestra, band, backing vocalists and state-of-the-art sound, lighting, vision and theatrical effects. Whitney Houston's musical legacy was brought to life in this critically acclaimed tribute concert described as "mind-blowingly spot on". The two-hour production was filled with joy, nostalgia and wonderment as it took admiring fans on a heartfelt journey through Houston's greatest hits including *I Will Always Love You*, *I Wanna Dance With Somebody*, *How Will I Know* and many more. This season invited all industry players with a world-class opening night followed by sold out nights.



A personal note from Belinda Davids:

"I want to send my dearest thanks to all my Joburg fans and family for all the love and support I received over the last two weeks. After a difficult few years due to the pandemic, being back on the Joburg Theatre stage in front of a South African audience was truly all I dreamt of. Bringing the show back to the venue where it all started and reflecting on how much the show - and my life - has changed since the beginning was so surreal and special. So, from the bottom of my heart, thank you to each and every one of you that came out to support me and The Greatest Love of All team. Look forward to seeing you all again in 2023 - even bigger, better and brighter!"

Don Giovanni- another International production, produced in-house by Joburg Theatre at the Nelson Mandela Theatre. Directed by Christoph Dammann, with Dr Musa Nkuna as the production's artistic consultant, with the most important parts of the text translated to English by Amanda Holden. Don Giovanni is labelled as one of the dark opera comedy not only in terms of plot but also because many of the scenes take place at night or in a darkened room or courtyard. With this in mind, the aesthetics and design of this production was inspired by the "film noir" of the 1950s, with low-key lighting, strong light-dark contrasts and a few splashes of colour.

This world class opera featured international Opera soloists with the role of Mozart's most incorrigible playboy – Don Giovanni – was sung by American operatic bass-baritone Kevin Short; German bass-baritone Oliver Weidinger sang Don Giovanni's trusty servant Leporello; Portuguese soprano Carla Caramujo performed in the role of Donna Anna; Tenor Musa Nkuna performed the role of Don Ottavio, he debuted in 2001 as Don Ottavio in Don Giovanni in Switzerland; Njabulo Mthimkhulu gave his voice to the beleaguered Masetto; and Rouel Beukes sang the role of the Commendatore, father of Donna Anna and later the famous "stone guest".

Johannesburg Philharmonic Orchestra and Gauteng Choristers accompanied the amazing production, as they are the successful best orchestra and choral choir respectively in the Southern Africa. It has been nothing but

delight to have welcomed back the Opera audiences after almost three years gap. This classical supporting audience is essential for the growth of this genre of performance in South Africa and it is important that the tradition becomes a trend.



A physical theatre and choreographic showcase by The National School of the Arts Drama and Dance departments was presented at the Lesedi Theatre, featuring selected works devised and directed by Grade 12 drama learners called **PHYSICA**. NSA senior drama and movement educator Thoriso Rorisang Raphela guided this showcase. **PHYSICA** showcased the versatility of drama learners as aspiring young artists. The second season showcased by NSA was **EPIPHANY**, which included Contemporary, Spanish, Neo-classical and Afro-Fusion. Guest choreographers included Vincent Mantsoe, Mark Hawkins and Joburg Theatre's Timothy Le Roux who joined NSA educators Laura Cameron, Gillian Bonegio and Heather Dreyer in creating a programme willed with an array to beautifully curated dance works. We can safely say that the arts' future is looking bright following the display of talent showcased by the young performers of the National School of the Arts.



Espoir Academy held a Poetry session at the Lesedi Theatre with performances starting from Grade R up to Grade 10. This annual open mic session was aimed at encouraging spoken word as well as awake the love for reading and literature. Espoir Academy has a set of creative programmes including visual arts, creativity improved academic performance, motor skills, confidence, visual learning skills, decision-making skills, perseverance, focus collaboration & teamwork and accountability. It was indeed heart-warming to see the young people's excitement as they were rendering their poems at a delight of the audience.



2nd World Sound Concert – Held at the Mandela stage featured Khanyisile Mthetwa accompanied by Peter Cartwright on piano. Khanyisile is a highly skilled multi-award winning classical flutist who was nominated in three categories at the 28th South African Music Awards. Sharing the stage with Khanyisile was Ziza Muftic also an award-winning jazz vocalist, pianist and composer who has performed around with many celebrated SA jazz musicians. KhoiKhoi and Sun Xa Experiment, as a unique and talented indigenous-electro duo graced the performances. Dudu Makhoba and Malcolm Jiyane “Tree-O”, closed the last session of this concert with a highly electric performance.



‘Sister Act’ the hit musical - A sparkling tribute to the universal power of friendship. This production was filled with powerful gospel music, outrageous dancing and a truly moving story that left audiences breathless. The hit musical was staged by Oakfields College, which has become one of the fast growing schools producing most talent in the musical theatre industry. A young emerging director, Ermil Haarhoff and Daniel Keith Geddes as a musical director, directed the show.



Annual Shakespeare Schools Festival – took place at the Lesedi Theatre as part of the partnership programs. This festival was launched in order 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. Shakespeare Schools festival has become Africa’s largest Shakespeare youth drama program and has worked

with over 490 schools, 9000 youth, 670 teachers across the Western Cape, Gauteng, Kwa-Zulu Natal and the Eastern Cape. This inclusive festival welcomed learners with different abilities and physical challenges, challenging learners to reinterpret a play by the Bard of Avon in a way that makes sense to them in 2022.



U.S. Embassy collaborated with the Joburg Theatre and hosted a seminar by **Bayeté Ross Smith**. A Columbia Law School's inaugural artist-in-residence, a photographer, filmmaker, and educator. Smith's projects are designed to challenge prejudice, promote equity, and foster community. His widely acclaimed study, "Our Kind of People," analyses stereotypes and examines how perceptions based on race, background, and gender affect our daily interactions. Ross Smith is also a faculty member at New York's Tisch School of the Arts. This was indeed an informative session at the Peoples Theatre where a floor of discussions was open for all Joburg City Theatre's employees.



Third World Express – the 60th Celebrations continued with Shadrack Bokaba in partnership with Joburg Theatre who staged a World Premiere of a new musical. Written and Directed by Gregory Maqoma, with original music by Mark Cheyne and featuring the Vuyani Dance Company, accompanied by members of the National Philharmonic Orchestra of South Africa and inspired by the a book and poem by Dr. Wally Serote. This musical featured South Africa's best talent on stage such as Lebo Toko, Thokozani Nzima, Joel Zuma and Ayanda Sibisi, supported by a singing and dancing ensemble. Third World Express took our audience on a captivating 'train ride' through song and dance, rediscovering South Africa on the dawn of democracy to the present and beyond. The music weaves through choreography, reconstructs truths, creating a magnified view of a time and the dream of tomorrow by the talented Andrew Tim with the AV graphics that elevated the whole show.

"It has to be seen all over the world. I want it to be a piece that reflects the politics of the world. And for me, it's always hope, no matter where you are in the world."

Gregory Maqoma



Adrian Poulsen

4h · 🌐



I applaud the creative team of THIRD WORLD EXPRESS [Gregory Vuyani Maqoma](#) and [Mark Cheyne](#) for the courage and tenacity it takes to create a new musical. You guys are out there doing what other people only dream about... and what a incredible spectacle it is... The music is just beautiful (those harmonies...) choreography and dancers mesmerising, [Andrew Timm](#)'s visuals epic.. Musicians top notch [Bokani Dyer](#) [Sydney Mavundla](#) [David Cousins](#) [Peter Auret](#) etc...), Lighting awesome [Oliver Hauser](#), and the performers put their heart and soul into every note... [Yamikani Mahaka-Phiri](#) [Ziyanda Yako](#) [Lebohlang Toko](#) [Joel Zuma](#) [Thokozani Nzima](#) and the others...

[#thirdworldexpress](#) [#joburgtheatre](#)



The month of September is National Albinism Awareness month in South Africa and it is aimed at putting a spotlight on the plight of the albinism community. During this, particular month persons with albinism take to different platforms to educate society on different challenges that they are presented with in their daily lives. The overarching messaging behind the educational platform remains that of inclusion, acceptance and tolerance. Puleng Molebatsi, Media in partnership with Joburg Theatre hosted a seminar at the People's Theatre under the theme "**Taking Ownership of Our Narratives**". The focus was around the narrative to educate how people with albinism can occupy positions of power that influence decision making and the change they want to see in society. Well-known activists that fight against any kind of discrimination attended this seminar.



HerStory International Theatre Festival - In celebrating Women's month, Soweto Theatre in partnership with award-winning South African playwright Napo Masheane made history at the theatre with a 7-day festival. The performances included Elelloang, a poem by Yamoria the twin poets Fumane and Mfumo Ntlhabane, music sang by Buhle Bendalo, classical music by Caroline Barole, bass player Aus Tebza with the bass guitar, the Fat Black Women Sing who sang and the Winnie Madikizela Mandela documentary narrated by Tekano to commemorate and celebrate women and children. The festival has a successful turnout.



Woman in Chronicle- is a mentorship program with more than 21 worshippers and lead vocalists on one stage. This project was a live recording that took place at Soweto Theatre in Jabulani (Soweto) as part of celebrating women's month. The program was a Gospel worship experience lead by the one and only hit maker and songbird Zaza Mokhehi who takes pride in developing local known and unknown female gospel artists in Mzansi. She is envisaged more on growing and developing local traditional gospel and cultural activities at large.



ACTIVATE Change Drivers - In partnership with the United Nations and Sonke Gender Justice, hosted an Imbizo in Soweto Theatre, to bring together young women to ensure they are equipped with the knowledge and capacity to occupy spaces in gender-based violence prevention and the promotion of gender equality, through the implementation of the GBVF National Strategic Plan 6 Pillars.

South Africa's **Mzansi Youth Choir**- returned to the theatre's stage to perform two live concerts. The experience was melodic and heavenly as the voices of Mzansi youth Choir performed on stage. The leading group performed a selection of their hits, as well as few new additions particularly prepared for the two shows. The choir was established in July 2003 with the aim of affording talented, underprivileged teenagers and young adults aged 14 to 24, the opportunity to proficiently perform locally and abroad.



Ihashe Elimhlophe - A celebrated musician and personality who has collaborated the most with other genres, such as hip-hop, kwaito, jazz, house, afro pop, gospel, choral, urban pop and boeremusiek. He has performed in over 25 countries around the world. He made history by becoming the first maskandi artist to record a live DVD. The theatre hosted an electrifying live performance by Ihashe Elimhlophe and Amamaponi (*children and*

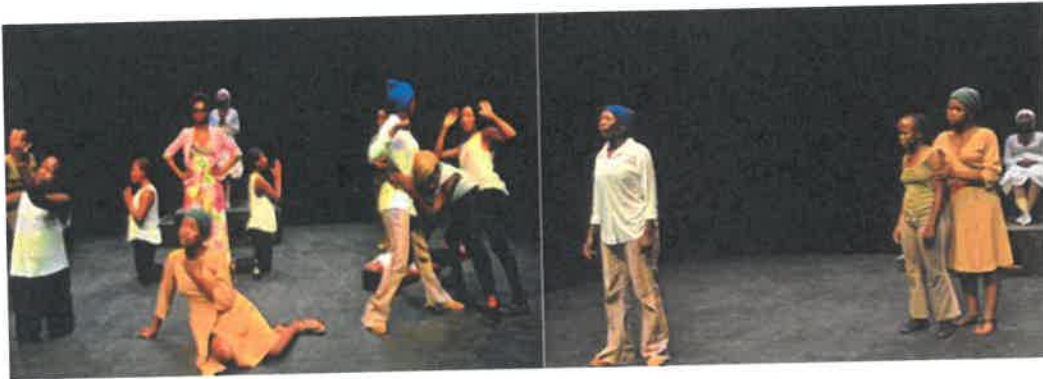
grandchildren of the Ngcobo's). Amongst the VIP Guests were the City of Johannesburg Executive Mayor Dr Mpho Phalatse, Zwelinzima Vavi, Yvonne Chakachaka and Poet Jessica Mbangeni. The master of ceremony was Sello Maake kaNcube.



Women Arise With Power - Annual Seminar Celebrated its 5th Birthday. The Seminar was established with the aim to create socio-economic change through the empowerment of women from all walks of life. This year's celebration took place under the theme '*Women Economic Empowerment to Eradicate Gender Based Violence*' where investors, funding agencies, and small and medium enterprises all gathered under one roof to share ideas and information. South Africa has recently commemorated Women's Month in August. By paying tribute to women who took a stand when discriminatory laws were instituted against them, these women draw inspiration to make their voices heard in times of injustice. Gender inequality continues to be a concern in our country, with daily reporting on sexual and gender-based harassment and violence cases highlighting this seemingly never-ending pandemic. Through the partnership with Women Arise with Power and Soweto Theatre, the aim is to continue to get involved by speaking up, supporting one another, and educating and empowering members of society to realise the goal of gender equality.



Ishashalazi Theatre Festival- The two-day spectacular returned to the theatre. This was a collaboration between the Gauteng Theatre Practitioners Committee and the Gauteng Department of Sport, Arts, Culture and Recreation, which started in 2001. Twenty-three groups and six poets were selected from five regions in Gauteng to perform at the festival. Those selected then participated in a mentoring workshop by established and qualified artists. At the workshop, the groups were trimmed to a final twenty (20) who then performed at the festival. Theatrical plays were the order of the day with five plays per day, while there were poetry performances during breaks. Plays also included musicals and dancing. All plays were judged by an expert panel and at the end of the festival culminated to an awards ceremony with the top performances receiving prizes.



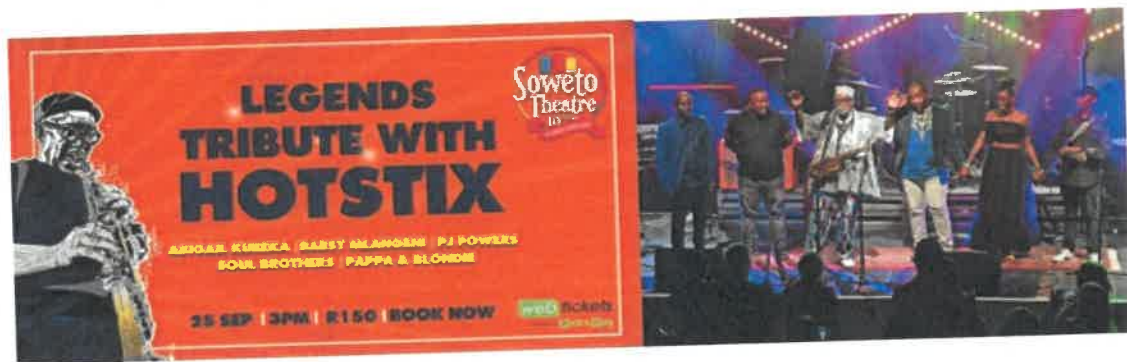
The Stellenbosch University Choir- Soweto Theatre proudly hosted the Stellenbosch University Choir on September 10, as part of its Mpumalanga and Gauteng Tour. Under the leadership of André van der Merwe, is one of the oldest and most celebrated choirs in South Africa. Members are students from various academic and cultural backgrounds, famed for their intoxicating energy during performances. Since 2012, the SU Choir is ranked number one on the Intercultural World Ranking List of the top 1 000 choirs worldwide. Included in their tour repertoire are spirituals like the isiXhosa Easter hymn “Indodana”, evergreen South African hits like “Pata Pata” and “Weeping”, new arrangements of iconic songs by Lady Gaga (“Always Remember Us”) and U2 (“I Still Haven’t Found What I’m Looking For”).



An Intimate Evening with Ntsika- This dynamic performer graced the theatre stage and took the audience through a journey paved with spiritual and magical moments. Subsequent to a successful run at the Pretoria State Theatre Ntsika brought a show that continues to usher in a completely new musical dawn.



The legends tribute with “HotStix” Mabuz- A Tribute concert with Sipho “Hotstix” Mabuse featured all-time greats, including Abigail Kubeka, Babsy Mlangeni, PJ Powers, the Soul Brothers, Pappa and Blondie, who reflected on the history of the theatre and the country’s music.



The Jabulani Amphitheatre is where most of the veterans performed and made a name for themselves and there was no better way to relaunch this space than to bring the olden sounds live in performance. The space represents part of the South African music history, and the legends concert was a great opportunity to remind the industry where South African music began and remind everyone that the older artists are still performing so that they are offered gigs.



The quarter opened with the dazzling **Le Nozze di Figaro**- a collaboration with Cape Town Opera (CTO) and the Gauteng-based Sempre Opera. Magdalene Minnaar directed this much-loved opera. Schalk van der Merwe conducted the Sempre Opera Instrumental Ensemble, with a fantastic South African cast. The Sempre Opera Ad Hoc Chorus was performed under the direction of chorus master Colleen Maré. **Le Nozze di Figaro** was presented with a slightly modern twist.



Take a child to theatre /Mandela Day - In 2009, when the United Nations General Assembly declared Nelson Mandela’s 18 July birthday Nelson Mandela International Day, Madiba called on the people of the world to honour him by helping their communities. With this backdrop, the theatre rolled up their sleeves and invited children to come and enjoy theatre like never before. The children partaken in numerous activities. The day was a culmination of Madiba and JCT’s spirit of giving and a sense of community.



The Legend – Don Mattera Hybrid Funeral – Roodepoort theatre hosted friends, family and colleagues of the late poet, author, journalist and activist Don Mattera for a memorial service to pay tribute to him. Speakers and performers included the likes of Dr Naledi Pandor (*International Relations and Co-operation Minister*); former City of Johannesburg Executive Mayor Dr Mpho Phalatse; Legendary musicians such as Siphso “Hotstix” Mabuse,

and Abigail Kubheka; poets Lebo Mashile and Pitika Ntuli. The programme of the day also included director of the Campaign for Free Expression and Caxton professor of journalism at Wits University, Anton Harber.



IBFF - FIRE & ICE - Gauteng Provincials - Bodybuilding Competition - The event showcased the best that Gauteng had to offer, as well the opportunity for athletes to make their way through to the Ultimate Showdown at the IBFF World Cup during September month. The ultimate showdown is where athletes would be competing against 50 international athletes from across the globe. These men and women have spent countless hours in building the best physique and maintaining the right diet and hoped to get it right by winning the overall athlete award, but only a few could be bestowed health champs of the IBFF for 2022.



LES SYLPHIDES & SHADES OF US and SOLO HIGHT- The event was presented by the Russian School of Ballet. Dancers of all levels performed their solo numbers comprising of variations from classical ballets and contemporary dance choreography. From Pre-Ballet to advanced dancers, all dancers put hours of practice and their souls into the performance. All shone on the stage like stars in the sky. The confidence-building project ought to be yearly event. It is open to all RSB students aged seven and up.



SABOD (*South African Body of Dance*) - Athletes actively participated in the National qualifier in order to obtain their Provincial colours. Sincere congratulation to these dance athletes on their dedication to reaching the top echelon of dance and earning the opportunity to make it into the South African National Dance Team.



Eight (8) BEATS – This competition has been running for the past 8 years in a row. The competition gives schools the opportunity to enjoy the state of the art lighting, sound and a great stage. For the first time, this show was hosted on a professional stage at Roodepoort Theatre. The show is produced as a singing and dance medley of 12-15min for each school, with 22 schools participating it was indeed a feast for the eyes. Eight Beats is an exciting revue-competition that gives opportunities to children that love the arts.



Roodepoort Hybrid Dance Festival- This dance festival was hosted at the Roodepoort Theatre. It was attended well attended by participants from everywhere, as this festival cuts across all genres of dance styles and is open to regional, national and international dance schools. For the first time the festival hosted a handful of amateur dancers in order to be inclusive while on the main, scores of professional dancers hogged the spotlight. It was on the back of Covid19 that the theatre sought an opportunity to be agile and therefore host the festival both on virtual platforms and in person but in the end traditional live theatre won the day as dance enthusiasts enjoyed the space and its facilities without adorning a mask.



SKILLS AND DEVELOPMENT

The DNA Actor's workshops - It is a weekly tutorial programme, which serves as a bridging course between graduate from institutions of drama and the performing arts industry. Dr Duma Ndlovu facilitates the programme and helps the young artists hone in their craft and create lifelong working networks. The DNA students graduate with showcase pieces at the end of each year.

The 2022 group spent the quarter workshopping and devising a new play with Dr Ndlovu. This new work will be the first production created by the DNA group and will display the excellence of the students and the growth the DNA program has at the theatre. For this quarter, 70 Students have registered to the programme and continue to attend.

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

SPACE.COM

The Space.com is a black box theatre offering young performing arts practitioners and producers a platform to explore ideas and create new work. The platforms offers the creative entrepreneurs, real world experience of the whole production value chain from idea development, sale, marketing etc. Space.com creates income-generating opportunities for artists with the full technical support of the theatre in a 70/30 partnership.

Call for proposals - In August, the YCD made a call on social media for young creatives to be part of the Space.com 2022-23-theatre program. While the theatre has a constant stream of requests for space, the possibility to use the space.com resources is not well known. The call was in an intentional strategy to raise awareness about the services and facilities. For the future, space.com plans to follow a themed theatre program, hence the call for artists to submit proposals. The call has broadened the kinds of proposals the theatre gets and will see an improvement in the quality and calibre of work at the Space.com

Space.com Productions

Johnnie Motsamai- Johnnie Motsamai "Thee Celebrity" who fell in love with Maria, "a wannabe" and showing her the life of celebrities where things looks glamorous and magical. Things are great until Maria falls pregnant. Maria had a friend; Soul, a gifted playwright. In her quest for love and fame, Maria allows Johnnie to steal Soul's work. Johnnie Motsamai is a tale of forgiveness, the mistakes we make when young and ambitious and the challenges of artistic endeavours and genius. It is a celebration of Bra Sol Rachilo while he is still alive.

I Believe Her – a story about masculinity, patriarchy, misogyny shedding light on the victims of GBV in our country. The play follows the journey of five (5) women sharing their life experiences in a hair salon. The women share stories of being women in South Africa with the brutality of violence in our lives and homes. The story is a tribute to all the women whose lives were cut short at the hands of men and a salute to all the strong women who are able to make it through difficult times and remain victorious.

The Pilgrimage to our Conscience is an explorative theatre piece, which questions themes of violence against women and where the violence in men comes from. It follows the story of Thandi's mother who committed suicide a few days after giving birth to Thandi. Who seek to know the truth about the death of her mother and the violence that has defined her life.

Impande ye Ngoma meaning 'The root of a song' - an abstract musical art piece that explores the themes of adversity & healing. It follows the story of a young man who struggles to wake up from his sleep on the day of his grandfather's death. Rebels burnt the grandfather to death in the mountains from the village & the young man was strangely unable to wake up on the day it happened. We follow the journey of a group of men & women who found him & took him to a sacred hut in the village where they perform songs as a ritual intended to help the young man to wake up.

COMMUNITY OUTREACH PROGRAM

Environmental awareness with the environment and Infrastructure services department

Theatre is a powerful tool that lends a voice and can raise awareness. The youth and community development department at Joburg Theatre is actively using the theatre arts and wide range of skills housed at the theatre to raise environmental awareness for the Environment and Infrastructure Services Department.

Joburg Theatre works with youth to create environmentally themed content through industrial theatre and other skills like photography and film making for the EISD. The City of Joburg is moving toward being a green city and reducing the impact of the city on the environment and the rising global temperatures. Through the curated programming of activities and experiences, the Joburg theatre is helping the EISD commemorate International environmentally themed days, starting with International Clean Air Day.

International Day of Clean Air Day – It is the first activation by JT YCD for EISD in what is the third and last year of the partnership with the department. The COJ launched an air monitoring station in the community of Davidsonville and conducted a clean-up of the local park. Joburg Theatre project managed the event; working with the hospitality team to providing catering for the 200 guests, Thugs of Comedy made the campaign video and the Alexandra Theatre Company and Academy engage the children with the industrial theatre piece, Lisakhanya. Cllr Michael Sun highlighted the importance of clean air to the general health of the people of the city. He left the 100 school children with the responsibility to take the message back home and see that every little positive action in the right direction makes a difference.

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

Lisakhanya is the first of two industrial theatre pieces created for the EISD to raise awareness about environmental issues for the ECD and lower primary phases. The Current Stage of Poetry developed Lisakhanya in the last financial year. The Alex Theatre Company and Academy (ATCA) is taking the project forward for what will be a 9 week run covering every region of the City of Joburg. Over the quarter ACTA has worked at space.com

and rehearsed the piece to its current version that is ready to be shared with the city. The city side run season of Lisakhanya was debuted at the International Clean Air Day activation.

Mobile Theatre Truck

The Theatre Mobile Truck has also been quite busy during the quarter under review bringing live entertainment to the people. Joburg City Theatres collaborated with the Redhill Festival for its **Annual Redhill Festival**, featuring theatre showcases, exhibitions, music and dance.

The second stop was the 10th Birthday Celebration at **Reddam House Waterfall Concert**, well known for its strong Dramatic Arts department and as a fast growing and innovative academy within the sector. For this concert, young people displayed their talents in Dance, Music and Craft.

As part of women's month celebrations, the theatre collaborated with City of Joburg Sports department and Total Sports for their Annual **Total Sports Women's Race** at Marks Park. Approximately 8 000 women attended this event including our Executive Mayor of Johannesburg, Cllr Mpho Phalatse. It was a fun day with aerobics, live entertainment and Music.



YOUTH AND COMMUNITY DEVELOPMENT AT SOWETO THEATRE

The Soweto Theatre's youth development department continues to work tirelessly to improve and expand its programmes' offerings to provide development and access to the theatre for the youth of Soweto. In addition to continued weekly learning and teaching taking place in this first quarter, the departments' music tutorial programme and Lits'omong theatre programme have been busy with ad-hoc performances and workshops. To prepare its learners for their lessons, exams and end of year showcases.

Lits'omong

The programme got back to classes in full swing on the 9th of July 2022 after conducting assessments in June. In August, facilitator and coordinating partner ASSITEJ SA brought a performance of Kwasha's 'Kids from Amandla Street'. The production was brought to the theatre as part of the lessons and to inspire learners and get them thinking about what they can create for their coming showcase in December. It was also meant to bring them in contact with real live theatre for young audiences and stories written for children and to encourage them to stay away from soapie-like themes that they meet on television. The more learners are exposed to the theatre, the more they can become inspired to create theatre - especially from their own perspectives as children.



In the month of September, the programme facilitators have begun theming and piecing together the end of year showcase. All three-learner groups and the facilitators have been meeting with the coordinator from ASSITEJ SA, to discuss ideas and consolidate the overarching theme for the planned December showcase. The aim is to incorporate various tools and styles within this showcase including puppetry, storytelling, dance and other forms of theatre.



Five of the learners were given free tickets to a film workshop hosted by The African Acting Academy, which took place on the 27th of August. The learners came back very happy and were grateful to have been given the opportunity to attend the workshop. In addition, although it was not theatre, it opened the learners up to what is possible and what avenues there are in the arts industries. Learners were awarded certificates of participation at the end of the workshop.

Music Tutorial Programme (MTP)

The quarter saw the Music Tutorial Programme focusing not only on lessons but also on enhancing the music students' performance skills. In addition to the weekly music theory and practical lessons, the students were immersed in various ad-hoc performances and workshops.

The month of July kicked off a bit slow as students were coming back from the June/July holidays, but it quickly picked up as students started preparing for the collaboration with the Community Philharmonic Orchestra from Cape Town, which also formed part of Mandela Day celebration. Furthermore, the programme had a visit from Mr. Sean Adams, who is head of Music at the UNISA Foundation to conduct a workshop for the trainers and senior students at the Soweto Theatre. The Music Theory trainers together with the senior theory students (theory grade 3 – 6) attended the workshop, which focused on equipping trainers with music training skills and methods, where they also learned about different techniques and styles of teaching. Mr. Adams also dealt with some of the topics, which they might find difficult and further guided them on how to assist students when preparing for exams.



In the month of August lessons continued as students started preparing for their scheduled year-end music exams. While busy with lessons one of the students connected with Fezeka Motsatse, who then paid a visit at the Theatre with Neo Motsatse. She shared her journey in Violin playing and performed something for the students.

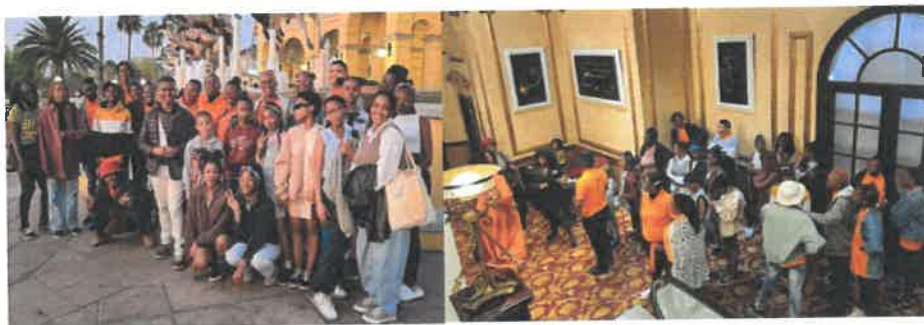
The month of September saw students partake in an ad-hoc performance, at the opening of the Braamfischerville Park hosted by the Johannesburg City Parks and Zoo. The students also took part in two mall activation performances at South Gate Mall and Maponya Mall, promoting the coming Legends Tribute Concert with Siphon Hotstix Mabuse, who also gave them advice on how to improve their playing skills and some techniques on what they can do to improve their sound. This exposure of performing externally improved their self-confidence and will continue to enhance their performance skills.



The students were invited to Violinist Neo Motsatse’s solo performance at the Lyric Theatre, titled Seasons – Dorothy Masuka song book, in the style of Vivaldi.

Students witnessed and experienced a young musician host a solo concert, which was encouraging to the students and the level of musicality on the stage was awe-inspiring for them, including being called to the stage during the final song to dance along with the artists.

They got an opportunity to meet and greet other legendary artists, which they consider as role models within the industry and further took many pictures with them.



School Set-works – My Children My Africa

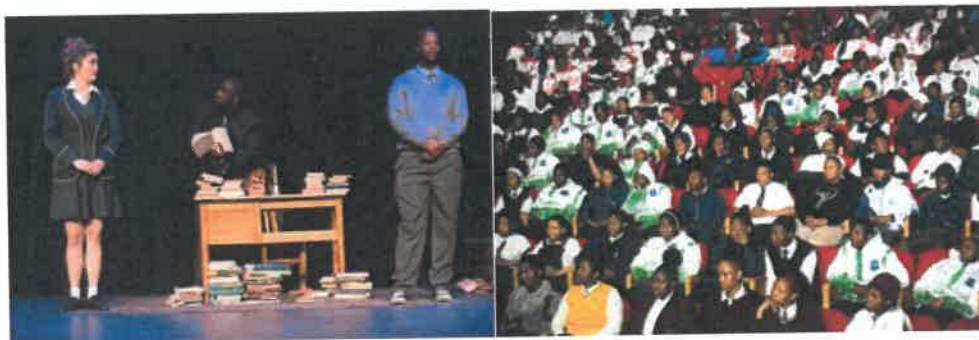
As part of a drive to attract youth audiences, and to assist in education through theatre, JCT has a Set works programme targeted at Gauteng based High Schools, to produce a variety of prescribed set works to assist learners with their studies.

The School Set-works is a theatre programme of set-works contained within the GDE school curriculum, which includes language subjects, performing arts and culture subjects, life orientation as well as history. Theatre producers are invited to collaborate with the theatre to stage set works as part of the programme, this season of the set-work was co-produced with Nobulali Productions Pty Ltd. The set-work My Children My Africa took place in the Red Theatre with two shows per day, targeted at Grade 12 learners and attracted 2 682 learners to the theatre over two weeks.



According to drama and literature researchers, when high school students watch theatre plays assigned as schoolwork, their vocabulary grows, they gain a better understanding of the plot, develop greater tolerance, and improve their ability to read the emotions of others.

The Soweto Theatre afforded learners the opportunity to explore a range of work fields within the theatre environment, such as wardrobe, props, stage management, creative directing in music and drama, marketing, sound, lighting, and various other career-shaping experiences.





RT Ballet Classes - (Every Saturday)

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.

Improving the Lives of Educators Programmes

Roodepoort Theatre invited and hosted AFRICA KE RONA ECDs team of 35 teachers for an opera programme. This was an effort to expose educators to opportunities outside of the classroom and assist in developing effective music plans and lessons for learners. A follow up strategic meeting with AFRICA KE RONA TEAM of teachers, facilitators and educational therapists was held where the main objective amongst others was to evaluate the effectiveness of the school curriculum and extra mural programmes and create a working partnership with the department of social development.



IMPROVING THE LIVES OF CHILDREN –

Roodepoort Theatre and Young Voice Academy organized ECDS READATHON where eight AFRICA KE RONA ECDs from Soweto/Dobsonville participated in displaying the ability of children between the ages 3-6 years in categories ranging from reading, spelling, mathematics, shapes and colours. The audiences were delighted when Ubuhle Bemvelo took to the stage by entertaining the audience with wonderful dance performances. It is necessary to have such programs for children in order to provide a healthy educational environment and lifestyle orientation, demonstrating the value of education and nimble methods of getting positive results in Early

Childhood Development. The theatre was glad to see external observers, which included HODs from Primary Schools of Dobsonville, representing the Department of Education. The day ended with educators and learners receiving certificates and medals for their participation.



It has been a full quarter, presenting JPO's regular programme of symphony concerts and education/exposure initiatives, as well as collaborating with numerous other organisations including Joburg Theatre for a production of *Don Giovanni*.

Working within the Community:

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

The three pillars of JPO Education Programmes are:

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

To continue to attain these objectives with excellence, the JPO has initiated a number of new projects, including an Edu Video, which, even after all, COVID related restrictions were lifted, is being distributed to any education facility who would consider it useful.

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

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



School Visits:

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

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

ATTENDANCE BREAKDOWN

20-July	Bonamelo Primary, Roodepoort	800
22-July	Empumalanga Primary, Meadowlands	500
16-Sept	Senyamo Primary, Dobsonville	500
23-Sept	Lourends Primary, Diepkloof	500
26-Sept	Lejoleputsoa Primary, Soweto	500
28-Sept	Thabasang Primary, Orlando West	500

**TOTAL SCHOOL AUDIENCE
REACH FOR APRIL - JUNE**

3300



Teaching Programmes:

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

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

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

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



Total number of lessons during the 1st quarter
400

Fellowship Programme-

In keeping with the Johannesburg Philharmonic Orchestra's resolution to contribute to music excellence in the City of Joburg, the Orchestra is keenly aware of the need to create career paths for young musicians who show promise in the field of music performance.

The Orchestra currently has two fellows, who are music students at international schools, receiving financial and artistic support from the JPO. They also perform as members of the Orchestra from time to time (when they are not abroad). These individuals have shown distinction in their field and great promise as professional musicians who are part of South Africa's future.



Pendo Masote joined the JPO as a Violin Fellow in 2017. Since 2017, he has been a pupil of Akiko Ono at the Yehudi Menuhin School, Britain's flagship specialist music school, where he recently completed his GCSE (formerly known as O levels) with distinctions in Music and Physical Science. He is currently doing his A levels in Music, English Literature and History.



Kamogelo Maraba started playing the cello at the age of 8. He has performed at festivals throughout South Africa, and has 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.



Introducing JPO's latest fellow; **Liam Slabbert** recently graduated from high school and received a scholarship to study at the Royal College of Music in London to specialize in bassoon. A bassoonist since the age of 9, under the guidance of Ms. Carin Bam, Liam has been fortunate enough to also receive online classes from Prof. Sarah Burnett who is a lecturer at the Royal College of Music. He has performed as member of various orchestras, such as the Cape Philharmonic Youth Orchestra (Principal Bassoonist), the Cape Philharmonic Orchestra and the National Namibian Orchestra. He joined the fellowship programme in August 2022.

HIRE OUT EVENTS

The JPO is passionate about forging relationships with the private sector and demonstrating the value add of the arts to society. As such, the Orchestra has a longstanding relationship with a number of companies, who act on their belief that music, and the arts, really can make a difference. Included in these partnerships is the Orchestra's relationship with Hollard Insurance, for whom the Johannesburg Philharmonic provided a string quartet as part of a private hire event at a workshop that took place in Johannesburg on 21st and 23rd July 2022.



DON GIOVANNI with Joburg Theatre- as part of the Joburg Theatre’s 60th birthday celebrations, the Johannesburg Philharmonic Orchestra performed as part of the production of Mozart’s *Don Giovanni*, presented at the Theatre in six performances from the 2nd – 21st August 2022.

In keeping with the Theatre’s tradition of presenting world-class productions, the Joburg Theatre put on a show to remember. The cast that featured both local and international talent, was proudly accompanied by the Johannesburg Philharmonic Orchestra, conducted by German conductor Johannes Stert, joined by the Gauteng Choristers and pianist Juan Burgers.

Performing in the title role is American operatic bass-baritone Kevin Short, who also recently took to the stage in the Metropolitan Opera's production of *Porgy and Bess*. Singing the role of Don Ottavio is South African-born tenor Musa Nkuna, who is also an artistic consultant on this production.



Estimated audience reach
4000

The Vine Project- The Johannesburg Philharmonic Orchestra will once again perform with The Vine Project in a performance at Sandton Convention Centre on the 28th – 30th September 2022, for an expected audience of 5000 people. This concert forms part of The Vine Project's *Great Physician* tour, and also features the Soweto Gospel Choir.



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

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

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

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



JPO | July - September 2022

World Symphony Series

EARLY SPRING SEASON

LINDER AUDITORIUM. MORE INFO: INFO@JPO.CO.ZA



Concert 1: Thursday 25 August 2022

Conductor: Daniel Boico
Soloist: Kristine Balanas, violin
 This concert's programme will include Tchaikovsky's Violin Concerto. Full details to follow.



Concert 2: Thursday 1 September 2022

Conductor: Rebecca Tong
Soloist: Nina Schumann, piano
 This concert's programme will include Gershwin's Rhapsody in Blue. Full details to follow.



Concert 3: Thursday 8 September 2022

Conductor: Daniel Boico
Soloist: Magdalena de Vries, marimba
 This concert's programme will be confirmed in the coming days. Watch our channels for further info.

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

For the period under review, Joburg Ballet was predominantly engaged in a revival season of *La Traviata-The Ballet* by Cape Town-based choreographer Veronica Paeper and rehearsals for company artistic director Iain MacDonald's *Cinderella*.

La Traviata-The Ballet was presented at the Joburg Theatre from 1 to 10 July for eight performances. It was the first season since the onset of the pandemic, where JB was permitted to sell 100% of the seats. However, when booking opened for this show ticket selling was still set at 50%.

The season was unfortunately heavily affected by the load shedding as some of the performances start time were often delayed. One performance, on the last Saturday of the season, had to be cancelled at the last minute due to a malfunction at an electrical substation resulting in substantial loss of box office income due to reimbursements to ticket holders. However, despite these challenges, *La Traviata-The Ballet* was a public and critical success with Joburg Ballet delivering a high standard of performances.

Following the season of *La Traviata-The Ballet* the company went directly into rehearsals for Iain MacDonald's ballet, *Cinderella*, schedule to open a revival season on Friday 30 September 2022. This show will open for eight performances at the Joburg Theatre through to Sunday 9 October.

Joburg Ballet Schools- In July 2022, Teachers met with the Artistic Director of Joburg Ballet and it was decided to have JB year-end show on October 8, 2022.

The Cinderella show- 4 students from Joburg Ballet School have been selected to perform playing the character of the "mice" in the production.



The Joburg Ballet School will be performing a theatrical dance adaptation of the Prince of Egypt. The production to be performed on the Nelson Mandela Theatre Stage. Students are currently starting to learn the dances for the production. Saturday classes to reconcile the work taught will start soon a, however attendance is not mandatory.

In the month of August- Rehearsals – Alexandra, Braamfontein, Soweto and JB Accelerated School

All schools were in rehearsals and on the same page. All schools had Saturday choreograph classes with transport fees provided to students who attend but could not afford. Costumes have been sourced and a only a few are still being made. Flyers, invitations and other marketing is on track. Even in the last month of the quarter rehearsals were in full swing and classes are continuing



Students in Cinderella are also being rehearsed for the production. Primary exam students to have their piano rehearsal 24 September and 1 October, exams set for 10 October at St Ninians in Park Town. Joburg Ballet School Braamfontein is still to be housed at UJ as the NSA has not decided whether they will have external parties for extra mural activities. This will be revisited again in November.

JOBURG BALLET SCHOOL INTERACTIONS-

For the quarter under review, Joburg Ballet dancers performed at Meridian Cosmo City School, on 23 August 2022.



On 10 September 2022, Joburg Ballet hosted learners from the Teenagers Empowerment Programme. The learners had an opportunity to watch the company class, as well as an interaction with the Artistic Director, Mr. Iain MacDonald.



The following schools will be joining Joburg Ballet's Cinderella rehearsals and performances:

Hector Peterson – 50 learners

EW Hobbs School – 100

Thabisang School – 60

Sivelile School – 60

Morutathuto School

Itereleng School

QuayWake Ballet School

JCT SERVICE STANDARDS

On 23 June 2022, the Covid 19 regulations around gatherings were lifted, allowing for 100% capacity for the first time in 27 months. There was palpable excitement across JCT at the prospect of operating at full capacity for the first time since March 2020.

Service Level Standard Performance

Reporting Period -					
Performance Status	Q1	Q2	Q3	Q4	YTD Performance
Target Achieved	100%				100%
Target Not Achieved	0				0
KPI not measured	0				0
Total no. of KPI's	3				3
Total no. of KPI's Measured	3				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 means of delivery of tickets for their productions. Instead of physical tickets needing to be presented to gain access to events, tickets can now be sent to patrons mobile phones. The bar code on the virtual ticket can then be scanned for entry into the event.
- Free, online, digital programmes are offered to patrons where feasible, to further increase the contact-less experience.
- Where payment is made at the restaurants, bars and box offices, JCT encourages a cashless experience, and provides the use of tap-and-pay devices
- Several performances were sold out this month.

Performance Challenges and Mitigations

Level 5 and 6 load shedding took effect this quarter for the first time in JCT's history. Soweto theatre and Roodepoort were not adversely affected, but Joburg infrastructure struggled to cope resulting in a revisiting of performance times. Joburg Ballet's La Traviata (in July) and Cinderella (in September) had to change some performance times for both seasons, as did Third World Express and Birthing Nureyev.

The increased level of load shedding highlighted the urgent need for the theatre's gas generator to come on line. The installation of the gas generator at Joburg theatre 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 grid during peak periods. Staff, producers and performers are all eagerly awaiting the completion of this project, which is projected to be finalised by the end of the financial year.

Challenges and mitigations

SLS KPI not achieved	Challenges	Mitigations
NOT APPLICABLE	-	-

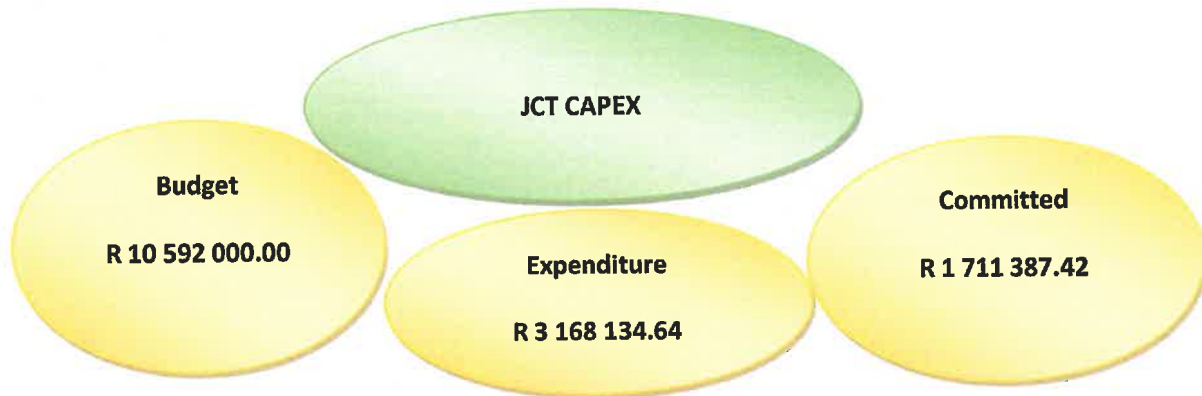
JCT SERVICE STANDARDS

Core Service	Service Level Standard Target	July	August	September	Q1	Variance explanation	Mitigations
1.	100% Theatres accessible to people with disabilities	100%	100%	100%	100%	N/A	
2.	100% of all shows start within 15 minutes as per schedule - measured only on in-house productions and co-productions over which JCT has control*	100%	100%	100%	100%	N/A	
3.	100% compliance to health and safety legislation	100%	100%	100%	100%	N/A	

Section 2: Capital Projects & Expenditure

JCT's achieved and exceeded its first quarter target by spending 30% of capital expenditure against the set target of 10%, this is in line with the city's mandate to ensure that budget allocated for capex is spent accordingly.

The diagram below depicts the status for JCT capital expenditure:



	Budget	Expenditure	Committed	Available balance	Total
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS (JT)	5 051 000.00	1 607 404.48	-	3 448 595.52	32%
TECHNICAL EQUIPMENT NEW OPERATIONAL (JT)	1 021 000.00	336 185.59	101 750.00	583 064.41	33%
INFORMATION TECHNOLOGY NEW COMPUTER SOFTWARE (JCT)	1 051 000.00	156 561.53	-	894 438.47	15%
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS (RT)	457 000.00	69 771.82	102 800.00	284 428.18	15%
UPGRADING OF TECHNICAL EQUIPMENT (SOUND & LIGHTING)(RT)	583 000.00	49 023.70	405 877.40	1280098.90	8%
BUILDING RENOVATIONS AND UPGRADES (ST)	1 387 000.00	538 473.37	-	848 526.63	39%
UPGRADING OF TECHNICAL EQUIPMENT (ST)	1 042 000.00	410 714.14	1 100 960.02	469 674.16	39%
	10 592 000.00	3 168 134.64	1 711 387.42	5 712 477.95	30%

Spent to date	R 3 168 134.64	30%
Committed Budget	R 1 711 387.42	16%
Total	R 4 879 522.05	46%

Therefore, the total spend to date is R 3 168 134.64 representing 30% spend.

Section 3: Performance against Institutional SDBIP

Key Performance Area	KPI #	Key Performance Indicator	Strategic Objective Annual Targets		Means of Verification	2022/23 Performance Targets					Achievement		
			2020/21 Baseline as per the 2022/23 business plan	2022/23 Target		Reporting Period	Q1 Jul - Sep 2022	Q2 Oct - Dec 2022	Q3 Jan - Mar 2023	Q4 Apr - Jun 2023		Target Achieved/ not achieved	
MTSF Priority – 2: Economic transformation and job creation COJ Priorities – 3: A caring City 4: A business-friendly City JCT Strategic Objective – S01: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs.													
Work opportunities created at Joburg City Theatres	1	Number of Expanded Public Works programmes (EPWP) work opportunities created at JCT	190 Expanded Public Works programmes (EPWP) work opportunities created at JCT	220 Expanded Public Works programmes (EPWP) work opportunities created at JCT	Employment contracts / HR/ Payroll Information	Quarterly	CFO	Target	Target	Target	Target	Target	Target Achieved
								50	150	180	220		
								Actual	Actual	Actual	Actual		
								53					
Youth developed in arts and theatre	2	Number of youths attending arts programmes (Non-Cumulative)	330 of youths attending arts programmes (Non-Cumulative)	250 (Jul-Dec) 350 (Jan-Jun) of youths attending arts programmes (Non-Cumulative)	Attendance registers Tutor reports on programme content Programme summary	Quarterly	COO; Artistic Director	Target	Target	Target	Target	Target	Target Achieved
								250	250	350	350		
								Actual	Actual	Actual	Actual		
								369					
MTSF Priority – 5: Spatial integration, human settlements and local government 6: Social cohesion and safe communities COJ Priorities – 1: Getting the basics right 5: An Inclusive City JCT Strategic Objective – S02: Quality performing arts and entertainment experiences and facilities													
Service standards achieved	3.	Percentage achievement on service level standards (Non-Cumulative)	90% achievement service level standards	100% achievement service level standards	Service Level Standards Report	Quarterly	COO	Target	Target	Target	Target	Target	Target Achieved
								100%	100%	100%	100%		
								Actual	Actual	Actual	Actual		
								100%					
Arts and culture festivals and themed productions hosted and produced	4.	Number of Arts and Culture festivals and themed productions held / in-house production	19 Arts and Culture festivals and themed productions held / in-house production	50 Arts and Culture festivals and themed productions held / in-house production	Contracts Marketing material Show reports	Quarterly	COO	Target	Target	Target	Target	Target	Target Achieved
								8	16	22	30		
								Actual	Actual	Actual	Actual		
								24					
Joburg Ballet and Philharmonic Orchestra integrated into the group offering	5.	Number of Ballet seasons	4 ballet seasons	4 ballet seasons	Quarterly report Contracts and marketing material	Quarterly	COO	Target	Target	Target	Target	Target	Target Achieved
								1	2	3	4		
								Actual	Actual	Actual	Actual		
								1					

Key Performance Area	KPI #	Key Performance Indicator	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2022/23 Performance Targets				Achievement			
			2020/21 Baseline as per the 2022/23 business plan	2022/23 Target			Reporting Period	Q1 Jul - Sep 2022	Q2 Oct - Dec 2022	Q3 Jan - Mar 2023		Q4 Apr - Jun 2023		
<p>MTSF Priority – 2: Economic transformation and job creation COJ Priorities – 3: A caring City 4: A business-friendly City JCT Strategic Objective – SO1: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs.</p>														
Jobbing Ballet and Philharmonic Orchestra integrated into the group offering		Number of Philharmonic Orchestra seasons	4 Philharmonic Orchestra seasons	4 Philharmonic Orchestra seasons	Quarterly report Contracts and marketing material	COO	Quarterly	Target 1	Target 2	Target 3	Target 4	Target 4	Target Achieved 	
			Actual 1	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			1	1	1	1	1	1	1	1	1	1	1	1
JCT touring circuit implemented	7.	Number of JCT productions touring nationally/internationally	1 JCT productions touring nationally/internationally	1 JCT productions touring nationally/internationally	Business case / SLA	COO	Annually	Target 1	Target -	Target -	Target -	Target -	Target Achieved 	
			Actual 1	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			1	1	1	1	1	1	1	1	1	1	1	1
Annual legends tribute programme implemented	8.	Number of annual legends productions implemented	New	2	Contracts with artists/ creatives Marketing material Close-out report	COO	Annually	Target -	Target 1	Target -	Target 2	Target 2	Indicator not measured this quarter	
			Actual -	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			-	-	-	-	-	-	-	-	-	-	-	-
<p>MTSF Priority – 5: Spatial integration, human settlements and local government 6: Social cohesion and safe communities COJ Priorities – 1: Getting the basics right 3: A caring City 5: An inclusive City JCT Strategic Objective – SO3: Affordable access to and use of theatres by communities</p>														
Audiences developed and venues accessed	9.	Number of attendees	39,692 attendees	120,000 attendees	Ticket reports	COO	Quarterly	Target 30,000	Target 80,000	Target 100,000	Target 120,000	Target 120,000	Target Achieved 	
			Actual 44,011	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011	44,011

Key Performance Area	KPI #	Key Performance Indicator	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2022/23 Performance Targets				Achievement		
			2020/21 Baseline as per the 2022/23 business plan	2022/23 Target			Reporting Period	Q1 Jul - Sep 2022	Q2 Oct - Dec 2022	Q3 Jan - Mar 2023		Q4 Apr - Jun 2023	
<p>MTSF Priority – 2: Economic transformation and job creation COJ Priorities – 3: A caring City 4: A business-friendly City JCT Strategic Objective – SD1: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs.</p> <p>MTSF Priority – 5: Spatial integration, human settlements and local government 6: Social cohesion and safe communities COJ Priorities – 1: Getting the basics right 3: A caring City 5: An inclusive City JCT Strategic Objective – SO3: Affordable access to and use of theatres by communities</p>													
School set work offerings provided across all 3 theatres	10.	Number of school set work programmes implemented	New	3	Contracts with artists/ creatives Marketing material Close-out report	COO	Quarterly	Target	Target	Target	Target	Target	Target Achieved
			Actual	Actual			Actual	Actual	Actual	Actual			
			1	2			3	3	3				
City-wide integrated activations implemented	11.	Number of city-wide integrated activations using the Mobile Theatre Truck	New	5	Business case Annual calendar Booking forms	COO	Quarterly	Target	Target	Target	Target	Target	Target Achieved
			Actual	Actual			Actual	Actual	Actual	Actual			
			2	4			5	6	6				
<p>MTSF Priority – 1: Capable, ethical and developmental State COJ Priorities – 1: Getting the basics right 4: A business-friendly City 6: A well-run City JCT Strategic Objective – SO4: Good governance, financial sustainability and sound management</p>													
Financial management and sustainability	12.	Proportion of earned income against total revenue including subsidy	30% / 70%	27% / 73%	Financial statements Income reports	CFO	Quarterly	Target	Target	Target	Target	Target	Target Not Achieved
			Actual	Actual			Actual	Actual	Actual	Actual			
			R43.009m Total revenue R206.463m	Earn revenue R65.155m Total revenue R238.619m			Earn revenue R31.125m Total revenue R169.037m	Earn revenue R46.686m Total revenue R238.619m	Earn revenue R65.155m Total revenue R238.619m				

Key Performance Area	KPI #	Key Performance Indicator	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2022/23 Performance Targets				Achievement	
			2020/21 Baseline as per the 2022/23 business plan	2022/23 Target			Reporting Period	Q1 Jul - Sep 2022	Q2 Oct - Dec 2022	Q3 Jan - Mar 2023		Q4 Apr - Jun 2023
MTSF Priority – 2: Economic transformation and job creation COJ Priorities – 3: A caring City / 4: A business-friendly City JCT Strategic Objective – S01: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs.												
Financial management and sustainability	13.	Percentage spent on operating budget against approved operating budget	91%	100%	OPEX expenditure report Financial statements	CFO	Quarterly	Target	Target	Target	Target	Target Achieved
			Actual	Actual				Actual	Actual	Actual	Actual	
Financial management and sustainability	14.	Percentage spent on capital budget against approved capital budget	100%	100%	CAPEX expenditure report Financial statements	CFO	Quarterly	Target	Target	Target	Target	Target Achieved
			Actual	Actual				Actual	Actual	Actual	Actual	
Financial management and sustainability	15.	Percentage spent on repairs and maintenance against the budget	23%	8%	Expenditure report Financial statements	CFO	Quarterly	Target	Target	Target	Target	Target Achieved
			Actual	Actual				Actual	Actual	Actual	Actual	
Financial management and sustainability	16.	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UJFW) expenditure incurred	New	50%	Expenditure report SCM report Financial statements	CFO	Quarterly	Target	Target	Target	Target	Target Not Achieved
			Actual	Actual				Actual	Actual	Actual	Actual	

Key Performance Area	KPI #	Key Performance Indicator	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	Reporting Period	2022/23 Performance Targets				Achievement		
			2020/21 Baseline as per the 2022/23 business plan	2022/23 Target				Q1 Jul - Sep 2022	Q2 Oct - Dec 2022	Q3 Jan - Mar 2023	Q4 Apr - Jun 2023			
								Target	Target	Target	Target			
MTSF Priority – 2: Economic transformation and job creation COJ Priorities – 3: A caring City 4: A business-friendly City JCT Strategic Objective – SO1: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs.														
Financial management and sustainability	17.	Percentage of valid invoices paid within 30 days of invoice/statement date	100%	100%	Expenditure report Financial statements	CFO	Quarterly	Target 100%	Actual 100%	Target 100%	Actual 100%	Target 100%	Actual 100%	Target Achieved
Governance, internal controls, performance and risks managed	18.	Percentage of resolution of AG findings	100%	100%	Quarter reports / evidence files	CFO	Quarterly	Target 80%	Actual 100%	Target 100%	Actual 100%	Target 50%	Actual 100%	Target Achieved
	19.	Percentage of resolution of Internal Audit (IA) findings	100%	100%	Quarter reports / evidence files	CFO	Quarterly	Target 10%	Actual 100%	Target 30%	Actual 70%	Target 100%	Actual 100%	Target Achieved
	20.	Percentage of the strategic risk management action plans implemented	85%	100%	Quarter reports / evidence files	CFO	Quarterly	Target 100%	Actual 100%	Target 100%	Actual 100%	Target 100%	Actual 100%	Target Achieved
	21.	Percentage of predetermined objectives achieved	85% of predetermined objectives achieved	85% of predetermined objectives achieved	Quarter reports / evidence files	CFO	Quarterly	Target 85% of predetermined objectives achieved	Actual 85% of predetermined objectives achieved	Target 85% of predetermined objectives achieved	Actual 85% of predetermined objectives achieved	Target 85% of predetermined objectives achieved	Actual 85% of predetermined objectives achieved	Target Achieved

Key Performance Area	KPI #	Key Performance Indicator	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2022/23 Performance Targets				Achievement		
			2020/21 Baseline as per the 2022/23 business plan	2022/23 Target			Reporting Period	Q1 Jul - Sep 2022	Q2 Oct - Dec 2022	Q3 Jan - Mar 2023		Q4 Apr - Jun 2023	
<p>MTSF Priority – 2: Economic transformation and job creation COI Priorities – 3: A caring City 4: A business-friendly City JCT Strategic Objective – S01: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs.</p>													
Small businesses supported through B-BBEE and preferential procurement	22.	Number of SMME's Supported	new	250	250	CFO	Quarterly	Target	Target	Target	Target	Target	Target
				Actual	Actual		Actual	Actual	Actual	Actual	Actual		
				82									
Percentage of procurement spend on SMME's against total procurement expenditure	23.	Percentage of procurement spend on SMME's against total procurement expenditure	30%	30%	30%	CFO	Quarterly	Target	Target	Target	Target	Target	Target
				Actual	Actual		Actual	Actual	Actual	Actual	Actual		
				49%									
Percentage of procurement spend on BBEE against total procurement expenditure	24.	Percentage of procurement spend on BBEE against total procurement expenditure	75%	75%	75%	CFO	Quarterly	Target	Target	Target	Target	Target	Target
				Actual	Actual		Actual	Actual	Actual	Actual	Actual		
				104%									
<p>MTSF Priority – 1: Capable, ethical and developmental State 5: Spatial integration, human settlements and local government COI Priorities – 1: Getting the basics right 6: A well-run City JCT Strategic Objective – S05: Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT</p>													
Stakeholders mobilized and managed	25.	Number of strategic partnerships created	13	20	20	COO	Quarterly	Target	Target	Target	Target	Target	Target
				Actual	Actual		Actual	Actual	Actual	Actual	Actual		
				9									
Arts and theatre promoted through major milestones and anniversary events	26.	Major milestones and anniversary events celebrated	Soweto Theatre 10th anniversary celebration (2021/22)	Joburg Theatre 60th anniversary celebration	Joburg Theatre 60th anniversary celebration	COO	Quarterly	Target	Target	Target	Target	Target	Target
				Actual	Actual		Actual	Actual	Actual	Actual	Actual		
				Joburg 60th celebration									

Summary

Total number of KPIs	26
Annual KPIs- 2 nd quarter	01
Bi annual KPI- 2 nd quarter and 4 th quarter	01
Total number of KPIs Measured	24
Number of Quarterly KPIs Achieved	22
Number of Quarterly KPIs Not Achieved	2
Total achieved constitutes	92%

KPIs NOT ACHIEVED AND REASONS

KPI	Target	Actual	Reason for not achieving target	Mitigating Measure
Proportion of earned income against total revenue including subsidy	27% / 73% Earn revenue R15.561m Total revenue R56.345m	22% / 78% Earn revenue R13.312m	The reason for not achieving the target is due to the delayed implementation of the arts alive concert, which normally takes place in the first quarter annually. This delay resulted in JCT's budget being short by 5% when comparing budget and actuals.	As mitigating measure, the theatre and ACH department will ensure that plans for Arts Alive are approved timeously to ensure that implementation takes place on time.
Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred	50%	33%	The reason for not achieving the target is due to the combination of the UIFW for 2020/21 and 2021/22 financial years. The UIFW amounting to 3.2m for the financial year 2020/21 was approved by Council in August 2022, resulting in 80% reduction for the 2020/21 financial year. The report for the 2021/22 financial year UIFW will be considered by the board in October 2022 then forwarded to council for approval.	As mitigating measure, the breakdown of the quarterly targets will be reviewed in consultation with GRAS and GRSPC for mid-year deviations.

Section 4: Supply Chain Management and Black Economic Empowerment

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

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

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

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

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

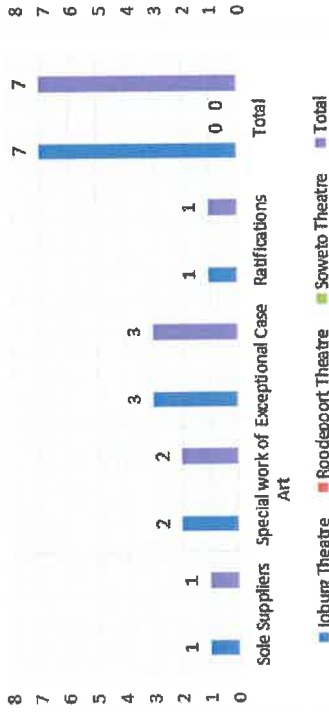
In terms of Regulation 6 (1) read with Regulation 6(2) of the MSCMR issued in terms of the Local Government MFMA 56 of 2003, the Board of Directors of the Municipal entity must maintain an oversight role over the implementation of its SCM Policy.

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

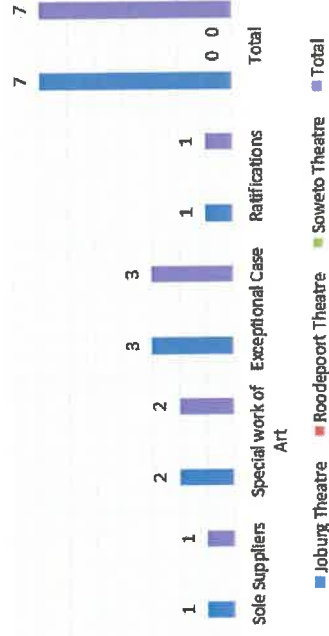
PROCUREMENT FROM RELATED PARTIES

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

Analysis of deviations by theatre



Analysis of deviations by theatre



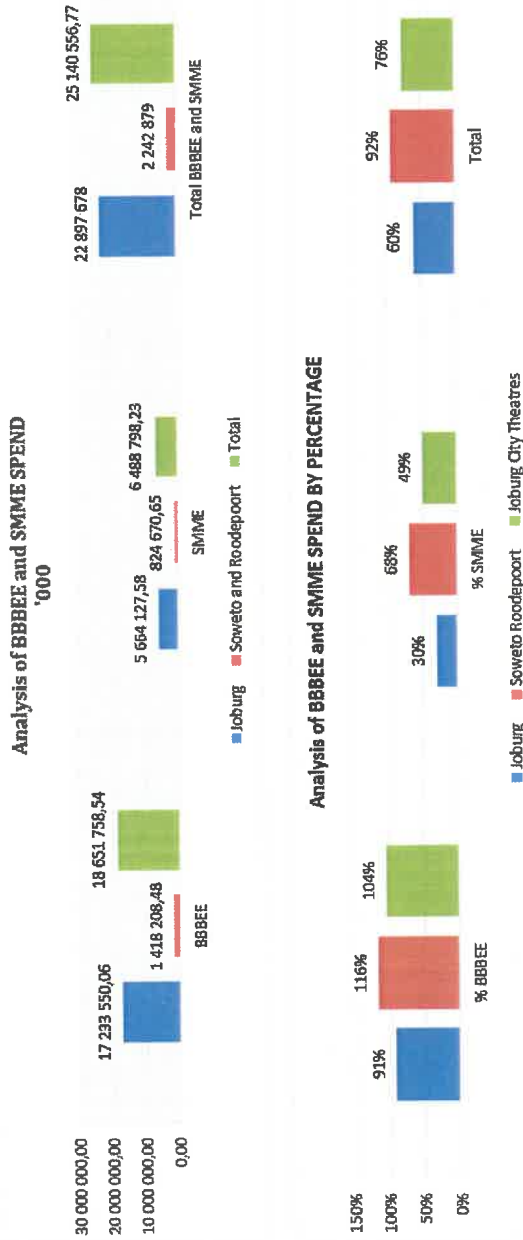
Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Sole Suppliers	1	1	1	0	3
Special work of Art	2	2	3	0	7
Exceptional Case	3	1	1	0	5
Ratifications	0	0	0	0	0
Total	4	4	5	0	13

Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Sole Suppliers	1	1	1	0	3
Special work of Art	2	2	3	0	7
Exceptional Case	3	1	1	0	5
Ratifications	0	0	0	0	0
Total	4	4	5	0	13

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

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

Joburg City Theatres awarded RFQs amounting to R1 769 928.57 and tenders amounting to R10 934 639.64 were awarded, during the quarter under review. The expenditure to both BBBEE and SMME has increased exponentially. Both Joburg theatre and its other sister theatres do primarily spend on BBBEE and SMME. The average spent for Joburg City Theatres on -BBBEE is 104% which is 29% better than the scorecard target while spend on SMMEs averages at 49% and this is 19% above the scorecard target of 30%. Joburg City Theatres have supported 125 companies during the 1st quarter of 2022/2023 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.



Theatres	% BBBEE	% SMME	Total
Joburg	91%	30%	60%
Soweto Roodepoort	116%	68%	92%
Joburg City Theatres	104%	49%	76%

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, Joburg City Theatres had a total of 6 deviations and 1 ratification reported to the Board of Directors. The total value of the deviations and ratification during the 1st quarter is **R 37 930 209.95** but does not necessarily mean that the total amount has been spent.

The deviation for Joburg City Theatres for 1st quarter 30 September 2022 are as follows:

CATEGORY: SPECIAL WORK OF ART			
JOBURG THEATRE			
<u>Description</u>	<u>Value of the Project (Incl. Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Joburg City Theatres Productions 2021/22	R33 234 559.00	01 July 2022	<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, royalties payable to the writers, licenses/Rights, special effects, sound and lighting equipment hire, paintings, props/sets/costumes, 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 2022	<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 recognized 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</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 2022	<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 2. Electrosonic - specific stage technical equipment 4. PILOT 5. LexisNexis – online legal research 6. Dede development – Fazoe Gumede – Author of investigation 7. Yamaha 	
<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, 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 2022	<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)

			<ol style="list-style-type: none"> 2. Stage Machinery (Stage wagon wheels, Switches, Controllers, Firewalls, NAS Devices 3. All pumps (Sump pumps, cooling water pumps and water tanks, hot and cold water chill pumps) 4. Plumbing (blockages) 5. Electrical services 6. Air-conditioning (Trane chillers, Hitachi Chillers and Boilers) 7. Break down on standby generator and fire engine 8. Lifts and Escalators 9. Fleet repairs and maintenance (including Mobile Theatre Truck) 10. Operating Electronic Systems (inclusive of Building Management System) (Cameras and equipment) 11. Soweto Theatre Forecourt Canopy structure and rope 12. Roller doors 13. Gardening equipment <p>The reasons set out in the report and on the basis that the procurement in question is regarded as an exceptional case where it is impractical to follow the normal procurement processes. The Chief Executive Officer, in terms of Regulation (36)(1)(a)(ii) of the Municipal Supply Chain Management Regulations, and Section 20(2)(a)(i) of the Policy, approves the dispensing with the normal procurement processes in respect of the repairs and maintenance of the Theatre equipment.</p>
<p>Renewal of Licenses for Electronic Operating Systems and Miscellaneous Licenses</p>	<p>R607 546.00</p>	<p>01 July 2022</p>	<p>Joburg City Theatres has to annually renew various licenses for utilizing its 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> <ol style="list-style-type: none"> 3.1.1 Caseware Licenses 3.1.2 Theatre Logo's 3.1.3 Driver PDP

			<p>3.1.4 All Sage Licenses 3.1.5 ERS Biometrics Licenses 3.1.6 Post Box Licenses – South African Post Office 3.1.7 TV Licenses - SABC 3.1.8 License for Glider Trailer 3.1.9 SAMRO 3.1.10 Pilot Software 3.1.11 LexusNexus 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)(ii) of the company's Supply Chain Management Policy, approves the dispensing with the normal procurement processes in respect of renewal of licenses for Joburg City Theatres Electronic Operating Systems and Miscellaneous licenses.</p>
<p>Specialised training</p>	<p>Varies as per orders placed</p>	<p>01 July 2022</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> <p>It is therefore imperative that a deviation for this purpose be in place for one calendar year.</p> <p>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>

CATEGORY: RATIFICATION

JOBURG THEATRE

<u>Description</u>	<u>Description</u>	<u>Description</u>
Payment of services for First Aid Training	R 88 104.95	29 August 2022
<p>To request the Accounting Officer in terms of Regulation (36) (1) (b) of the Municipal Supply Chain Management Regulations to ratify actions of officials for a breach of the procurement processes by continuing with operational expenditure for the payment of First Aid Training to the Assessment Zone, without following the normal 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 7 208.20	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 57 649.98	Frozen Drinks Africa is the Sole Supplier of the Slush Puppy Syrups. Sole supplier letter has been received.
The Flavor Lab	R 16 586.45	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 2 100.02	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

Department	Contract No.	Description	Contracted Service Provider(s)	Period	BBBEE LEVEL	Applicable procurement legislation	Value of the project (Vat Inc)
Soweto Theatre	00234/22	Supply, Delivery & Installation Of Sound Proofing	NtokozoYothando Trading (Pty) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 498 473.37
Hospitality & Catering	00236/22	Supply Of Frozen, Dry Goods, Consumables & Cleaning Supplies For Joburg City Theatres' Stages Restaurants, Banqueting Facilities & Theatre Bars (Re-Advert)	Ocean Breeze Merchants (Pty) LTD	12 Months	Level 0	Evaluated in accordance with the PPPFA and regulations	As and when needs basis
Hospitality & Catering	00243/22	Manufacturing & Installation Of New Extractor Canopies & The Cleaning & Maintenance Of The Existing Kitchen Extraction For Joburg City Theatres ON An As And When Need Basis	Brasco Electrical 2001 CC	12 Months	None	Evaluated in accordance with the PPPFA and regulations	As and when needs basis
Hospitality & Catering	00244/22	Design, Manufacturing, Installation & Uninstalling Of Lights & Structures For A Festive Lights For Joburg City Theatres	MK Illumination (Pty) Ltd	12 Months	None Comilian t	Evaluated in accordance with the PPPFA and regulations	As and when needs basis
Programming department	00247/22	Appointment Of A Panel Of Professionals To Curate Exhibitions, Workshops & Festivals For Joburg City Theatres On An "As An When" Needed Basis	-Moshate Communications (Pty) Ltd -Pundit Trading (Pty) LTD C-Major Production (Pty) LTD	12 Months	Level 2	Evaluated in accordance with the PPPFA and regulations	As and when needs basis

REQUEST FOR QUOTATIONS

Department	Contract No	Description	Contracted Service Provider	Period	BBBEE Level	Applicable Legislation	Value of the Contract (Vat Incl)
Customer Services	00813/22	Supply & Maintenance Of Water Cooler Bottles / Dispensers	62 Waters (Pty) LTD	12 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	As and When Needs Basis
Hospitality & Catering	00845/22	Provision Of Décor, Interior Design And Space Planning For Diamond Jubilee At Joburg Theatre	Smile Makers Entertainment (Pty) LTD	Once Off	Level 4	Evaluated in accordance with the PPPFA and regulations	R 199 985.00
Finance Department	00846/22	Compilation Of Comprehensive Tax Asset Register & Assessment Of Section 24C Based On Recent Legislative Changes	Krenston Pretoria (Pty) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 86 250.00
Stage Department	00847/22	Supply & Delivery Of 4K LED Screen Fibre Convertor and 4K LED Screen Processor	DWR Distribution (Pty) LTD	Once Off	Level 3	Evaluated in accordance with the PPPFA and regulations	R 171 529.32
Building & Security	00848/22	Appointment Of A Service Provider For Servicing And Maintaining Of Fire Protection Equipment	Baytech Fire CC (Pty) Ltd	12 months	Level 4	Evaluated in accordance with the PPPFA and regulations	As And When Need Basis
Customer Services	00849/22	Supply & Installation Of Cabinet & Fibre Network From Server Room To Ticketing Offices(Re-Advert)	Jannic Communication CC	Once Off	Level 4	Evaluated in accordance with the PPPFA and regulations	R 74 755.29
Stage Department	00850/22	Supply & Delivery Of A GrandMA On PC Command Wing XT	DWR Distribution (Pty) Ltd	Once Off	Level 3	Evaluated in accordance with the PPPFA and regulations	R 158 831.56
Soweto Theatre	00851/22	Repair And Maintenance Of Diesel Generator For	Eyethu Printing (Pty) LTD	12 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	R 144 100.00

		Soweto Theatre On An As And When Needs Basis							
Roodepoort Theatre	00852/22	Supply and Installation of Ceiling and Lights at Roodepoort Theatre (B)	Dryland Holdings (Pty) Ltd	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 102 800.00		
Roodepoort Theatre	00852/22	Upgrade of Basement Flooring at Roodepoort Theatre (A)	Hilliness Trading	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 96 771.82		
Customer Services	00853/22	Supply, delivery and replacement or installation of APs	Jannic Communications CC	Once Off	Level 4	Evaluated in accordance with the PPPFA and regulations	R 80 804.67		
Soweto Theatre	00854/22	Repairs And Maintenance Of The Air Conditioners For Soweto Theatre	Tshumisano Pottery & Design CC	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 160 002.00		
Soweto Theatre	00855/22	Lights Maintenance For Soweto Theatre	Full Success (Pty) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 169 520.00		
Customer Services	00856/22	Supply & Delivery Of Audio Software	DWR Distribution (Pty) LTD	Once Off	Level 3	Evaluated in accordance with the PPPFA and regulations	R 24 485.00		
Stage Department	00857/22	Supply & Delivery Of A Mobile Digital Mixing Console Combo	Bespoke Entertainment Solution (Pty) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 117 012.50		
Customer Services	00858/22	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 56 377.26		
Customer Services	00859/22	Supply & Delivery Of A Design Laptop	Vukani Technologies (Pty) LTD	Once Off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 70 451.60		
Stage Department	00860/22	Supply & Delivery Of Wireless Comms Single Ear Handsets And Replacement Cables	DWR Distribution (Pty) LTD	Once Off	Level 3	Evaluated in accordance with the PPPFA and regulations	R 56 252.55		

SPENT REPORT

The percentage of BBBEE and SMIME companies respectively, supported during the 1st quarter (01 July 2022 – 30 September 2022) are as follows:

JOBURG THEATRE						
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMIME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION	
R 18,965,034.24	R 17,233,550.06	R 1,731,484.18	R 5,664,127.58	R 1,432,457.18	R 664,689.07	
	91%	10%	30%	8%	4%	
87 suppliers	83 suppliers	4 suppliers	56 suppliers	20 suppliers	18 suppliers	
ROODEPOORT & SOWETO THEATRE & ZOO						
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMIME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION	
R 1,219,915.05	R 1,418,208.48	-R 198,293.43	R 824,670.65	R 824,670.65	R 458,650.13	
	116%	-14%	68%	68%	38%	
38 suppliers	36 suppliers	2 suppliers	26 suppliers	7 suppliers	11 suppliers	
JOBURG CITY THEATRES (CONSOLIDATED)						
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMIME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION	
R 20,184,949.29	R 18,651,758.54	R 1,533,190.75	R 6,488,798.23	R 2,257,127.83	R 1,123,339.20	
	104%	-2%	49%	38%	21%	
125 suppliers	119 suppliers	6 suppliers	82 Suppliers	27 suppliers	29 suppliers	

Note:

A total of 125 service providers supplied goods / services for both Joburg Theatre and Roodepoort & Soweto Theatre, and were calculated as such.

Section 5: 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	6,066,529.67	64.46% of the amount owed is sitting under 30 days on the debtor's age analysis, while the balance of 35.54% is reported to be sitting on over 30 days on age analysis	100% of this balance is for COJ department and COJ entities. The amount relates to catering services provide to COJ, Arts & Culture Programs
Gauteng eGovernment	7 650.01	100% is sitting in over 120days	The amount relates to catering services

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

Name of Department	Amounts owed	Account Status	Comments
City of Johannesburg	3,343,666.41	100% is sitting under 30 days	The amount relates to insourcing and rental

CHAPTER FOUR: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

Section 1: Human Resources Management

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

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

Section 2: Employee Remuneration

EMPLOYEE COST BREAKDOWN		2023
Net Salary		16 343 272,13
PAYE		3 655 650,22
UIF		235 901,73
SDL		205 896,95
PENSION & MEDICAL AID		5 202 882,19
THIRD PARTIES		237 222,61
Leave Accruals & Bonus Provisions		792 049,30
OTHER		133 701,87
		26 806 577,00

Section 3: Key Vacancies

The total number of JCT approved positions is 260 positions filled. The number of filled positions is 240. The number of vacant posts stands at 20.

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

Table 1: Detailed analysis on occupancy and vacancy report

Department	Approved Positions	Occupied Positions	Vacant Positions	Temporary Staff	Interns / Learners	Total
Governance	8	7	1	0	1	8
Human Resources	4	3	1	0	1	4
Stage	29	27	2	0	2	29
Finance and SCM	17	15	2	2	4	21
Building & Security	62	56	6	0	1	57
Customer Services	9	8	1	26	2	36
Client Services (Programming)	10	9	1	0	3	12
Hospitality & Catering	31	27	4	154	0	181
Soweto Theatre	60	58	2	20	3	82
Roodepoort Theatre	30	28	2	16	2	46
Total	260	238	22	218	19	476
Vacancy and Occupancy %		92%	8%	46%	4%	

JCT is operating at **92%** occupancy against the approved staff establishment with the remaining **8%** recorded as vacancy rate. The vacancy recorded is inclusive of the deferred positions in the approved structure, which will be filled in a 3-year cycle. In addition to the above staffing, **4%** of human capacity comprises of interns, which are placed within various departments and **46%** of temporary staff members.

There are **218** temporary employees in this quarter, **154** are working in Hospitality and Catering department, **64** are ushers/adhocs contracted to work as and when there are shows. The appointment of temporary employees is dictated by the needs of the business. The number of temporary employees fluctuates on a monthly basis due to the nature of the business.

Recruitment Process

The table below summarises the recruitment activities and progress towards filing of vacant positions. Some positions have been filled while others are in a process of being filled. The Artistic Director, one of the key position has been appointed. The filing of vacant posts highlighted in blue has been deferred due to operational reasons.

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

Department	Position	Mode of recruitment	Progress
Governance	General Manager: Strategic & Relations projects	External	Interview were conducted on 02/09/2022 Verification process commenced on 06/09/2022, awaiting GFIS to give the report.

Department	Position	Mode of recruitment	Progress
Building & Security	Building & Facilities Manager	External	Recruitment begins in the second quarter.
	Building Technician	External	JD was sent for evaluation the City's Job Evaluation Committee to grade the position on Wednesday the 14 th September 2022.
	Cleaner	External	Recruitment begins in the second quarter.
	Health & Safety Officer		Recruitment is deferred
	Health & Safety Officer		Recruitment is deferred
	Driver	External	Post was advertised on 14/09/2022 with a closing date of 03/10/2022
Stage	Stage Manager	External	Interviews conducted on 24/08/2022. Verification in progress
	Senior AV Technician	External	Offer of Appointment signed. New employee will commence on 03/10/2022
Customer Services	Customer Services Assistant	External	Advert closed 22/09/2022
Client Services (Programming)	Artistic Director	External	Vacancy has been filled. Employee commenced work on 1 July 2022.
	General Manager: Marketing & Communications	External	Screening Interviews conducted on 01/09/2022 Interviews conducted on 23/09/2022
Finance	Payroll Administrator	External	Offer of Appointment signed. New employee will commence on 03/10/2022
	Supply Chain Management Officer	External	Advert closed 22/09/2022
Corporate and Shared Services	Corporate and Shared Services Manager		Recruitment is deferred
Soweto Theatre	Cleaner	Internal	Vacancy has been filled. Employee commenced work on 01/09/2022
	Building and Facilities Officer	Internal	Recruitment begins 2 nd quarter.
	Front of House Manager	External	Recruitment commences in 2 nd quarter
Roodepoort Theatre	Marketing Assistant		Recruitment is deferred.
	Stage Crew	Internal	Recruitment begins 2 nd quarter
Hospitality & Catering	Junior Sous Chef	External	Vacancy filled. Employee commenced work on 01/08/2022

Department	Position	Mode of recruitment	Progress
	Hospitality Manager	External	Vacancy filled. Employee commenced work on 01/08/2022
	Food & Beverage Manager	External	Vacancy filled. Employee commenced work on 01/08/2022
	Sous Chef	External	Interviews conducted on 23/08/2022. Verification in progress
	Assistant Stage Supervisor	External	Advert closed 22/09/2022
	Stage Supervisor	External	Advert closed 22/09/2022
	F&B Supervisor	External	Advert closes 13 October 2022

Table 2: (b) Recruitment progress report: Interns

Department/Section	Mode Of Recruitment	Progress
Technical RT	External	Employee commenced work on 01/09/2022
Governance Intern	External	Re-Advert closed 22/09/2022
Programing intern	External	Employee commenced work on 01/09/2022
Strategic Support Intern	External	Employee commenced work on 01/08/2022
Youth Development at ST x 2	External	Verification to begin

Appointments

(5) Permanents, (4) temporaries and (3) interns' appointments were recorded during the quarter as shown in the tables below

Table 3(a) permanent appointments

Department	Position	Number of appointees	Effective Date
Hospitality and Catering	Food & Beverage Manager	3	01/08/2022
	Hospitality Manager		
	Junior Sous Chef		
Governance	Artistic Director	1	01/07/2022
Soweto Theatre	Cleaner	1	01/09/2022

Table 3(b): Temporary appointments

Department	Position	No of appointees	Effective Date
Hospitality & Catering	Waitress / Casuals	1	01/06/2022
Customer Services	Ushers-JT	3	01/06/2022

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

Table 3: (c) Interns appointment: Interns

Department/Section	Intern	No of appointees	Effective Date
Governance	Strategic Support	1	01/08/2022
Client Services	Programming	1	01/09/2022
Roodepoort	Technical	1	01/09/2022

Staff Turnover

Eight (8) permanents and Thirteen (13) temporary staff terminations were recorded during the quarter as indicated in the table below.

Table 4 (a) Terminations of permanent employees

Department	Position	Reason for termination	Effective Date
Building & Security	Driver	Resignation	01/09/2022
	Cleaner	Dismissal	16/09/2022
Hospitality and Catering	Assistant Stages Supervisor	Resignation	31/08/2022
	Stages Supervisor	Resignation	31/08/2022
	F&B Supervisor	Resignation	11/09/2022
Roodepoort	Stage Crew	Normal Retirement	29/July 2022
Finance Department	Supply Chain Management Officer	Transfer to CoJ	01/07/2022
Soweto Theatre	Building and Facilities Officer	Resignation	01/07/2022

Table 4(b): 19 Terminations of temporary employees

Department	Position	Reason for termination	Effective Date
Soweto Theatre	Ushers x 1	Deceased	27/08/2022
Hospitality and Catering	Casuals x 12	Dismissal due to fraud	15/08/2022
	Casual	Abscondment	24/06/2022

Exit interviews were conducted with 7 permanent employees who resigned. No exit interviews conducted for one employee who resigned with immediate effect and the other employee who was dismissed.

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 filling of vacant positions.

Section 4: Employment Equity

JCT's objective is to have a workforce reflective of the demographics of South Africa and Gauteng region. Diversity and inclusion are entrenched in our talent management as well as a learning and development agenda, which allows us to improve our talent pipeline for designated groups. The Employment Equity is profiled according to gender, disability, race, salary grade and by occupational levels. The employment equity targets are aligned to the country's Economically Active Population (EAP) percentage distribution within the Gauteng region. The EAP includes people from **16 to 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. It is important to note that the analysis of this section of the report focuses on the EAP as depicted in the tables below.

Table 5: Employment Equity Profile

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	1	0	0	0	0	0	1
Senior Management	1	0	0	0	1	0	0	0	0	0	2
Professionally Qualified / Middle Management	11	1	2	6	6	1	0	1	0	0	28
Skilled Technically and Academically Qualified	20	0	1	4	23	1	1	0	1	0	51
Semi-Skilled	45	1	0	0	25	0	0	0	1	0	72
Unskilled	55	0	0	0	29	0	0	0	0	0	84
Total	132	2	3	10	85	2	1	1	2	0	238
% of Gender Representation	55.2%	0.8%	1.3%	4%	36%	0.8%	0.4%	0.4%	0.8%	0.0%	

Table 5.1: Employment Equity Profile Joburg Theatre

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	1	0	0	0	0	0	1
Senior Management	1	0	0	0	1	0	0	0	0	0	2
Professionally Qualified / Middle Management	10	1	0	5	4	1	0	1	0	0	22
Skilled Technically and Academically	16	0	1	3	11	0	0	0	0	0	31
Semi-Skilled	26	1	0	0	14	0	0	0	0	0	41
Unskilled	16	0	0	0	12	0	0	0	0	0	28
Total	69	2	1	8	43	1	0	1	0	0	125
% of Gender Representation	55%	1.6 %	0.8%	6.4%	34%	0.8%	0.0%	0.8%	0.0%	0.0%	

Table 5.2: Employment Equity Profile Soweto Theatre

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally Qualified / Middle Management	1						0	0	0	0	1
Skilled Technically and Academically Qualified	1	0			6					0	7
Semi-Skilled	7					3	0	0	0	0	10
Unskilled	28	0	0	0	12	0	0	0	0	0	40
Total	37	0	0	0	22	0	0	0	0	0	58
% of Gender Representation	64%	0.0 %	0.0 %	0.0 %	36%	0.0 %	0.0 %	0.0%	0.0%	0.0%	

Table 5.3: Employment Equity Profile Roodepoort Theatre

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally Qualified / Middle Management	0		1				0	0	0	0	1
Skilled Technically and Academically Qualified	1	0			3	1				0	5
Semi-Skilled	3				2		0	0	0	0	5
Unskilled	12	0	1	0	5	0	0	0	0	0	17
Total	16	0	1	0	10	1	0	0	0	0	28
% of Gender Representation	63%	0.0%	0.0%	0.0%	37%	0.0%	0.0%	0.0%	0.0%	0.0%	

Table 5.4: Employment Equity Profile Catering and Hospitality

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally Qualified / Middle Management	0	0	1	1	1		0	0	0	0	3
Skilled Technically and Academically Qualified	4			2	4				1	0	11
Semi-Skilled	6				6				1		13
Unskilled											
Total	10		1	3	11				2		27
% of Gender Representation	37%	0.0%	4%	11%	41%	0.0%	0.0%	0.0%	19%	0.0%	

Table 6: Disability Profile

Occupational levels	Males				Female				Total PWDs
	A	C	I	W	A	C	I	W	
Top Management	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Professionally Qualified / Middle Management	-	-	-	-	-	1	-	-	1
Skilled Technically and Academically Qualified	-	-	-	-	1	-	-	-	1

Occupational levels	Males				Female				Total PWDs
	A	C	I	W	A	C	I	W	
Semi-Skilled	-	-	-	-	-	-	-	-	-
Unskilled	1	-	-	-	1	-	-	-	1
Total	1	-	-	-	2	1	-	-	4

The employment of Persons with disability target is 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 7: Employment Equity and Economically Active Population (EAP) Targets

Description	Total employees	Gauteng EAP EE Target %	JCT EE Actual %	Variance
Africans	219	81.0%	92%	+11%
Coloureds	4	2.6%	1.6%	-1%
Indians	4	2.9%	1.6%	-1.3%
Whites	11	13.5%	5%	-8.5%
Persons with disability	4	2.0%	1.7%	-0.3%
Male	148	55.9%	62%	-6.1%
Female	90	44.1%	38%	-6.1%

During the reporting period, overall African representation stands at 92%, which is above the set target of 81.0%, Coloureds at 1.6%, which is also below a target with 2%. Indians and Whites are underrepresented at by 1.3% and 8.5% respectively.

Table 8: Gender representation

Gender	TOTAL		African		Coloured		Indian		White	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Male	55.9%	62%	45.3%	56%	1,3%	0.8%	1,9%	1.2%	7.4%	4%
Female	44.1%	38%	35.7%	36%	1,3%	0.8%	1,0%	0.4%	6.1%	0.4%
Total	100%	100%	81.0%	92%	2.6%	1.6%	2.9%	1.6%	13.5%	4.4%

	Target achieved
	Requires improvement

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

Table 9: Age Analysis profile per race and gender

Age			Gender		Race			
Age Groups	Number of staff	% representation	Male	Female	A	C	I	W
18-25	2	1%	0	2	2	0	0	0
26-35	72	30%	40	32	70	1	1	0
36-45	89	37%	60	29	83	2	2	2
46-55	55	23%	32	23	49	0	1	5
56-65	20	8%	16	4	15	1	0	4
Total	238	100%	148	90	219	4	4	11

The majority of JCT employees are aged between 26-45 years of age, which represents 67% of the JCT staff establishment. This group is largely represented by African employees at 92%.

Section 5: Skills Development and Training

This section provides the quarterly reporting on the status of employee's skills development and training initiatives undertaken by employees. In line with the Training and Development Policy, JCT offers a wide range of development provision enabling employees to gain skills competencies and experience necessary to contribute to the attainment of individual, team and organisational goals and expectations in an increasingly diverse and demanding context. JCT did not offer any training during this quarter. RFQ to contract panel of training service providers is being finalised. Training will commence in the 2nd quarter.

The company has a policy in respect of paid assistance for skills development courses, which help in enhancing the skills of previously disadvantaged individuals. 6 employees are studying towards a qualification in different institutions which is summarised in the table below.

Table 10: Subsidised Education Training

DISCIPLINE	NUMBER OF LEARNERS	INSTITUTION
Postgraduate Diploma in Management	1	Regent Business School
Postgraduate Diploma in IT Management	1	MANCOSA
Postgraduate Diploma in Supply Chain Management	1	Regent Business School

Bachelor of Business Administration	1	MANCOSA
B Com HR	1	Regent Business School
NEBOSH International Diploma In Safety Management	1	SHEilds
TOTAL BENEFICIARIES	6	

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.

No employees was sent to training in this quarter under review.

Section 6: Performance Management and Succession Plan

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

Section 7: Leave and Productivity Management

In line with the approved Leave Management Policy and Main Collective Agreement, JCT employees are entitled to 24/27 days leave per annum to be taken at a time convenient to JCT and agreed upon by the line manager. 80 sick leave days in a three (3) year cycle and 5 family responsibility leave days are also provided. The section below provides a detailed overall leave management and analysis per department.

Table 12: Overall Company Leave Analysis

Type of Leave	July	August	September	Total Leave Days Taken	% Leave days taken
Annual Leave	489	406	61	956	85%
Sick Leave	22	36	65	123	11%
Family Responsibility Leave	2	10	16	28	3%
Study Leave	2	0	2	4	0.35%
Unauthorised Leave	0	0	1	1	0.90%
Maternity Leave	2	0	0	2	0.17%
Total	517	452	145	1114	100%

As at 30 September 2022, employees took a combined total of 1114 leave days. Annual leave was the most taken during the month of September and his however did not affect business operations.

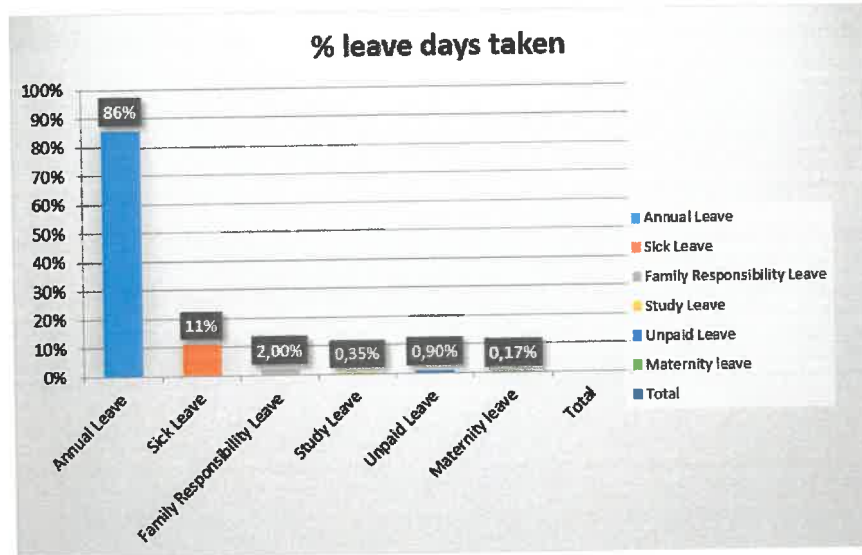


Figure 1: Leave Analysis

Annual leave was the most leave taken by employees as per figure 3 above by 86%, Sick Leave at 11%, Family Responsibility at 2%, Study leave at 0.35%, unauthorised Leave and maternity leave taken and recorded at 0.90% and 0.17% respectively. Tables below provides a detailed breakdown of leave days taken per department:

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

Table 13: Joburg Theatre

Number of staff	Type of Leave	July	August	September	Total Days Taken
136	Annual Leave	422	345	61	828
	Sick Leave	20	31	62	113
	Family Responsibility Leave	0	9	11	20
	Study Leave	0	0	2	2
	Unauthorised Leave	0	0	0	0
	Maternity leave	2	0	0	2
	Total		444	385	136

Table 14: Soweto Theatre

Number of staff	Type of Leave	July	August	September	Total Days Taken
19	Annual Leave	55	39	0	94
	Sick Leave	0	3	3	6
	Family Responsibility Leave	2	1	5	8
	Study Leave	2	0	0	2
	Unauthorised Leave	0	0	1	1
	Maternity leave	0	0	0	0
	Total		59	43	9

Table 15: Roodepoort Theatre

Number of staff	Type of Leave	July	August	September	Total Days Taken
15	Annual Leave	10	22	0	32
	Sick Leave	2	0	0	2
	Family Responsibility Leave	0	0	0	0
	Study Leave	0	0	0	0
	Unauthorized Leave	0	0	0	0
	Maternity Leave	0	0	0	0
	Total		12	22	0

Human resources 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

Employee representation

The company does not have an effective consultative committee, which provides a platform to engage as well as consult with employees on key issues affecting them and the business at large. JCT will engage with employees in order to form a recognition agreement to enable them to elect their shop stewards each theatre in the 2nd quarter.

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

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

Union Membership

A total of **121** employees belong to labour unions of which **49** subscribe to IMATU, **72** to SAMWU, **115** employees who pay Agency Shop Fees to the Council are not affiliated to any Union. **3** employees do not pay Agency Shop fees.

Labour Relations matters

The table below summarises the labour relations cases recorded for the 1st quarter.

Table 16: Labour Relations Cases

Department	Designation	Nature of Misconduct	Progress and/or Outcome/Sanction
Catering & Hospitality	Waitresses & Waiters	Allegations of fraud	Dismissal – effective 12 August 2022, following a formal disciplinary hearing outcome
Roodepoort Theatre	Security Officer x 2	Allegations of dishonesty	DC scheduled set for 23/09/2022 . DC was postponed to 10 th and 11 th October 2022. Charge sheet amended with 4 additional charges.
	Security Officer	Making false and disparaging accusations against a fellow employee & Insolent, rude, provocative and aggressive behaviour	The DC sat on 25 August 2022 and 13 September 2022 and is incomplete. It will sit again on 4 th and 5 th October 2022.
Soweto Theatre	Security Officers X 2	Drinking alcohol on Duty / being under the influence of alcohol while performing their duties and refusing to take breathalyser test at the police station	Final Written Warning following a plea agreement on 2 August 2022.
Building & Security	Cleaner	Abscondment	Dismissal - effective 16 September 2022, following a formal disciplinary hearing conducted on 8 September 2022

All disciplinary matters were handled in line with the approved disciplinary code policy of the organisation.

Court Cases

One **(1)** former employee has lodged an appeal against the CCMA Arbitration Award issued in favour of JCT. The table below summarises the status of the case.

Section 9: Employee Wellness

Employee Assistance Programme (EAP)

JCT has an outsourced Employee Assistance Programme through ICAS, whereby employees and their immediate families can access the service free of charge. ICAS, the service provider was contracted in this quarter under review. ICAS provides 24 hours online (internet, website, WhatsApp, call-back, etc.), inbound telephonic, and

face to face health and wellness information and counselling to staff members. Employees and their immediate families continue to access the service free of charge.

It is encouraging that employees are accessing the online services in an effort to address their psychosocial challenges. More employees will be encouraged to use this service so that they can benefit from a customised comprehensive health risk assessment programme targeted at their lifestyle challenges.

Section 10: Employee Benefits

Retirement and Medical Aid Benefits

JCT is a participating employer in one of the retirement and medical aid benefit schemes to provide post-employment benefits to all its eligible employees. Depending of the nature of employment, employees have an option of belonging to the City of Johannesburg accredited medical aid schemes where the Company contributes 60% and the member (employee) contributes (40%) towards membership medical aid only for permanent staff members and fixed term contribute 100%; and 18% Company contribution and 6.5% member (employee) for retirement benefits.

JCT currently operates three funds and 239 employees are members of the funds as indicated in the table below.

Medical Aid Funds

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

NO	NAME OF MEDICAL AID SCHEME	NO. OF MEMBERS	COMPANY CONTRIBUTIONS (%)	CTC (%)
1	Discovery Health	40	60%	-
		18	75%	-
		2	-	100%
2	LA Health	1	60%	-
3	Key Health	1	60%	-

Company Allowances

56 employees receive R1011.77 each as subsidy for homeowners' allowance. 67 employees receive Cell phone allowances while 45 receive data allowance towards the use for business purposes of their cell phones.

Section 11: Occupational Health & Safety Programmes

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

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

The City Manager is the section 16(1) responsible person for the COJ and the MD's / CEO's are the section 16(1) responsible for the Municipal Entities. The Act makes provision for the CEO's / MD has 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 Health and Safety Manager as the Liaison with the COJ Group SHE Directories 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 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

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

HIV/AIDS on the Workplace

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

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

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

Internal Events/ Staff Engagements

Staff engagement is a workplace approach aimed at creating high performing teams boosting a collaborative and coordinated effort towards the company's strategic goals. The key principle on which this staff engagement approach is based is increasingly recognised as not only desirable but also necessary, both for creating more ideal working conditions and for reasons of sustainability.

Human Resources Manager and Company Secretary conducted HR Roadshow where employees' issues were discussed and resolved. The main object was to workshop employees about the standard of conduct prescribed by the Disciplinary Policy and Procedure as well as the Main Collective Disciplinary Procedure. Employees were encouraged to ask questions relating to their working conditions. The roadshow was a huge success.

CHAPTER FIVE: FINANCIAL PERFORMANCE AND EXPOSURE

Section 1: Statement of Financial Position

Joburg Theatre (SOC) Limited

Annual Financial Statements for the 3 Months ended 30 September 2022

Statement of Financial Position as at 30 September 2022

Figures in Rand	Note(s)	30 September 2022	30 June 2022
Assets			
Current Assets			
Inventories	2	13,632,593	5,014,302
Receivables from exchange transactions	3	7,998,693	16,444,526
VAT receivable	4	3,961,850	3,358,420
Cash and cash equivalents	5	145,020,585	17,478,917
		<u>170,613,721</u>	<u>42,296,165</u>
Non-Current Assets			
Property, plant and equipment	6	13,524,559	13,275,323
Intangible assets	7	333,950	333,950
Heritage assets	8	1,602,700	1,602,700
		<u>15,461,209</u>	<u>15,211,973</u>
Total Assets		<u>186,074,930</u>	<u>57,508,138</u>
Liabilities			
Current Liabilities			
Payables from exchange transactions	9	142,113,807	25,272,858
Provisions	10	4,756,024	3,717,707
		<u>146,869,831</u>	<u>28,990,565</u>
Non-Current Liabilities			
Deferred tax	12	5,071,369	5,071,369
Total Liabilities		<u>151,941,200</u>	<u>34,061,934</u>
Net Assets		<u>34,133,730</u>	<u>23,446,204</u>
Share capital / contributed capital			
Reserves	34	10	10
Investment from Shareholder		1,784,049	1,784,049
Accumulated surplus		32,349,671	21,662,145
Total Net Assets		<u>34,133,730</u>	<u>23,446,204</u>

Draft

Section 2: Statement of Financial Performance

Joburg Theatre (SOC) Limited

Annual Financial Statements for the 3 Months ended 30 September 2022

Statement of Financial Performance

Figures in Rand	Note(s)	30 September 2022	30 June 2022
Revenue			
Revenue from exchange transactions			
Ticketing Services	13	354,126	499,583
Hospitality and Catering Services	13	9,039,173	54,040,931
Rental of facilities and equipment	13	1,348,124	4,644,966
Arts Alive	13	-	8,611,747
Sponsorship	13	-	478,261
In-house ticket sales	13	-	5,380,057
Other income	15	721,360	8,243,624
Interest received - investment	16	1,849,571	4,015,408
Total revenue from exchange transactions		13,312,354	85,914,577
Revenue from non-exchange transactions			
Transfer revenue			
Subsidy	17	47,992,307	166,152,000
Total revenue	13	61,304,661	252,066,577
Expenditure			
Employee related costs	18	(27,166,577)	(104,879,510)
Depreciation and amortisation	19	-	(1,503,585)
Transfers and Subsidies	21	(8,343,323)	(22,884,193)
General Expenses	22	(15,107,235)	(107,917,084)
Total expenditure		(50,617,135)	(237,184,372)
Surplus before taxation		10,687,526	14,882,205
Taxation	23	-	(3,747,300)
Surplus for the 3 Months		10,687,526	11,134,905

Draft

Section 3: Cash Flow Statement

Joburg Theatre (SOC) Limited

Annual Financial Statements for the 3 Months ended 30 September 2022

Statement of Changes in Net Assets

Figures in Rand	Share capital / contributed capital	Other NDR	Accumulated surplus	Total net assets
Balance at 01 July 2021	10	1,784,049	10,527,240	12,311,299
Changes in net assets				
Surplus for the 3 Months	-	-	11,134,905	11,134,905
Total changes	-	-	11,134,905	11,134,905
Balance at 01 July 2022	10	1,784,049	21,662,145	23,446,204
Changes in net assets				
Surplus for the 3 Months	-	-	10,687,526	10,687,526
Total changes	-	-	10,687,526	10,687,526
Balance at 30 September 2022	10	1,784,049	32,349,671	34,133,730
Note(s)			34	

Draft

Section 4: Ratio Analysis

Financial Ratios	30-Sep-22	30-Sep-21	Target	Norm	Interpretation
Current Ratio	1.15	1.04	> 1.00	1.5 to 2.1	The Current Ratio is below the norm of 1.5 to 2.1, however in as much as it is just above the target of 1 it does not pose any challenge as some of the payables relates to subsidy and future shows.
Solvency Ratio	1.21	1.12	> 2.00	2 : 1	The Solvency Ratio is also below the norm of 2:1 and again this is not a challenge for the entity because of the same reason of the accounting treatment for deferred revenue.
Debt: Revenue	13%	16%	< 45%	45%	The ratio is below target and below the norm, and does not pose any challenge. The entity needs to maintain the ratio going forward.
Remuneration	54%	48%	At least 30%	25% - 40%	The ratio is over the Norm and JCT should monitor this ratio and put measures in place to ensure it goes between the norm.
Repairs & Maintenance	1%	1%	8%	8%	The ratio is below the norm of 8%, but should balance in the next Quarters.
Interest: Expenditure	0%	0%	< 7%	< 7%	The entity is really not financed by interest bearing borrowings hence a lower ratio on interest and this is not a reason for concern at all.
Net Operating Expenditure	17%	14%	At least 15%	= or > 0%	The entity is sitting at a position of 17% which is slightly above target.
Cost Coverage Ratio	180 Days	270 Days	> 45 Days	1 - 3 Months	The entity is above the target and over the norm of 1 - 3 months (90 days).

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

Irregular Expenditure

JCT has discovered total irregular expenditure amounting to R5 593 849 this current financial year. R44 571 relates to Avis Fleet Services contract, The contract has been declared irregular at Group level due to non-compliance with section 116 of MFMA Act, R3 980 440 relates to the expenditure incurred by JCT from DWR Distribution a supplier who was appointed as a result of an incorrect awarding on points calculations and R1, 568,838 relates to the training offered by Assessment Zone for failure to comply with supply chain management's competitive bidding process.

Fruitless and wasteful expenditure

No incidents incurred for the quarter under review.

Section 6: Pending Litigations and Possible Liabilities

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

Regarding the Bosch family matter, monthly meetings with the attorneys, were introduced in the last quarter, to ensure a speedy and conclusive resolution of the matter. The progress to date is that the Plaintiff's response to the Rule 35(3) & (6) notice was expected in mid-August 2022, a progress report was sought by JCT and an update on the response is awaited from the insurance instructed attorneys.

Section 7: Insurance Claims against/to MOE/Department

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

CHAPTER SIX: INTERNAL & EXTERNAL AUDIT FINDINGS

Section 1: Results of Internal Audits

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

Section 2: Progress on Resolution of Internal Audit Findings.

Out of the 29 audit findings that was issued for the financial years 2020/21 & 2021/22, management has resolved 83% while internal audit has resolved 13 finding from 2020/21 financial year. The internal audit aim to close the previous financial year's findings in the 2022/23 coverage plan.

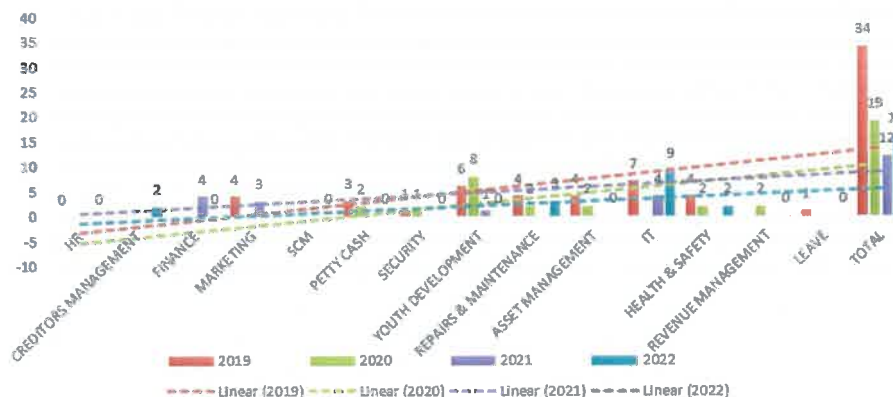
Description	Total Open Findings 01 July 2020	Findings raised during 2020/21	New Findings raised during 2021/22	Total Findings	Total Resolved as per IA verifications	Total resolved as per Management	% resolved as per IA verifications	% resolved as per Management
Internal Audit Findings	1	12	16	29	13	24	45%	83%

Summary and analysis of Internal Audit finding

Classification	Total number of findings raised	Number of findings resolved By management	Number of findings unresolved By management
FINDINGS RAISED	29	24	5
TOTAL	29	24	5
%		83%	17%

Internal auditors raised 16 findings in the 2021/22 financial year. The graph below depicting findings by department:

ANALYSIS OF INTERNAL AUDIT FINDINGS 2022/23



No	Department	Finding	Due Date	Action Implemented	Status
1	Maintenance	Ten light bulbs not replaced at the backstage of the Nelson Mandela stage - Medium	01 November 2021	Most light bulbs replaced and the few outstanding will be replaced as soon as the pantomime move-in is completed.	Resolved
2	Maintenance	Non adherence to the maintenance plan – Roodepoort theatre	18 November 2021	The management have ensured that all work is done in accordance with the plan as soon as possible.	Resolved
3	Maintenance	Non adherence to the maintenance plan – Soweto theatre	19 November 2021	The management have ensured that all work is done in accordance with the plan as soon as possible.	Resolved
4	Health and Safety	Health and Safety policy not reviewed periodically.	28 February 2022	The Management have ensured that policies are subjected to periodic review and approval from EXCO.	Resolved
5	Health and Safety	Poor filing system at Soweto theatre health and safety department	24 November 2021	The Management have ensured that Health and Safety documents are properly filed by the Acting Health and Safety Officer.	Resolved
6.	Creditors Management	Credit balances appearing on the age analysis	Immediately	Cut-off date for allocation of payments to creditors' invoices revised	Resolved
7.	Creditors Management	No proper filling of documentation	Immediately	Previous year's accrual listing/Schedule (2020/21FY) to reflect changes that were made post Auditor General regularity audit has been updated	Resolved
8.	Information Technology(IT)	Inadequate stakeholder involvement by JCT IT Steering Committee Member.	Immediately	The IT Manager has informed the secretariat and the Company Secretary has given a written instruction to the Committee Officer who serves as the ICT Steering Committee's secretariat to invite the	Resolved

				Strategic Support Manager from the next meeting and thereafter.	
9.	Information Technology(IT)	JCT IT Policy not formally approved.	11-13 July 2022	The revised IT policy was presented to EXCO in June 2022 and was recommended to the ARC and board for approval at their next quarterly meetings in July 2022.	Resolved
10.	Information Technology(IT)	No Standard Operating Procedures and System manual for Sage 300.	30 July 2022	Management will ensure that the manual for Sage 300 is purchased and made available to the auditors.	In- Progress
11.	Information Technology(IT)	User Access management procedure for Sage 300 not in place.	30 June 2022	A documented user access management procedure that defines the procedures in place for granting, modifying, removing, and reviewing user access privileges to the sage 300 system/application will be developed as a matter of urgency.	In- Progress
12.	Information Technology(IT)	Inadequate configuration password settings for Sage 300.	30 June 2022	Management will make the recommended changes on Sage 300.	In-Progress
13.	Information Technology(IT)	Inadequacies Surrounding User rights/permissions.	30 June 2022	Management will implement the recommended changes and improvements	In-Progress
14.	Information Technology(IT)	Inadequate System validation Controls on the Sage 300.	Immediately	This issue is not a JCT unique, but a Sage 300 development issue that was raised by Auditors in past audit. With the City currently in transition requiring all its entities	In-Progress

				to move over to SAP, management views it as fruitless and wasteful expenditure to incur development improvements on Sage 300, especially if the risks are assessed as low.	
15.	Information Technology(IT)	Lack of Segregation of duties.	N/A	The theatre has several departments, payroll manager and administrator each have their individual departments that they are responsible for, unfortunately payroll procedures are the same, and therefore the Job Descriptions will have lots of similarities, an ideal situation for the company is to have 2 administrators both reporting to the manager, but budget constraints do not allow for that.	Resolved
16.	Information Technology(IT)	Lack of Transactional review function on the Sage 300 System	immediately	The auditors acknowledge that the review is, the auditor's issue is that they are done outside the system. The important thing is that the internal control is in place and is effective. Management acknowledges that as part of 41R processes should be as seamless as possible, but unfortunately, with the transition to SAP currently in progress, any system improvements will be fruitless and wasteful expenditure.	Resolved

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

Auditor General (SA) raised ten audit findings in the 2020/21 financial year. The entity has resolved all 10 findings. The audit for 2021/22 is currently underway and six (6) requests for information have been issued as at 30th September 2022.

Description	Total number of findings raised by Auditor General	Number of findings resolved By management	Number of findings not resolved By management
AG - Audit Findings	10	10	0
TOTAL	10	10	0
%	100%	100%	0%

Progress on Resolution of Auditor General Audit Findings:

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

ACTION PLANS FOR EXTERNAL AUDIT FINDINGS 2020/21

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

5.	SCM- Spouse, Child or parent of a person in the service of the state	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management will disclose the expenditure in the annual Financial statements	Resolved	30 November 2021	new
6.	SCM-Guidelines of PPPF not applied and this resulted in incorrect award	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management will continuously monitor the Implementation of 2017 point systems in all procurement processes where possible	Resolved	30 November 2021	New
7.	SCM-Errors with PPPF points calculations	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management will continuously monitor the implementation of 2017 point systems in all procurement processes where applicable	Resolved	30 November 2021	New
8.	SCM-Awards made to persons in service of the state	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management will continuously monitor the implementation of 2017 point systems in all procurement processes where applicable		08 November 2021	4

9.	Expenditure on City AON contract deemed to be irregular	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management will disclose all amounts paid to AON contract as irregular expenditure in the Financial Statements for the current	Resolved	Immediately	New
10.	Difference on related parties	Finance	HSD	JCT	CFO Solomon Mphakathi	Misstatement in Financial statements	The entity will continue reviewing the schedules and Financial Statements to ensure that there is always alignment.	Resolved	Immediately	New

Section 4: Statement of Internal Control

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

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

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

The following table depict the current internal control dashboard:

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

AUDITEE NAME:	Joburg City Theatres SOC LTD				ASSESSMENT PERFORMED ON:	30 September 2022			
ASSESSMENT PERIOD COVERED: (Tick as appropriate)	PFMA								
	MFMA	Jul – Sep 22							

No.	DRIVERS	<p>↑ Improved</p> <p>↔ Unchanged</p> <p>↓ Regressed</p>	<p>Required controls that are able to prevent, or detect and correct misstatements / control deviations / instances of non-compliance in a timely manner, are currently in place; care is required to maintain the situation for changes in conditions</p> <p>Progress in the implementation of controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner is noted, but improvement is still required</p> <p>Required controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner, are not in place; intervention is required to design and implement appropriate controls</p>	<p>Good </p> <p>In progress </p> <p>Intervention required </p>	ASSESSMENT		
					Financial	Performance	Compliance

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			

No.	DRIVERS	<p>↑ Improved</p> <p>↔ Unchanged</p> <p>↓ Regressed</p>	<p>Required controls that are able to prevent, or detect and correct misstatements / control deviations / instances of non-compliance in a timely manner, are currently in place; care is required to maintain the situation for changes in conditions</p> <p>Progress in the implementation of controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner is noted, but improvement is still required</p> <p>Required controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner, are not in place; intervention is required to design and implement appropriate controls</p>	<p>Good </p> <p>In progress </p> <p>Intervention required </p>	ASSESSMENT		
					Financial	Performance	Compliance
	the internal control environment including financial and performance reporting and compliance with legislation.						

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 throughout.
1.b	Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	JCT has incurred total irregular expenditure amounting to R5 593 849 this current financial year. R44 571 relates to Avis Fleet Services contract, The contract has been declared irregular at Group level due to non-compliance with section 116 of MFMA Act, R3 980 440 relates to the expenditure incurred by JCT from DWR Distribution a supplier who was appointed as a result of an incorrect awarding on points calculations and R1, 568,838 relate to training offered by Assessment Zone for failure to comply with supply chain management's competitive bidding process.
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	Maintain the performance-through-out
2.b	Implement controls over daily and monthly processing and reconciling of transactions	Maintain the performance-through-out
2.c	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information	Maintain the performance-through-out
2.d	Review and monitor compliance with applicable legislation	JCT has incurred total irregular expenditure amounting to R5 593 849 this current financial year. R44 571 relates to Avis Fleet Services contract, The contract has been declared irregular at Group level due to non-compliance with section 116 of MFMA Act, R3 980 440 relates to the expenditure incurred by JCT from DWR Distribution a supplier who was appointed as a result of an incorrect awarding on points calculations and R1, 568,838 relate to training offered by Assessment Zone for failure to comply with supply chain management's competitive bidding process.

No.	DRIVERS	COMMITMENTS
2.e	Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information	Maintain the performance-through-out
GOVERNANCE		
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored	Maintain the performance through-out
3.b	Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively	Maintain the performance through-out
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 2022
 BranchName: HB, MET, RCT, SWT, Zoo

INCOME STATEMENT

Main Account	Sub Account Name	YEAR TO DATE			YTD Var%	ANNUAL BUDGET		Budget Spent %	FORECAST		FORECAST VS	
		Actual_YTD	Budget_YTD	YTD Var		Full Year	Remaining		Annual	Remaining	ANNUAL BUDGET	ANNUAL BUDGET
	Entertainment	0	0	0	-	0	0	-	0	0	-	-
	Transportation	0	0	0	-	0	0	-	0	0	-	-
	Youth Development	0	0	0	-	0	0	-	0	0	-	-
	Special and Social Awareness Projects	313	0	-313	0%	313	0	0.100%	1252	1252	0.100%	0.100%
	Advertising, Publicity and Marketing	0	3401	3401	100%	-10215	0	-	0	0	-	-
	In-House Stage Productions	0	0	0	-	0	0	-	0	0	-	-
	In-House Music Programs	0	0	0	-	0	0	-	0	0	-	-
	Contributions to Tenant Productions	0	0	0	-	0	0	-	0	0	-	-
	New Revitalization	0	0	0	-	0	0	-	0	0	-	-
	Ticketing	0	0	0	-	0	0	-	0	0	-	-
	Miscellaneous	79250	116165	36915	32%	448856	448856	17.66%	316989	316989	70.62%	70.62%
	Catering and Hospitality	4685028	2231175	-2453853	-100%	13469082	13469082	34.78%	18740112	18740112	139.13%	139.13%
	Mobile Theatre Truck	0	0	0	-	0	0	-	0	0	-	-
	COVIDA	0	0	0	-	0	0	-	0	0	-	-
	EPWP	0	0	0	-	0	0	-	0	0	-	-
	New Years Eve	0	0	0	-	0	0	-	0	0	-	-
	Finance Costs	0	0	0	-	0	0	-	0	0	-	-
	Other	0	0	0	-	0	0	-	0	0	-	-
TRADING SURPLUS / (SHORTFALL)		-906319	-677020	-229900	34%	-0	-906919	210077407%	-3627677	-2720758	84403085626%	84403085626%

Joburg Theatre (SOC) Ltd

REPORTING PERIOD: SEPTEMBER 2022

BranchName: HB, MET, RCT, SWT, Zoo

INCOME STATEMENT

Main Account	Sub AccountName	YEAR TO DATE				ANNUAL BUDGET Full Year	ANNUAL BUDGET Remaining	Budget Spent %	FORECAST Annual	FORECAST Remaining	FORECAST VS ANNUAL BUDGET
		Actual YTD	Budget YTD	YTD Var	YTD Var%						
	New Revitalization	0	0	0	5 000 000	-5 000 000	-	0	0	-	
	Ticketing	0	234 827	234 827	1 179 307	-1 179 307	-	0	0	-	
	Miscellaneous	777 781	2 027 561	1 249 780	8 188 463	-7 410 681	9,50%	3 111 126	3 111 126	37,99%	
	Catering and Hospitality	4 856 362	2 231 175	-2 625 787	13 463 082	-8 632 119	36,06%	19 427 849	19 427 849	144,21%	
	Mobile Theatre Truck	138	138 065	137 927	552 251	-552 123	0,03%	553	553	0,10%	
	COVIDA	150 361	150 361	0	633 443	-475 082	25,00%	633 443	633 443	100,00%	
	EPWP	295 037	486 448	191 412	1 945 794	-1 650 757	15,16%	1 180 147	1 180 147	60,65%	
	New Years Eve	0	0	0	1 085 773	-1 085 773	-	0	0	-	
	Finance Costs	0	0	0	0	0	-	0	0	-	
	Other	61	0	-61	0	61	0,00%	243	243	0,00%	
TRADING SURPLUS / (SHORTFALL)		10 687 528	7 474 744	3 212 784	0	10 687 528	709 488 363%	42 750 114	32 082 585	28379531614%	

Joburg Theatre (SOC) Ltd
REPORTING PERIOD: SEPTEMBER 2022
 BranchName: JRB

INCOME STATEMENT	YEAR TO DATE		YTD Var%	ANNUAL BUDGET		ANNUAL BUDGET Remaining	Budget Spent %	FORECAST		FORECAST Remaining	FORECAST Var Annual
	Actual YTD	Budget YTD		YTD Var	Fall Year			Remaining	Annual		
INCOME											
Main Account Sub AccountName	46 937 579	55 652 859	-9 255 079	168 750 076	-142 322 459	24,552	165 590 516	139 192 737	26,342		
Rental Of Facilities & Equipment	1 066 963	733 023	333 940	2 753 706	-1 726 743	38,132	4 207 851	3 200 668	107,172		
Interest Earned from External Invest	1 849 371	1 581 268	268 103	3 810 169	-1 360 538	48,542	7 398 286	5 548 714	184,172		
Operating Grants and Subsides	37 394 347	37 394 347	-0	133 660 163	-101 665 816	27,202	151 977 388	113 363 041	106,822		
Arts Alive	0	7 389 385	-7 389 385	11 193 000	-11 193 000	-	0	0	0,002		
Joburg Film Office	0	0	0	0	0	-	0	0	-		
Other Revenue	5 486 636	7 354 635	-2 467 337	31 263 838	-25 776 340	17,552	21 346 731	16 460 033	70,202		
In-House Stage Productions	0	3 303 153	-3 303 153	8 717 148	-8 717 148	-	0	0	-		
In House Music Programme	0	0	0	0	0	-	0	0	-		
Sponsorships	0	0	0	0	0	-	0	0	-		
Food Beverage And Retail (Stages)	4 433 040	3 708 113	750 327	20 796 611	-16 337 371	21,442	17 836 160	13 377 120	85,762		
Ticketing Services	300 125	238 136	62 988	352 544	-151 820	31,572	1 202 838	902 174	126,232		
Management Fees	0	973 693	-973 693	675 663	-675 663	-	0	0	-		
Special Projects and Other Income	786 333	29 370	637 363	121 072	605 661	600,412	2 307 732	2 100 739	2,401,652		
Expense											
Employee Related Costs	40 003 472	48 546 309	8 543 036	169 214 332	-149 210 860	21,142	160 013 830	160 013 830	84,572		
Directors and Committee Membe	20 766 206	19 458 232	-1 317 976	60 520 166	-59 733 960	25,812	63 144 832	63 144 832	103,262		
Depreciation & Asset Impairment	361 567	230 781	-130 786	2 203 539	-1 841 972	16,412	1 446 268	1 446 268	65,632		
Repairs And Maintenance	125 532	376 166	250 574	1 510 060	-1 510 060	-	0	0	-		
Contracted Services	166 032	300 631	134 539	1 515 505	-1 369 913	8,232	502 367	502 367	33,152		
Insurance	31 941	51 941	-20 999	1 233 766	-1 067 673	13,462	684 363	684 363	53,832		
Joburg Ballet & Orchestra	8 343 223	8 680 074	536 751	23 359 000	-15 215 677	35,412	33 373 232	33 373 232	100,002		
Joburg Film Office	0	0	0	0	0	-	0	0	-		
Arts Alive	119 440	7 389 385	7 269 945	11 193 000	-11 073 552	0	477 732	477 732	4,272		
General Expenses	10 049 301	11 471 524	1 422 223	67 270 789	-57 221 428	14,342	40 197 204	40 197 204	59,752		
Consumables	635 929	726 536	92 607	2 373 818	-2 293 839	23,352	2 763 714	2 763 714	53,422		
Utilities	3 661 364	3 516 663	-144 661	15 262 174	-11 600 830	23,382	14 645 374	14 645 374	35,362		
Audit Fees	60 400	143 828	83 429	1 035 173	-1 035 373	5,312	241 538	241 538	22,032		
Security	0	63 650	63 650	254 598	-254 598	-	0	0	-		
Telecommunication	33 186	154 937	121 751	617 343	-524 163	15,032	372 744	372 744	60,382		
Business Travel	151 341	106 121	-45 220	423 033	-273 631	35,612	605 365	605 365	142,432		
Entertainment	26 865	143 536	116 671	592 230	-555 366	4,612	107 456	107 456	18,462		
Transportation	311 430	361 559	50 129	1 446 237	-534 787	63,022	3 645 738	3 645 738	252,032		
Youth Development	45 900	364 773	318 873	1 459 032	-1 413 132	3,152	183 600	183 600	12,582		
Special and Social Awareness	635	102 433	101 798	408 371	-409 136	0,202	3 339	3 339	0,812		
Advertising , Publicity and Mar	964 241	906 303	-57 939	3 627 803	-2 663 561	26,502	3 856 966	3 856 966	106,322		
In-House Stage Productions	63 548	1 730 220	1 726 672	19 708 610	-19 645 070	0,322	254 131	254 131	1,232		
In-House Music Programs	0	0	0	0	0	-	0	0	-		
Contributions to Tenant Prodi	0	183 361	183 361	743 845	-743 845	-	0	0	-		
New Revitalization	0	0	0	5 000 000	-5 000 000	-	0	0	-		
Ticketing	0	203 235	203 235	836 939	-836 939	-	0	0	-		
Miscellaneous	653 743	1 052 939	399 197	4 233 941	-3 640 198	15,222	2 614 370	2 614 370	60,302		
Catering and Hospitality	2 415 333	386 031	-1 453 242	5 338 277	-3 522 344	40,672	3 661 333	3 661 333	162,702		
Mobile Theatre Truck	198	136 065	137 327	522 261	-352 123	0,032	553	553	0,102		
COVIDA	82 551	62 551	0	330 203	-247 652	25,002	330 203	330 203	100,002		
EPVP	222 438	426 642	204 204	1 706 363	-1 464 131	13,032	889 753	889 753	52,142		
New Years Eve	0	0	0	0	0	-	0	0	-		
Finance Costs	0	0	0	0	0	-	0	0	-		
Other	61	0	-61	0	61	0,002	243	243	0,002		
TRADING SURPLUS (SHORTFALL)	6 354 407	7 106 150	-712 643	-434 254	6 068 561	-129,412	25 576 426	18 162 920	-57,572		

Joburg Theatre (SOC) Ltd
REPORTING PERIOD: SEPTEMBER 2022

Branch Name: SWT

INCOME STATEMENT

Main Account	Sub Account Name	YEAR TO DATE			YTD Var %	ANNUAL BUDGET Full Year	ANNUAL BUDGET Remaining	Spent %	FORECAST Annual	FORECAST Remaining	FORECAST Vs ANNUAL BUDGET
		Actual YTD	Budget YTD	YTD Var							
	Entertainment	917	3 444	2 527	73%	13 776	-12 858	6,66%	3 670	3 670	26,64%
	Transportation	119 406	120 520	1 114	1%	482 079	-362 673	24,77%	477 624	477 624	99,08%
	Youth Development	147 524	231 624	144 099	49%	1 166 494	-1 018 970	12,65%	530 096	530 096	50,56%
	Special and Social Awareness Projects	0	30 748	30 748	100%	122 991	-122 991	-	0	0	-
	Advertising, Publicity and Marketing	19 839	115 672	95 833	83%	462 687	-442 848	4,29%	79 366	79 366	17,15%
	In-House Stage Productions	142 082	659 953	517 911	78%	3 352 363	-3 210 300	4,24%	568 329	568 329	16,95%
	In-House Music Programs	0	0	0	-	0	0	-	0	0	-
	Contributions to Tenant Productions	0	62 162	62 162	100%	248 649	-248 649	-	0	0	-
	New Revitalization	0	0	0	-	0	0	-	0	0	-
	Ticketing	0	32 591	32 591	100%	130 322	-130 322	-	0	0	-
	Miscellaneous	59 959	686 564	636 606	92%	2 783 616	-2 724 058	2,12%	235 631	235 631	8,47%
	Catering and Hospitality	50 797	14 706	-36 092	-245%	181 692	-130 894	27,36%	203 190	203 190	111,93%
	Mobile Theatre Truck	0	0	0	-	0	0	-	0	0	-
	COVIDA	38 043	38 043	0	0%	152 174	-114 130	25,00%	152 174	152 174	100,00%
	EPWP	50 261	27 188	-23 143	-85%	108 471	-58 210	46,34%	201 042	201 042	185,34%
	New Years Eve	0	0	0	-	1 095 773	-1 095 773	-	0	0	-
	Finance Costs	0	0	0	-	0	0	-	0	0	-
	Other	0	0	0	-	0	0	-	0	0	-
TRADING SURPLUS / (SHORTFALL)		2 960 671	642 255	2 318 415	36%	633 959	2 326 711	467%	11 042 663	8 662 012	186%

Joburg Theatre (SOC) Ltd
 REPORTING PERIOD: SEPTEMBER 2022
 BranchName: JHB; MET; NCT; SWT; Zoo'

INCOME STATEMENT

Main Account	August-22			September-22			YEAR TO DATE			
	Actual	Budget	Var	Actual	Budget	Var	Actual YTD	Budget YTD	YTD Var	YTD Var%
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	3,638,552	1,073,833	2,564,719	3,855,649	1,266,348	2,589,302	9,053,606	5,727,726	3,325,880	56%
Ticketing Services	0	0	0	0	0	0	0	0	0	0
Management Fees	0	0	0	0	0	0	0	0	0	0
Special Projects and Other Income	1,273	0	1,273	3,166	0	3,166	5,066	0	5,066	5060273%
Expense										
Employee Related Costs	3,637,513	1,624,608	(2,012,905)	3,634,176	2,003,145	(1,631,031)	9,948,155	8,404,864	(1,543,291)	-55%
Directors and Committee Members	1,900,982	1,161,504	(739,478)	1,646,160	1,416,381	(229,819)	5,193,877	4,057,524	(1,136,353)	-28%
Depreciation & Asset Impairment	0	0	0	0	0	0	0	0	0	0
Repairs And Maintenance	2,716	8,028	(5,311)	85,114	37,499	(47,615)	91,457	71,605	(19,852)	-28%
Contracted Services	28,940	0	(28,940)	0	6,831	6,831	28,940	6,831	(22,109)	-32%
Insurance	0	0	0	0	0	0	0	0	0	0
Joburg Ballet	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	1,761,317	475,502	(1,285,815)	2,039,382	820,329	(1,219,053)	4,872,878	2,451,441	(2,421,437)	-89%
Consumables	22,472	11,284	(11,188)	41,054	16,433	(24,621)	86,553	53,658	(32,895)	-62%
Utilities	3,983	2,009	(1,974)	11,211	3,129	(8,082)	20,855	24,178	3,323	14%
Audit Fees	0	0	0	0	0	0	0	0	0	0
Security	0	0	0	0	0	0	0	0	0	0
Telecommunication	(3,043)	2,725	5,768	0	5,860	5,860	(51)	10,813	10,863	101%
Business Travel	1,020	0	(1,020)	0	1,980	1,980	1,030	12,050	11,020	91%
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	313	0	(313)	0	0	0	313	0	(313)	0%
Advertising, Publicity and Marketing	0	0	0	0	2,103	2,103	0	3,401	3,401	100%
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
New Realization	0	0	0	0	0	0	0	0	0	0
Ticketing	0	0	0	0	0	0	0	0	0	0
Miscellaneous	53,959	25,373	(28,586)	16,722	26,387	9,665	79,250	116,165	36,915	32%
Catering and Hospitality	1,682,622	433,130	(1,249,492)	1,971,004	558,456	(1,412,547)	4,685,028	2,231,175	(2,453,853)	-100%
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 Year's 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)	2,443	(559,673)	557,119	224,630	(736,769)	512,139	(986,149)	(677,420)	(229,566)	34%

Joburg Theatre (SOC) Ltd
REPORTING PERIOD: SEPTEMBER 2022

BranchName: Zoo'

INCOME STATEMENT

Main Account	Sub Account Name	YEAR TO DATE			YTD Var	YTD Var%	ANNUAL BUDGET		Budget Spent %	FORECAST		FORECAST Vs ANNUAL BUDGET
		Actual_YTD	Budget_YTD	Budget_YTD			Full Year	Remaining		Annual	Remaining	
	Entertainment	0	0	0	-	-	0	0	-	0	0	-
	Transportation	0	0	0	-	-	0	0	-	0	0	-
	Youth Development	0	0	0	-	-	0	0	-	0	0	-
	Special and Social Awareness Projects	0	0	0	-	-	0	0	-	0	0	-
	Advertising, Publicity and Marketing	0	2 103	2 103	100%	100%	2 103	-2 103	-	0	0	-
	In-House Stage Productions	0	0	0	-	-	0	0	-	0	0	-
	In-House Music Programs	0	0	0	-	-	0	0	-	0	0	-
	Contributions to Tenant Productions	0	0	0	-	-	0	0	-	0	0	-
	New Revitalization	0	0	0	-	-	0	0	-	0	0	-
	Ticketing	0	0	0	-	-	0	0	-	0	0	-
	Miscellaneous	5 537	0	-5 537	0%	0%	0	5 537	0,00%	22 150	22 150	0,00%
	Catering and Hospitality	753 560	248 598	-504 962	-203%	-203%	1 498 319	-745 759	50,26%	3 014 240	3 014 240	201,04%
	Mobile Theatre Truck	0	0	0	-	-	0	0	-	0	0	-
	COVIDA	0	0	0	-	-	0	0	-	0	0	-
	EPWP	0	0	0	-	-	0	0	-	0	0	-
	New Years Eve	0	0	0	-	-	0	0	-	0	0	-
	Finance Costs	0	0	0	-	-	0	0	-	0	0	-
	Other	0	0	0	-	-	0	0	-	0	0	-
	TRADING SURPLUS / (SHORTFALL)	33 962	-451 207	485 169	-106%	-106%	-1 680 671	1 714 634	-2%	135 850	101 887	-8%

Joburg Theatre (SOC) Ltd

REPORTING PERIOD: SEPTEMBER 2022

Branch Name: MET

INCOME STATEMENT

Main Account	Sub Account Name	YEAR TO DATE			ANNUAL BUDGET		Budget Spent %	FORECAST		FORECAST Vs	
		Actual YTD	Budget YTD	YTD Var	YTD Var%	Full Year		Remaining	Annual	Remaining	ANNUAL BUDGET
	Entertainment	0	0	0	-	0	-	0	0	-	-
	Transportation	69 471	0	-69 471	0%	0	0.00%	277 882	277 882	0.00%	0.00%
	Youth Development	0		0	-	0	-	0	0	-	-
	Special and Social Awareness Projects	0		0	-	0	-	0	0	-	-
	Advertising, Publicity and Marketing	117 940	0	-117 940	0%	0	0.00%	471 760	471 760	0.00%	0.00%
	In-House Stage Productions	344 897	0	-344 897	0%	0	0.00%	1 379 590	1 379 590	0.00%	0.00%
	In-House Music Programs	0	0	0	-	0	-	0	0	-	-
	Contributions to Tenant Productions	0	0	0	-	0	-	0	0	-	-
	New Revitalization	0	0	0	-	0	-	0	0	-	-
	Ticketing	0	0	0	-	0	-	0	0	-	-
	Miscellaneous	52 615	5 357	-47 259	-882%	17 461	301.33%	210 460	210 460	1205.32%	1205.32%
	Catering and Hospitality	228 334	901 639	672 825	75%	5 426 401	4.21%	913 338	913 338	16.83%	16.83%
	Mobile Theatre Truck	0	0	0	-	0	-	0	0	-	-
	COVIDA	37 767	0	-37 767	0%	0	0.00%	151 066	151 066	0.00%	0.00%
	EPWP	22 338	0	-22 338	0%	0	0.00%	89 352	89 352	0.00%	0.00%
	New Years Eve	0	0	0	-	0	-	0	0	-	-
	Finance Costs	0	0	0	-	0	-	0	0	-	-
	Other	0	0	0	-	0	-	0	0	-	-
TRADING SURPLUS / (SHORTFALL)		977 369	38 691	938 699	2426%	1 502 824	65%	3 909 958	2 932 168	260%	260%