



**- JOBURG THEATRE-
(SOC)LIMITED**
Registration No: 2000/013032/07

trading as
Joburg City Theatres

the **JOBURG THEATRE**



MIDYEAR PERFORMANCE REPORT 2019/20

FIRST DRAFT SUBMITTED ON 03 JANUARY 2020

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
EAP	Employees Assistant Programme
EE	Employment Equity
EPWP	Expanded Public Works Programme
EXCO	Executive Management Committee
FY	Financial Year
GAC	Group Audit Committee
GDS	Growth and Development Strategy
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IAC	Independent Audit Committee
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IT	Information Technology
JCT	Joburg City Theatres
JT	Joburg Theatre
KPA	Key Performance Area
GRAS	Group Risk and Assurance Services
KPI	Key Performance Indicator
MANCO	Management Team Committee
MFMA	Municipal Finance Management Act
MOE	Municipal Owned Entity
MOI	Memorandum of Incorporation
MSCMR	Municipal Supply Chain Management Regulations
NED	Non-Executive Director
PANSA	Performing Arts Network South Africa
RAC	Risk Assurance and Compliance
SAMRO	Southern African Music Rights Organisation
SCM	Supply Chain Management
SDA	Service Delivery Agreement
REMSEC	Remuneration, Social and Ethics Committee
RT	Roodepoort Theatre
SETA	Sector Education and Training Authority
SHEQ	Safety Health Environment and Quality
SLA	Service Level Agreement
ST	Soweto Theatre
STAGES	Stages Restaurant
YTD	Year to Date

CHAPTER ONE: INTRODUCTION AND CORPORATE PROFILE

Section 1: Corporate Profile / Overview of the entity

The City Council of Johannesburg initially constructed the Johannesburg Civic Theatre in 1962, creating a high-profile landmark on the top of the Braamfontein hill, which grew to become one of the most technically proficient theatres in the southern hemisphere. It was operated by the Johannesburg Civic Theatre Association¹.

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

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

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

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

The strategic rationale for this decision was as follows:

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

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

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

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

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.

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

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

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

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

In terms of its planning approach, historically, the 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”.

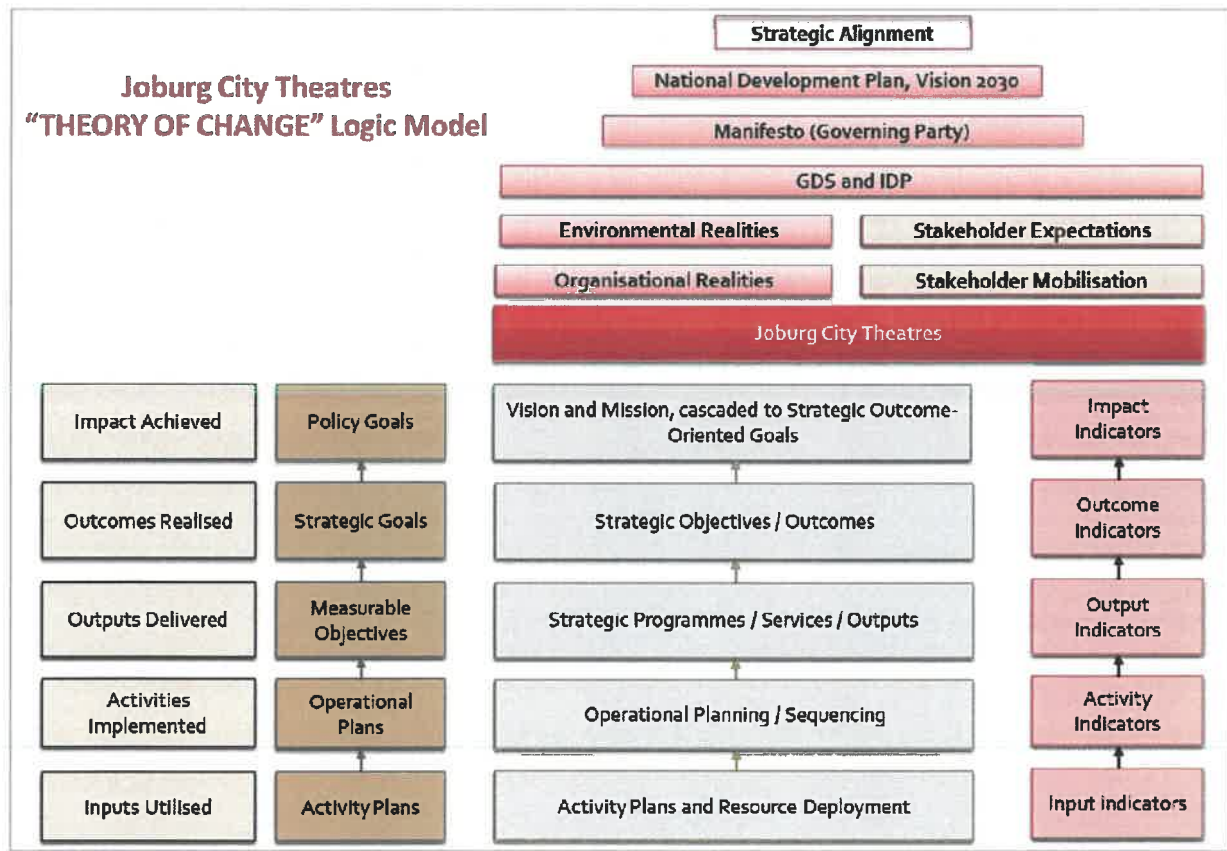
During November to December 2018, Joburg City Theatres thus embarked on an iterative process to critically examine its strategic posture and direction in line with its mandate, and in light of shifts in the environment which have an impact on its planning and programme delivery. There was a need to examine 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; also reflecting aligned institutional arrangements and critical success areas to give effect to the strategic plan.

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

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

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



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

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

- c) How to best apply and leverage limited resources in order to grow the reach and impact of the organisation in the next five years and beyond;
- 5) The required institutional arrangements and organisational design considerations to give effect to the strategy.

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

Mandate and Core Business

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

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

The primary mandate of Joburg City Theatres is:

To provide a high quality live entertainment and artistic platform through the integrated management of the theatre venues and an innovative and inclusive programme, which serves the

diverse communities of the City of Joburg and supports social cohesion and an urban culture based on inclusivity and tolerance.

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

- *To provide high quality, well-managed and accessible theatre and live entertainment venues, and proactively work to develop new audiences and markets;*
- *To identify, commission and produce locally 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 professional productions and experiences that are relevant to diverse audiences.*

Vision

Joburg City Theatres sets for itself the following vision:

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

In support of the City of Joburg's Vision:

"A Joburg that works is a South Africa that works"

Mission

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

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

In so doing, Joburg City Theatres' commits to:

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

Values

To support and drive its core strategy, Joburg City Theatres appreciates that values identify the principles for the conduct of the institution in carrying out its mission. Joburg City Theatres' values define a citizen-oriented

approach for producing and delivering its services in line with the service delivery improvement priorities of the CoJ, as follows:

Value	What it means in practice
Service with Pride and Dignity	<ul style="list-style-type: none"> ▪ We will display a results orientation and a commitment to perform and deliver on the priorities of the organisation; ▪ We will place customer service excellence at the centre of everything we do; ▪ We will do so in a competent, timely, cost effective and efficient manner; ▪ We will take ownership of our work at all times and take responsibility for our actions; ▪ We will seek to ensure that the hospitality, arts and creative industries contribute substantially to small business development, job creation, urban development and renewal in the City of Joburg.
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.
Professionalism	<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, and to shifts in the COJ environment; ▪ We will value and promote innovative ideas and solutions in order to deliver exceptional results; ▪ We will strive to identify opportunities to delivery services more economically and efficiently, and to respond to revenue opportunities, given the constrained fiscal environment; ▪ We will seek to leverage the positive social benefit of the arts, and to use the arts to address societal issues and promote greater quality of life.

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

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

In support of the NDP, the CoJ **Growth and Development Strategy 2030 (GDS)** presents five systemic outcomes that serve to guide and orientate all planning in the City and shape the priorities of the City to 2030, namely:

- Outcome 1:** A growing, diverse and competitive economy that creates jobs.
- Outcome 2:** Enhanced, quality services and sustainable environmental practices.
- Outcome 3:** An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development.
- Outcome 4:** Caring, safe and secure communities.
- Outcome 5:** An honest, transparent and responsive local government that prides itself on service excellence.

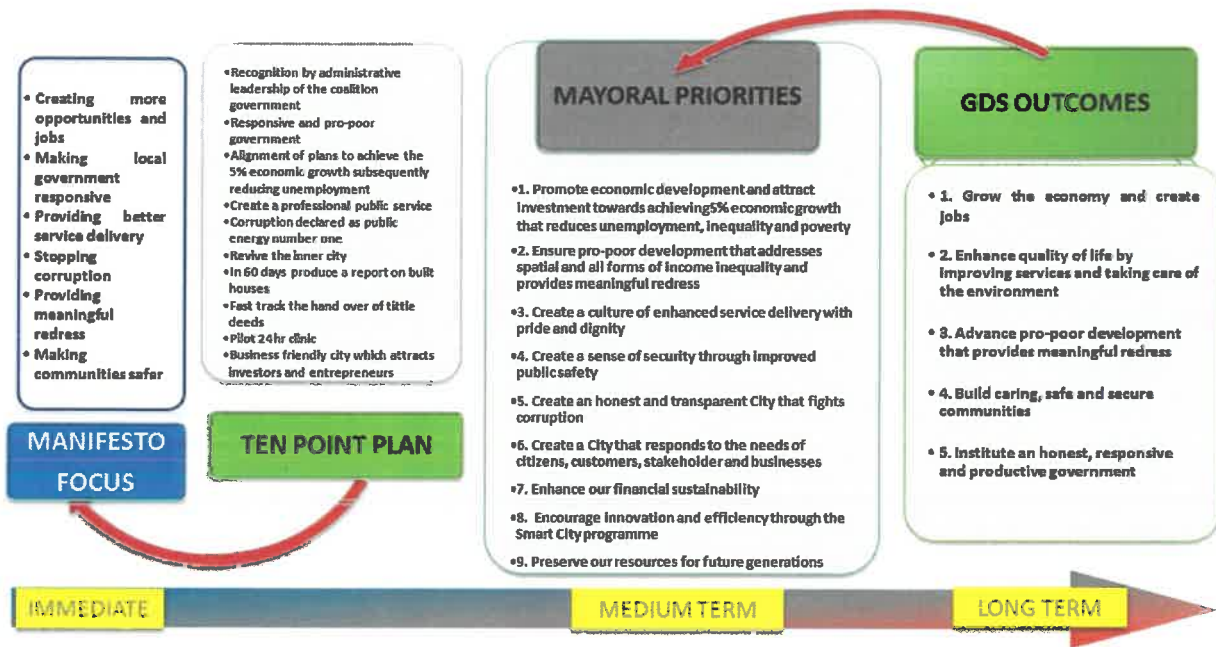
The above strategy and policy imperatives inform this business plan of Joburg City Theatres for the financial year 2019/20. In this regard, Joburg City Theatres is a progressive, complementary and supportive intergovernmental partner of the Department of Arts Culture.

As part of the Social and Human Development Cluster and located under the Department of Community Development with the MMC as Executive Authority, Joburg City Theatres is primarily tasked to support **GDS Outcome 3**, aimed at a future that presents significantly improved human and social development realities in the City; and to ensure an integrated approach to providing a comprehensive and effective service to all citizens of the City.

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

In turn, the following diagrams reflect the alignment of the GDS to the 2016 electoral mandate, the new strategic agenda and the 2016–2021 IDP priorities.

Alignment to the New Strategic Agenda:



The Aligned CoJ Priorities:



The above priorities are further unpacked specific to the Theatres, as follows:

Specific priorities focus areas for JCT to 2021:

The following table presents the Joburg City Theatres alignment to the above priorities, and outlines the specific focus areas to 2021 for each:

COJ PRIORITIES AND IDP PROGRAMMES	JOBURG CITY THEATRES STRATEGIC FOCUS AREAS (Informing JCT Strategic Objectives and Key Result Areas)
<p>COJ Priority 6: Create a City that responds to the needs of citizens, customers, stakeholders and businesses</p> <p>COJ Priority 2: Ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress</p>	<ul style="list-style-type: none"> ▪ THEMATIC FOCUS OF PRODUCTIONS: (Edu-tainment and productions that address issues). ▪ Relevant programming; ▪ Host, develop and stage productions that tell the story – and promote civic pride / cohesion; ▪ Culture, heritage and arts appreciation and education. ▪ Audience and content development; ▪ Arts education and arts talent development. ▪ Promote accessibility to JCT venues and improve the utilisation of facilities; ▪ Promote the visibility of facilities and JCT brand; ▪ Take arts to communities.
<p>COJ Priority 3: Create a culture of enhanced service delivery with pride and dignity</p> <p>➤ IDP Programme 5: Institute an honest, responsive and productive government</p> <p>COJ Priority 7: Enhance our financial sustainability</p> <p>➤ IDP Programme 1: Grow the economy and create jobs</p>	<ul style="list-style-type: none"> ▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue; ▪ Cost efficiency across value-chain; ▪ Customer care improvement; ▪ Integrate the programming of the theatres and integrate the value chain of the theatres; ▪ Ensure efficient and effective internal business processes and systems.
<p>COJ Priority 5: Create an honest and transparent City that fights corruption</p> <p>➤ IDP Programme 5: Institute an honest, responsive and productive government</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>COJ Priority 9: Preserve our resources for future generations</p>	<ul style="list-style-type: none"> ▪ Promote accessibility to JCT venues in support of quality liveable spaces / urban revitalisation around the precincts; ▪ Increase asset utilisation and leveraging investment;

COJ PRIORITIES AND IDP PROGRAMMES	JOBURG CITY THEATRES STRATEGIC FOCUS AREAS (Informing JCT Strategic Objectives and Key Result Areas)
	<ul style="list-style-type: none"> ▪ Well planned and implemented CAPEX and maintenance programme.
<p>COJ Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty</p> <p>➤ IDP Programme 1: Grow the economy and create jobs</p>	<ul style="list-style-type: none"> ▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue; ▪ SMME support; ▪ Ensure sound and consistent supply chain management processes that support preferential procurement, and enhance the contribution of JCT to enterprise development; ▪ Cultivate local entrepreneurs / suppliers; ▪ Encourage urban regeneration in Braamfontein / Newtown and Jabulani Cultural Precinct nodes, in order to stimulate economic growth in contribution to the 5% target.

Section 2: Strategic Objectives

As the organisation pursues its Vision and Mission, the Strategic Objectives of Joburg City Theatres are derived from the above strategic intent and are aligned to both the GDS and COJ strategic priorities and outcomes.

JCT forms part of the City's Human and Social Development Cluster, integrating the work of the City departments and entities that take the strategic and practical lead on the City's constitutional mandate to promote the social development and upliftment of its residents. Though the cluster contributes to all four strategic outcomes as set out by the 2040 GDS, it is primarily organised around **outcome 3: Advance pro-poor development that provides meaningful redress and outcome 5: Build caring, safe and secure communities**

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

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

A Joburg that works is a South Africa that works

For the period 2019/20 and beyond, five (5) Strategic Objectives have been developed in order to enable Joburg City Theatres to effectively focus and prioritise its options in delivering on its mandate and respond to the above strategic focus areas. The Strategic Objectives are framed as statements that describe the outcome expected as a result of Joburg City Theatres' intervention, and are elaborated upon in the table below:

Five Strategic Objectives have been developed in order to enable Joburg City Theatres to effectively focus and prioritise its options in delivering on its mandate and to respond to the above strategic focus areas.

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

Table 3: Joburg City Theatres Strategic Objectives

Joburg City Theatres Strategic Objective (Towards achieving the mandate, mission and Strategic Priorities)	Objective Description and Focus Areas	CoJ Priority Alignment
<ul style="list-style-type: none"> • Provision of opportunities for the youth, including future arts practitioners and entrepreneurs. 	<ul style="list-style-type: none"> ▪ Support local content development and support for development in the Arts. ▪ Facilitate relationships and co-productions that widen the participation of local producing partners engaged with JCT. ▪ Facilitate production partnerships with theatres in South Africa and the African Diaspora for the development of productions from African stories. ▪ Implement structured opportunities for the development of the talents and skills of young people in the arts. ▪ Sound and consistent supply chain management processes that support preferential procurement, and enhance the contribution of JCT to enterprise development. 	<ul style="list-style-type: none"> ▪ Promote economic development and investment activity.
<ul style="list-style-type: none"> • High quality performing arts and entertainment experiences and facilities. 	<ul style="list-style-type: none"> ▪ Excellence in delivery of the JCT core business, in support of the mission and mandate. ▪ Strengthening the acquiring and hosting of work. ▪ Supporting the development and creation of work. ▪ Ensuring facilities and infrastructure that is excellent. ▪ Encourage urban regeneration in Braamfontein / Newtown and Jabulani Cultural Precinct nodes, in order to stimulate economic growth in contribution to the 5%. ▪ Monitor and enhance customer 	<ul style="list-style-type: none"> ▪ Improve service delivery performance and service delivery culture (SD defined as core business). ▪ Enhance security in all open public spaces – parks, cemeteries, cities facilities, museums, etc. ▪ Encourage urban regeneration in key urban nodes.

Joburg City Theatres Strategic Objective (Towards achieving the mandate, mission and Strategic Priorities)	Objective Description and Focus Areas	CoJ Priority Alignment
	satisfaction and the achievement of service standards.	
<ul style="list-style-type: none"> ● Affordable access to and use of theatres by communities. 	<ul style="list-style-type: none"> ▪ THEMATIC FOCUS OF PRODUCTIONS: Edu-tainment and productions that address issues. ▪ Engagement with arts practitioners, private sector and communities in bringing new audiences into contact with JCT programmes. ▪ Develop future audiences by providing discounted tickets to learners. ▪ Provide opportunities for development of local content and maximise accessibility. ▪ Mechanisms and approaches that assist to make theatre going practical for disadvantaged communities. ▪ Optimal use of allotments and related opportunities in the theatre precincts. 	<ul style="list-style-type: none"> ▪ Create opportunities for affordable access and use of theatres by all communities. ▪ Implement social awareness programmes in these recreational sites. ▪ Encourage urban regeneration in key urban nodes.
<ul style="list-style-type: none"> ● Good governance, financial sustainability and sound management. 	<ul style="list-style-type: none"> ▪ Balance the imperative for revenue generation with socio-economic development. ▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue. ▪ Increase asset utilisation and leveraging investment. ▪ Cost efficiency across value-chain. ▪ Customer care improvement. ▪ Integrate the programming of the theatres and integrate the value chain of the theatres. ▪ Ensure efficient and effective internal business processes and systems. 	<ul style="list-style-type: none"> ▪ Making local government responsive. ▪ Fiscal responsibility and resolve billing system problems. ▪ Improve service delivery performance and service delivery culture (Governance).
<ul style="list-style-type: none"> ● Mobilisation of 	<ul style="list-style-type: none"> ▪ Build JCT brand awareness and grow 	<ul style="list-style-type: none"> ▪ Making local

Joburg City Theatres Strategic Objective (Towards achieving the mandate, mission and Strategic Priorities)	Objective Description and Focus Areas	CoJ Priority Alignment
resources to support the mandate, and improved brand recognition and awareness of JCT.	market share of JCT as a leading brand. <ul style="list-style-type: none"> ▪ Build JCT visibility through enhanced marketing, communication and stakeholder management. ▪ Leveraging of mutually beneficial partnering agreements and joint programmes. ▪ Sponsorships and donations. 	government responsive. <ul style="list-style-type: none"> ▪ Fiscal responsibility and resolve billing system problems. ▪ Improve service delivery performance and service delivery culture (Governance).

Section 3: Salient Features

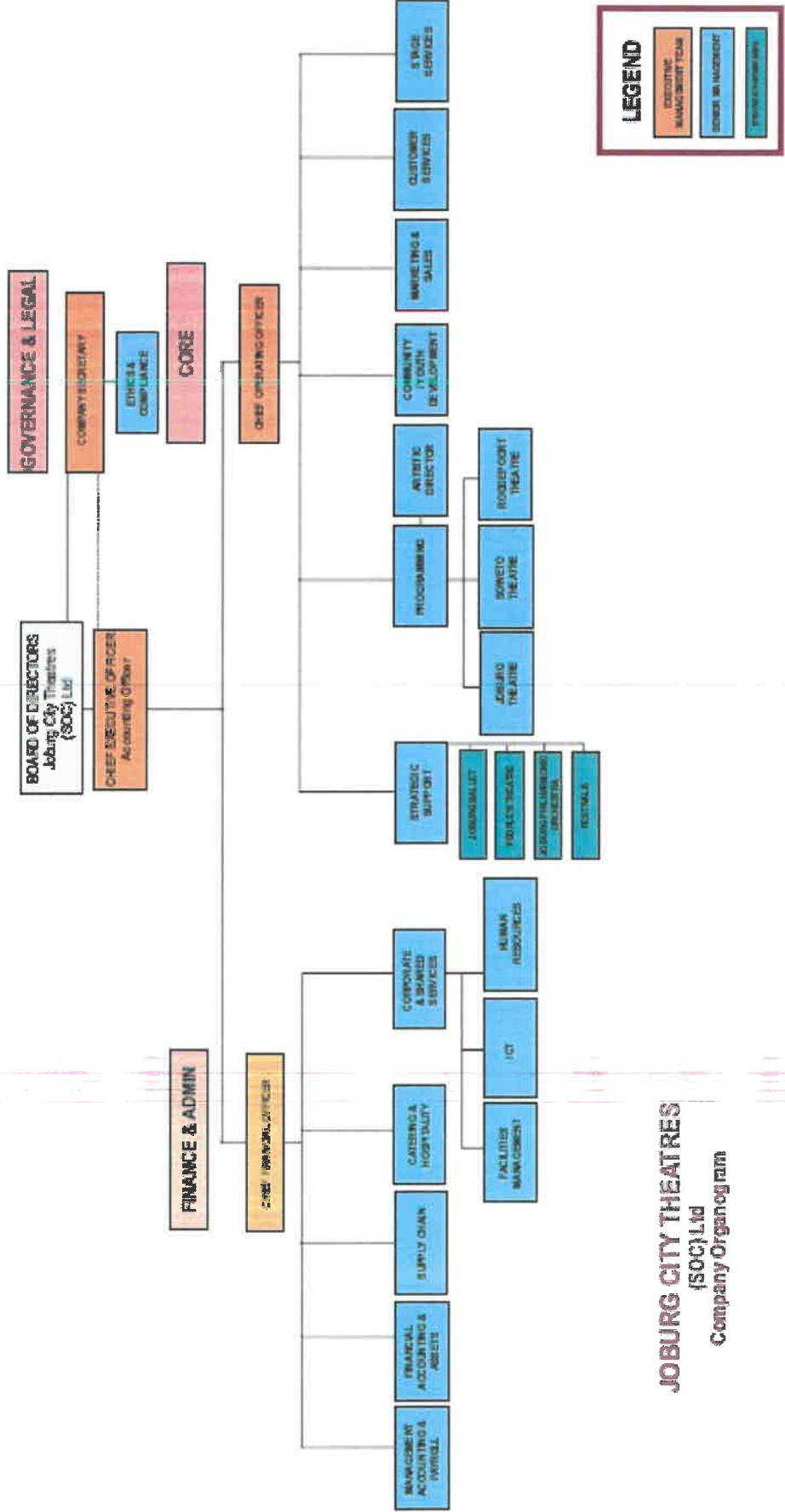
JCT continues to showcase a blend of in-house productions, partnership productions and rentals.

Successfully implemented the first Joburg Zoo Festival of Lights in partnership with Joburg Zoo and City Power

95% scorecard achievement.

50% CAPEX Spend

Section 4: High-Level Organisational Structure



JOBURG CITY THEATRES
(SOC) Ltd
Company Organogram

Section 5: Chairperson's Foreword



Midyear Report covers the company's governance, financial and overall sustainability performance for the period July to December 2019. The report also covers the future plans and value generating strategies that the company intends to embark on the last six months of the financial year.

The City of Johannesburg's Executive Mayor Councillor Geoff Makhubo, in his address during the Mayoral Lekgotla stated that: *"We must get the basics right, service delivery must be accelerated and must be visible, felt and acknowledged"* The Board welcomes the Executive Mayor and has taken on the challenge of ensuring that JCT delivers on the call to provide support professional support to ensure that the service delivery is realised by the citizens of Johannesburg..

During the period under review JCT continued to deliver on its mandate of providing a high quality live entertainment and artistic platform through the integrated management of the theatre venues and an innovative and inclusive programme, which serves the diverse communities of the City of Joburg and supports social cohesion and an urban culture based on inclusivity and tolerance. The Theatre made significant progress against service delivery targets, which demonstrates the commitment of the Theatre in achieving its goals and objectives.

Given this context, it is important that JCT, as an institution that provides an artistic platform, continues to both deepen its efforts as well as innovative and inclusive programme for diverse communities of the City of Joburg and supports social cohesion and an urban culture based on inclusivity and tolerance. The relationship between the City of Johannesburg (CoJ) and the company is governed under the prescripts of a Service Delivery Agreement. Against this backdrop, the Board of Directors executed oversight, interventions and guidance of the entity during the review period in accordance with the approved 2019/20 Business Plan.

This mid-year report of 2019/20 which serves as the Board's tool of accountability to the shareholder and the citizens of Joburg has been prepared by management and approved by the Board, in accordance with circular 63 of the Municipal Finance Management Act (MFMA) (2003) and the International Integrated Reporting Council standards. JCT's board is proud to report **95% on the company's Key Performance Indicators and 50% on capital expenditure budget against the target of 30%**. The company has achieved its sixth consecutive **clean audit report** from the Auditor General – subsequent to achieving thirteen consecutive unqualified reports. The positive results attained during the period under review are a testimony to the hard work and commitment of management and staff of JCT.

JCT's business is managed under the direction of the Board of directors that directs, governs and effectively control the company by delegating to the Chief Executive Officer, and through that individual to other senior management, the authority and responsibility for managing the company's business.

Finally, I would like to acknowledge the new political administration which we are looking forward to working with as JCT's strategic leadership representing the shareholder and the City Manager for guidance and continuous support.

A handwritten signature in black ink, appearing to read 'Nkopane Maphiri', written over a light blue background.

Nkopane Maphiri
Chairperson of the Board
Joburg Theatre (SOC) Ltd

Section 6: Chief Executive Officer's Report



I am pleased that, we made real progress towards achieving Joburg City Theatres' (JCT) vision during the first six months of the 2019/20 financial year, while continuing to expand our range of innovative products and services. The company delivered satisfactory corporate performance during the period under review, under strained financial resources.

- Of the 21 targets due for reporting in the period under review, a total of 20 targets were achieved, translating to 95% target achievement.
 - One KPI (*on financial sustainability*) was not achieved due to the economic climate which has resulted in a reduction in consumers' disposable income patrons forcing them to stretch their budgets further and spending less on entertainment.

The second quarter concluded with the highest achievement of a clean audit opinion from the Auditor General, a mission of fulfilment. The team has worked hard with determination to achieve nothing else but a clean audit opinion. Now that we have maintained a clean audit status for six consecutive years, the challenge is to sustain and we are committed to achieving this.

The period under review at JCT has been exciting. It has been a period characterised by a balance of diverse programme offerings - a mix of music, theatre, dance, educational programmes, events and festivals. New audiences have been attracted, while maintaining good relations with regular patrons.

JCT takes pride in its efforts to make theatre accessible and appealing to all sections of the city's population. With the diversity of programming, it is a clear indication that the entity is moving towards the right direction with regards to transforming audiences.

JCT continues celebrating the work of legends by paying tribute. These events are aimed at highlighting the sacrifices laid down by the audacious Living Legends of the nation in order to celebrate their integrity and good will for those who have passed on and more importantly celebrate with legends while they are still alive. During the first quarter of the period under review we started preparations to celebrate the life of a great dreamer who made played a pivotal role in the development of many young and old musicians from rural KZN, Joseph Bhekizizwe Shabalala, founder of three times GRAMMY award winner LADYSMITH BLACK MAMBAZO. The soft launch of the JOSEPH SHABALALA musical was held at Soweto Theatre in September and the official launch is planned for May 2020. After the Soweto Theatre run, *Joseph Shabalala the Musical* will head to Joburg Theatre in September 2020 in time for Ladysmith Black Mambazo's 60 years celebration.

The Soweto Gospel Choir finally made its debut performance at the township that it's named after. The multi-Grammy award-winning choir gave 10 performances at the Soweto Theatre in September and presented the theatre with the Grammy Award which the choir won recently for public display. With their colourful costumes, the group delivered a performance packed with energy and zest, and the audience responded positively. The choir, that boasts phenomenal vocalists and dancers, presented entertaining shows that left the audience asking for more. It was indeed a historic moment for the theatre, the choir, and the community of Soweto.

The pantomimes have become Joburg Theatre's culture and a celebration of the festive season for the people of Johannesburg. This annual tradition now runs for 72 performances each year and the 2019 pantomime,

JACK AND THE BEANSTALK, was attended by over 48,000 patrons, including seventeen daytime shows for school learners. Our relationships with both the creative and the marketing partners have proven to be a winning formula over the years. We are excited about these partnerships and they are valuable in the sustainability of our business.

Jack and the Beanstalk was presented on The Mandela stage at Joburg Theatre from October 30th to December 22nd 2019 by Joburg Theatre and Bernard Jay, in association with MNET, 94.2 Jacaranda FM and Your Family magazine. Not seen on the stage of The Mandela at Joburg Theatre since 2012, this ever popular pantomime story traditionally sets good against evil and was jam packed full of Honeyman wit, double-entendres, charm and magic.

In her inimitable style, acclaimed writer, director and South Africa's queen of pantomime Janice Honeyman once again told the story of poor country boy Jack, the family cow, the magic beans, the enormous beanstalk, the unfriendly giant and the enchanted goose that lays the golden eggs. Adding the giant's henchman - a truly evil panto villain - and the essential good fairy Jack and The Beanstalk, 'a giant of a pantomime', had audiences in awe at the show's sheer spectacle and Jack the Joller's madcap efforts to be its courageous hero.

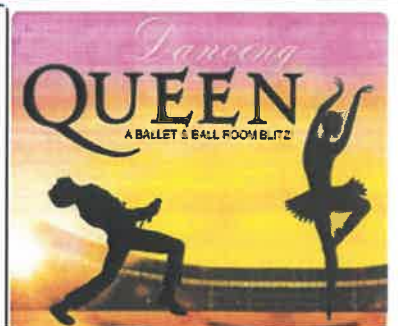
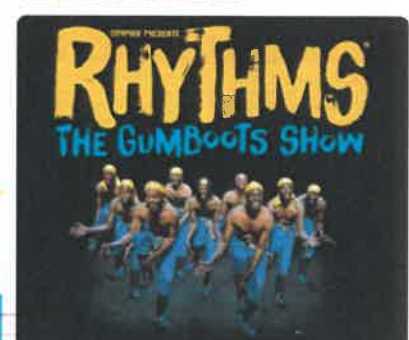
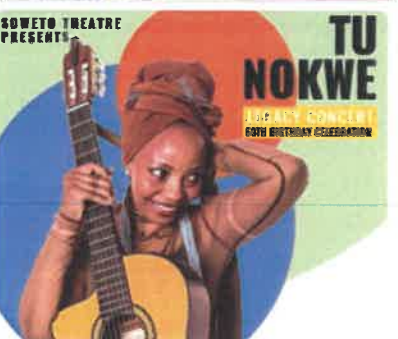
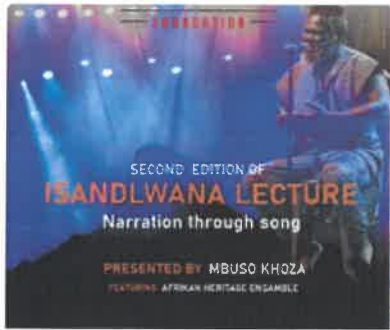
An exciting brand-new, annual Joburg Zoo Festival of Lights featured a delightful collection of illuminated life-size animal characters offering classical, harmonious entertainment, food and craft night market at the Joburg Zoo during the festive season. The Joburg Zoo Festival of Lights is presented by Joburg Theatre in association with Joburg City Parks and Zoo, and City Power. Visitors to the Joburg Zoo Festival of Lights optimally enjoyed a tranquil walk in the Zoo along a designated lit route away from the animal enclosures, under trees decorated in captivating lights using fascinating LED and energy-efficient lights to make our very own night market experience at the Joburg Zoo.

The Joburg Zoo Festival of Lights kicked off with a classical performance of *The Nutcracker* by Joburg Ballet at the Bandstand at the Zoo from 1 to 8 December 2019. The entertainment thereafter varied daily, offering entertainment and an outdoor nightlife experience for families by providing an upmarket festival of lights paired with exceptionally exquisite flavours of food and beverage offerings for all ages. Joburg Zoo animal welfare and conservation staff ensured that the decibels for entertainment and lights are monitored to ensure that there was no discomfort to the animals at all times.

The Youth Development Programmes, **Lits'omong** and the **Music Tutorial Programme (MTP)** concluded their annual programme in this quarter with well-supported end-of-the-year showcases. These showcases are attended by family and friends and are a culmination of the work done over the year. The programmes are greatly valued by the youth as they provide them with much needed skills to make and present quality work that will hopefully assist them to make positive contributions to the industry.

Roodepoort Theatre maintained its regular programme of youth based community shows and educational initiatives. JCT also continues to support new work initiatives; to attract and grow the pool of new South African theatre work, and also widen the appeal of theatre amongst Joburg audiences.

We are looking forward to an exciting line up in the last six months of the financial year which includes:




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

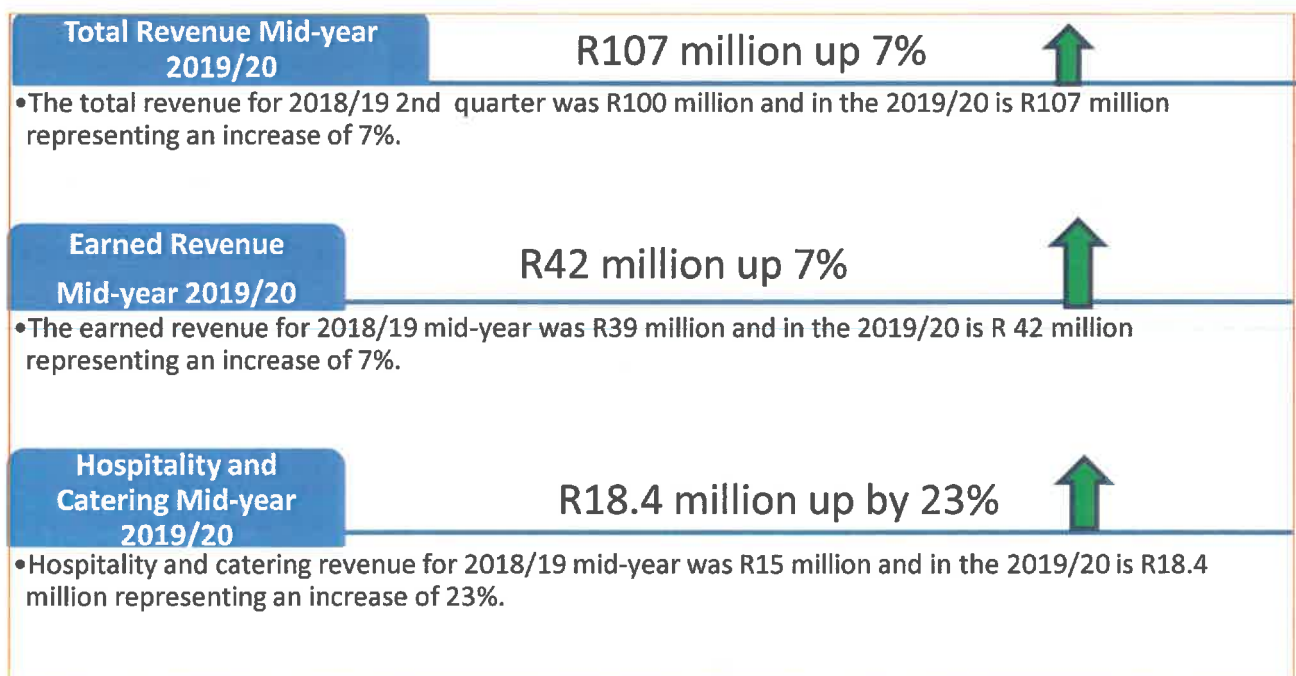
Section 7: Chief Financial Officer's Report



Executive Summary

Revenue

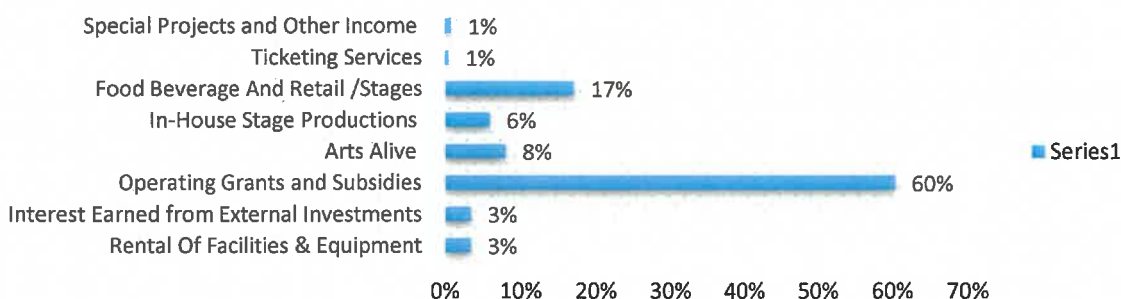
It gives me great pleasure and it is my singular honour to give JCT's mid-year financial highlights. The theatre business continues to be challenged by stiff competition from the other theatres around and other forms of entertainment particularly with advancing technology in the digital age, while financially the consumers of our products and services remain squeezed by the lower disposable income. These challenges require innovative ways to remain in business and run sustainable operations. JCT's performance is therefore not immune from the effects of these macro-economic factors, more so that the operations of the entity are in entertainment which is viewed as a luxury in the context of a struggling economy. Notwithstanding the aforementioned economic challenges the entity has shown resilience and relatively maintained satisfactory revenue performance.




The increase in earned revenue primarily results from expansion of hospitality and catering operations into metro centre.

Graph below is a summary of main revenue items:

Revenue contribution by line item



Item Description	Actual_Qtr 2 2019/20	Budget_Qtr 2 2019/20	Actual_Qtr2 2018/19	Actual to Budget %	Current to Prior %
Revenue	107 432 803	116 110 132	100 108 213	● -7%	● 7%
Rental Of Facilities & Equipment	3 759 076	4 182 521	3 464 834	● -10%	● 8%
Interest Earned from External Investments	3 739 024	3 950 020	3 558 796	● -5%	● 5%
Operating Grants and Subsidies	64 926 031	64 926 031	61 017 000	● 0%	● 6%
Arts Alive	8 695 650	0	7 909 627	● 0%	● 10%
In-House Stage Productions	6 413 609	14 912 033	8 031 435	● -57%	● -47%
Food Beverage And Retail /Stages	18 418 916	24 158 287	15 051 496	● -24%	● 22%
Ticketing Services	584 977	1 516 284	541 967	● -61%	● 8%
Management Fees	0	2 000 000	0	● -100%	● 0%
Special Projects and Other Income	895 519	464 957	533 058	● 93%	● 68%

	In-house productions shortfall - unrealistic budget	<ul style="list-style-type: none"> • R8.5 million • 57%
	Hospitality and catering shortfall - Low economic growth	<ul style="list-style-type: none"> • R5.7 million • 24%
	Management fees and special projects -Unrealistic budget	<ul style="list-style-type: none"> • R2 million • 100%

Explanation of Variances

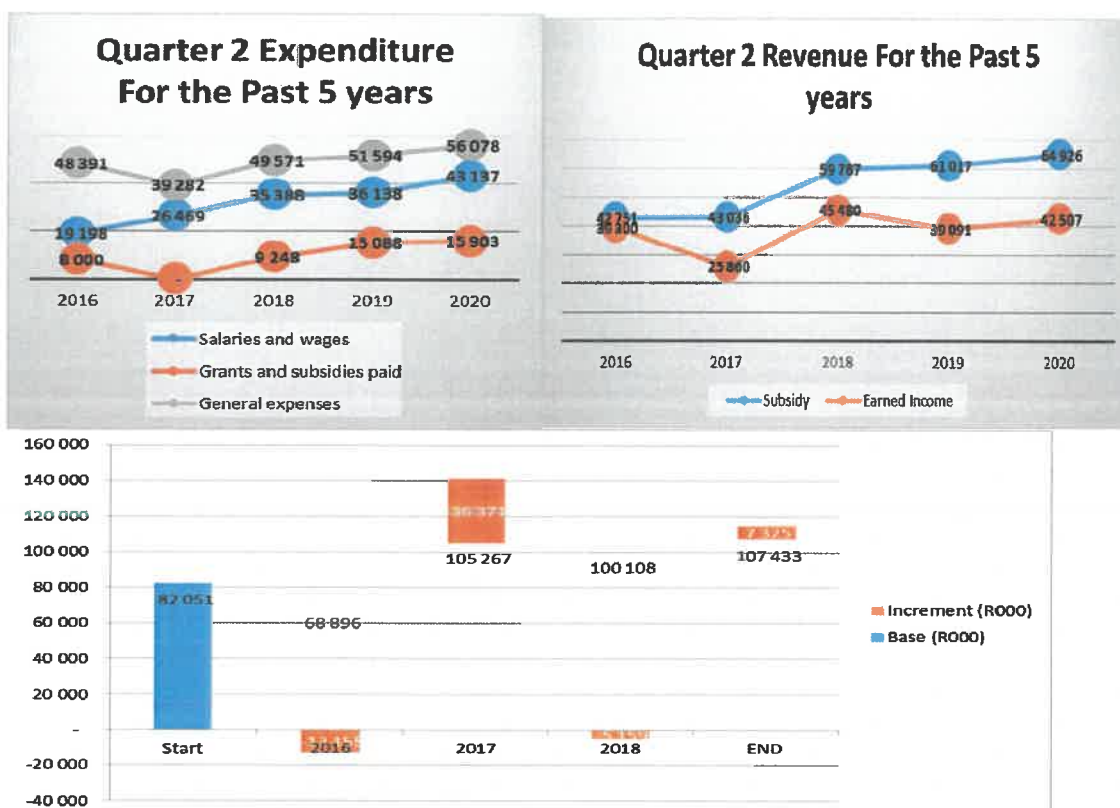
- ✓ **Rental of facilities and equipment** – The rentals for mid-year are 10% below the target and the projection is to achieve the target by year end. The current achievement is 8% better than the same period last year. The major contributor to this good performance is the Sarafina, Joburg Ballet – Unbound and Roodepoort Dance Festival and Basadi Ka Dituku.
- ✓ **Interest on investments** - The achievement is just below the target by 4% however its 5% better year on year.
- ✓ **In-house productions**- Shows (Sarafina) that were planned for the period performed very well against the target of R1.3m. The entity will submit the adjustment budget to the Budget Steering Committee at COJ to reduce the unrealistic budgeted income of R4.1m to R1.3m.
- ✓ **Hospitality and Catering**- The revenue from this business is lower than budget by 24%. This shortfall is attributable to the new government regulations on the cost containment which has reduced government spending on hospitality and catering services. The achievement is however better year on year by 22%.
- ✓ **Ticketing Services**- fees charged on rented production are 61% below the target however the achievement is 8% better than prior year.
- ✓ **Special projects and other income**- This line item is above budget by 93%, the achievement is 68% better than the same period last year.
- ✓ **Revenue by region**: 77% of total revenue generated is from Joburg Theatre. Other theatres mainly contribute on rentals and hospitality and catering. The Zoo contributes about 13% of the total hospitality and catering revenue while Metro centre contributes about 23%. See table below:

Sub Account Name	Joburg Theatre R'000	Roodepoort Theatre R'000	Soweto Theatre R'000	Joburg Zoo R'000	Metro Centre R'000	Total Qtr. 1 R'000
Rental Of Facilities & Equipment	2 171	794	794	-	-	3 759
Interest Earned from External Investments	3 739	-	-	-	-	3 739
Operating Grants and Subsidies	51 984	4 454	8 488	-	-	64 926
In-House Stage Productions	6 414	-	-	-	-	6 414
Hospitality and Catering Services	8 814	1 644	1 278	2 455	4 266	18 457
Ticketing Services	363	97	125	-	-	585
Arts Alive	8 696	-	-	-	-	8 696
Special Projects and Other Income	896	-	-	-	-	896
Total	83 077	6 989	10 685	2 455	4 266	107 472

- ✓ **Revenue for the past 5 years** – the revenue for the entity has been increasing for the past 5 years from R82m to R107m which translate to an average increase of 30% per annum.

Consolidated Revenue JCT					
	Quarter 2 Actuals R'000				
Revenue category	2020	2019	2018	2017	2016
Subsidy	64 926	61 017	59 787	43 036	42 751
Earned Income	42 507	39 091	45 480	25 860	39 300
	107 433	100 108	105 267	68 896	82 051

Consolidated Expenditure JCT					
	Quarter 2 Actuals R'000				
Expenditure category	2020	2019	2018	2017	2016
Salaries and wages	43 137	36 138	35 388	26 469	19 198
Grants and subsidies paid	15 903	15 088	9 248	-	8 000
General expenses	56 078	51 594	49 571	39 282	48 391
	115 118	102 820	94 207	65 751	75 589
Surplus for the period	-7 685	-2 712	11 060	3 145	6 462



Expenditure

JCT continues to employ its utmost financial discipline when it comes to expenditure management. Total Expenditure for the 2019/20 is 6% above budget primarily because of the arts alive festival which was not budgeted for in the period under review.

The table below depicts expenditure performance against target for the mid-year:

Line items	mid-year Actual 2019/20 R'000	mid-year Budget 2019/20 R'000	mid-year Actual 2018/19 R'000	Variance Actual to Budget %	Variance Current to Prior %	Performance Against Budget
Employee Related Costs	43 137	42 033	36 137	-3%	-19%	🔴
Directors and Committee fees	336	1 462	833	77%	60%	🟢
Depreciation & Asset Impairment	977	1 635	813	40%	20%	🟢
Repairs And Maintenance	1 405	1 242	1 063	-13%	-32%	🟠
Contracted Services	1 103	827	2 364	-33%	-53%	🟠
Insurance	308	199	195	55%	58%	🟢
Joburg Ballet & Orchestra	15 903	15 903	15 087	-	-5%	🟢
Arts Alive	9 180	-	7 295	-100%	-26%	🔴
General Expenses	42 769	45 431	39 031	6%	10%	🟢
Total Expenditure	115 118	108 732	102 818	-6%	-7%	🔴

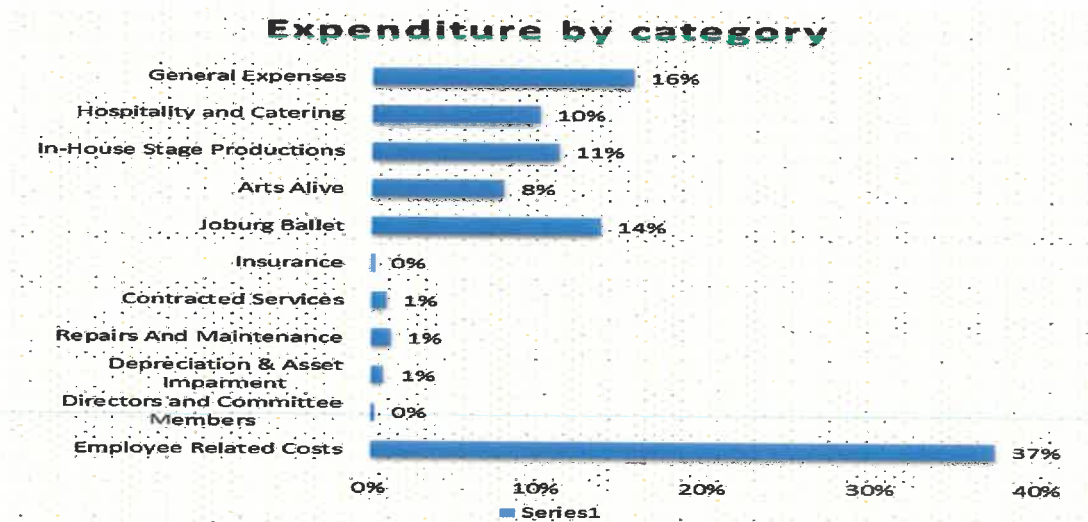
Explanation of major adverse Variances

- ✓ **Repairs and maintenance** - The unfavourable variance on this line item is attributable to the maintenance of air conditioner, palisade fencing, generators and speakers.

- ✓ **Contracted services** - The adverse variance on contracted services is 33% in the quarter under review and major contributor to this is the cleaning services. These were not budgeted for as the entity anticipated the implementation of the in sourcing project in the current year. The in sourcing only started in October 2019.
- ✓ **Arts Alive Festival** – festival ran on behalf of ComDev a department of COJ. The festival was not budgeted for during the MTREF however the regularisation will be submitted to the budget steering committee during the adjustment budget process in November 2019

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

The bar chart below depicts the expenditure contribution for mid-year:



Trading Surplus/Deficit

JCT recorded a trading deficit of R 7 685 115 for the year against the budgeted surplus of R 7 378 074.

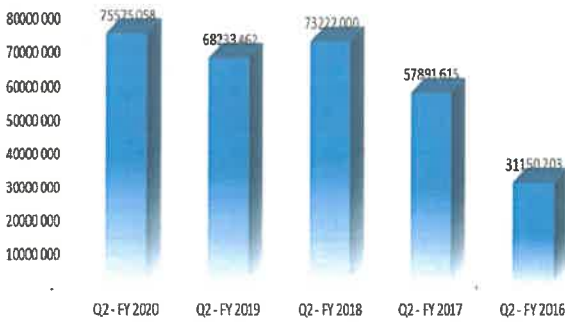
Statement of Financial Position mid-year 2019/20

Cash and cash equivalents down by 11% year on year. Current ratio for the entity is down by 13% year on year from 1.12:1 to 0.97:1, and below the City's norm of 1:1, The solvency ratio is also down by 10% at 1.24:1 from the 1.11:1 same period last year which is lower than a norm of 2:1, however this does not pose a challenge for the entity as the asset base does not grow because a lot of asset improvements are funded by the shareholder and more than 90% of the payables is deferred income from the subsidy that the entity expected to spend in the current year. Current assets have improved by 8% year on year and current liabilities increased by 25%. Total assets increased by 8% year on year while total liabilities also gone up by 21% year on year.

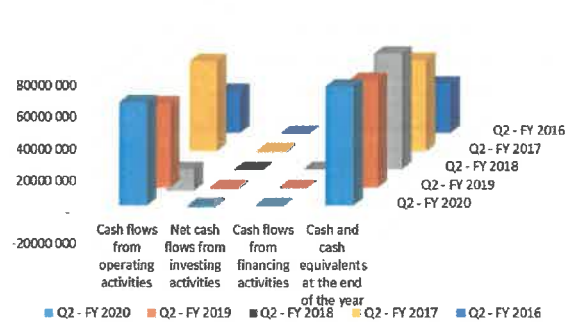
Cash flow results for mid-year Financial Year

	Q2 - FY 2020	Q2 - FY 2019	Q2 - FY 2018	Q2 - FY 2017	Q2 - FY 2016
Cash flows from operating activities	65 477 831	53 336 413	- 13 774 000	56 874 367	26 652 334
Net cash flows from investing activities	- 955 467	- 832 337	- 549 000	- 895 137	- 121 659
Cash flows from financing activities	-	-	-	- 153 713	- 255 935
Cash and cash equivalents at the end of the year	75 575 058	68 233 462	73 222 000	57 891 615	31 150 203

CASH BALANCES



Cashflow analysis



Statement on Compliance

There were no unauthorised and irregular expenditure for the period under review

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

Joburg Ballet

Joburg Ballet submitted its mid-year management accounts in line with the Service Level Agreement. The management accounts reflected a deficit of R 72 749 against a surplus budget of R 443 332. The entity has R227 655 in the bank account and the tranche for quarter has been released.

Statement of Financial Position as at 31 December 2019

	December 19	May 18
Assets		
Current assets	276 629.00	839 574.00
Non current assets	548 355.00	420 305.00
Total assets	824 984.00	1 259 879.00
Liabilities		
Current Liabilities	855 567.00	110 369.00
Non current Liabilities	394 980.00	644 980.00
Total liabilities	1 250 547.00	755 349.00
NET Assets	425 563.00	504 530.00

Statement of Financial Performance for the period ending 31 December 2019

	Actual	Budget	Variance
Revenue	1 195 058.00	2 268 833.00	-47%
Grants	2 980 862.00	2 927 816.00	2%
Salaries	- 2 194 178.00	- 2 384 287.00	9%
Other Expenditure	- 2 054 491.00	- 2 369 030.00	-13%
	- 72 749.00	443 332.00	-116%
Remuneration as % of Expenditure	52%	50%	

Bank Balances 227 655.00 2 074 523.00

AUDIT OPINION TRENDS

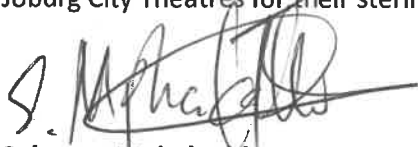
The entity has achieved an unqualified audit opinion with no findings for the last 5 years.

Audit Opinion for the past 5 year

FY	2019	2018	2017	2016	2015
Type of opinion	Clean	Clean	Clean	Clean	Clean

In conclusion

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



Solomon Mphakathi
Chief Financial Officer
Joburg Theatre (SOC) Ltd

CHAPTER TWO: DIRECTOR'S REPORT AND GOVERNANCE

Section 1: Board of directors

JCT has a unitary board and the positions of Chairperson and CEO are distinct and separate. The board consists of two executive directors, i.e. the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) and nine (9) non-executive directors.

Mr. Nkopane Maphiri chairs the board who is an independent Non-Executive Director and is not an employee of JCT. The Chairperson does not perform any executive functions within JCT. The day to day management of JCT is the responsibility of the CEO.

The board of directors is the Accounting Authority of JCT. The board retains full control of the entity and is the focal point of corporate governance in the entity.

As the Accounting Authority, the board is responsible and accountable to the City of Johannesburg Metropolitan Municipality ("the City of Joburg"), the sole shareholder of JCT, the City's stakeholders and the citizenry of Johannesburg.

The relationship between the board and the City of Joburg as the Shareholder is regulated by a Service Delivery Agreement (SDA). The SDA was concluded in accordance with the provisions of the Local Government: Municipal Systems Act ("the MSA") and the Shareholder Compact.

The Shareholder Compact was concluded between the Shareholder and the board on the 6th of June 2019.

In terms of the Shareholder Compact, the board is ultimately responsible for the performance of JCT and all its employees, including ensuring compliance with all applicable legislation and policies.

The entity's performance is reviewed by the board on at least quarterly, bi-annual and annual basis. The Board meets at least quarterly and provides quarterly, bi-Annual (during the mid-year of the financial year) and annual reports on the entity's performance and service delivery to the parent municipality as prescribed in the SDA, the MFMA and the MSA.

Board members have unlimited access to the company's Executive Management through the CEO.

The Company Secretary who is the central source of guidance on governance and legal matters advises the board in discharging its fiduciary duties. The company Secretary also provides advice to company. In discharging this responsibility, the Company Secretary is guided by section 88(1) to (2) of the Companies Act 71 of 2008 which endorses the Company Secretary's duties.

The board is empowered to obtain the advice of independent professionals where the need arises and in compliance with the MFMA and JCT's Supply Chain Management policies.

Board evaluation is undertaken by the City's Group Governance department as mandated by the Shareholder. The purpose of the board evaluation process is to assess the board's performance, identify strengths and opportunities for improvement. The board evaluation process for the financial year was undertaken by Group Governance during this mid-year.

The entity's board is constituted as follows:

- Mr. Nkopane Maphiri (Non-executive Director (NED)/ board Chairperson);
- Mr Masixole Mrwebi- NED

- Ms. Amanda Forsythe- NED
- Ms Ashley Hayden - NED
- Ms. Mpho Lecoge - NED
- Ms. Stella Baloyi – NED
- Mr. Junior Ramovha – NED
- Ms. Hazel Thembelihle Nyewula- NED; and
- Ms. Kwathelani Tshikovhi.

During the period under review, the Board of Directors of JCT convened meetings four (4) times on the 12th of July 2019, the 08th of October 2019, the 28th of November 2019 and the 13th of December 2019. At the meeting, the board considered inter alia, the following:

- JCT's 2019/20 4th quarter performance assessment report;
- A review of the effectiveness of the company's system of internal controls;
- The Fixed Term Contract of the CFO;
- The draft Audit Reports and Management Letter for JCT;
- The audited Annual Financial Statements;
- The 2018/19 Integrated Annual Report; and

The 2018/19 Executives' performance reviews.

Section 2: Board Committees

JCT has two (2) board sub-committees, being:

- Audit and Risk Committee (ARC); and
- Remuneration, Social and Ethics Committee (REMSEC).

Audit and Risk Committee

The Audit and risk committee (ARC) assists the board by performing an objective and independent review of the functioning of the organisation's finance and accounting control mechanisms as delegated by the board in the ARC terms of references approved by the board and in terms of the MFMA and other applicable legislated prescriptions.

For the period under review, the committee met four (4) times on the 12th of July, 26th of August 2019, 08th of October 2019 and 28th of November 2019. At the two (2) meetings, amongst others, the following matters, amongst others were considered:

- The 2018/19 4th quarter performance assessment report;
- The resolution of internal and external audit findings;
- The 2018/19 draft Annual Financial Statements;
- The 2018/19 Audit Strategy and Audit Fees;
- The audited Annual Financial Statements; and
- The draft Audit Reports and Management Letter for JCT.

The ARC has been delegated the task of overseeing the quality, integrity and reliability of the company's risk management function. Accordingly, the ARC reviews and assesses the integrity and the quality of risk control systems and ensures that risk policies and strategies are effectively managed.

Furthermore, the ARC is responsible for monitoring compliance with applicable legislation and the requirements of regulatory authorities; overseeing matters relating to financial accounting, accounting policies, reporting, risk management and disclosure as well as reviewing and approving external audit plans, findings, problems, reports and fees; on behalf of the board.

The ARC consists of the following members:

- Mr Masixole Mrwebi – Non-executive Director (NED)/ Chairperson
- Mr. Grandeur Hove- Independent Member; and
- Ms Chrystal Cape – Independent Member.

Remuneration, Social and Ethics Committee

REMSEC is a statutory committee responsible for performing oversight on the company's human resources management and labour matters.

The entity's performance in its operational environment, health and public safety as well as oversight on the entity's social and economic development and good corporate citizenship responsibilities, is monitored by REMSEC.

The following non-executive directors comprise REMSEC:

Ms. Mpho Lecoge - Chairperson
Ms. Stella Baloyi – Non-executive Director; and
Mr. Junior Ramovha – Non-executive Director.

For the period under review, REMSEC met twice on the 10th of July 2019 and the 19th of September 2019 and considered *inter alia*, the following matters:

- The 2018/19 human resources 4th quarter report;
- The 2018/19 4th quarter report on social and ethics;
- The 2019/20 human resources 1st quarter report; and
- The 2019/20 1st quarter report on social and ethics.

The table below outlines the remuneration and attendances at Board meetings and board subcommittees for the mid-year:

Section 3: Director's & Prescribed Officers Remuneration

Name of Board Member	Remuneration, Social and Ethics Committee (REMSEC) 10 July 2019, Meeting 19 September 2019	Audit and Risk Committee (ARC) Meeting 12 July 2019, 08 October 2019; 28 November	Board Meetings 12 July 2019, 08 October 2019; 28 November 2019, 13 December 2019	Group Audit Committee (GAC) Meeting 15 July 2019; 26 August 2019; 25 September 2019; 13 September 2019; 27 November 2019; 13 December 2019	Special Audit and Risk Committee (ARC) Meeting 26 August 2019	Group Risk Governance Committee (GRGC) Meeting 17 September 2019	Group Performance Audit Committee (GPAC) 10 September 2019; 25 November 2019	Total
Mr. Nkopane Maphiri	R 00.00	R 00.00	R64 000.00	-	R00.00	-	-	R64 000.00
Ms. Mpho Lecoge	R 16 000.00	R 00.00	R48 000.00	-	R00.00	-	-	R64 000.00
Ms. Ashley Hayden	R 00.00	R 00.00	R48 000.00	-	R00.00	-	-	R48 000.00
Ms. Amanda Forsythe	R 00.00	R 00.00	R36 000.00	-	R 00.00	-	-	R36 000.00
Ms. Stella Baloyi	R12 000.00	R 00.00	R48 000.00	-	R 00.00	-	-	R60 000.00
Mr. Junior Ramovha	R12 000.00	R 00.00	R48 000.00	-	R 00.00	-	-	R60 000.00
Mr. Masixole Mrwebi	-	R 24 000.00	R48 000.00	R 36 000.00	R 8000.00	R 6000.00	R12000.00	R134 000.00
Ms. Hazel Thembelihle Nyewula	-	-	R48 000.00	-	-	-	-	R48 000.00
Ms. Kwathelani	-	-	R48 000.00	-	-	-	-	R48 000.00

Tshikovhi													
Ms. Chrystal Cape Independent Audit Committee (IAC) Member	R 00.00	R18 000.00	-	-	R6000.00	-	R24 000.00	-					R24 000.00
Mr. Grandeur Tofara Hove (IAC)	-	R18 000.00	-	-	R6000.00	-	R24 000.00	-					R24 000.00
Total	R40 000.00	R60 000.00	R436 000.00	R36000.00	R20 000.00	R6000.00	R610 000.00	R12 000.00					R610 000.00

ATTENDANCE AT BOARD AND SUB-COMMITTEE MEETINGS

NAME	REMUNERATION, SOCIAL AND ETHICS COMMITTEE	AUDIT AND RISK COMMITTEE	BOARD MEETING
NUMBER OF MEETINGS	2	4	4
Nkopane Maphiri	-	-	4
Ashley Hayden	-	-	4
Mpho Lecoge	2	-	4
Stella Baloyi	2	-	4
Amanda Forsythe	-	-	3
Junior Ramovha	2	-	4
Masixole Mrwebi	-	4	4
Hazel Thembelihle Nyewula	-	-	4
Kwathelani Tshikovhi	-	-	4
Chrystal Cape (IAC)	-	4	-
Grandeur T. Hove (IAC)	-	4	-

NOTE: The total number attended by each board members varies because the total meetings include sub-committees and some members do not sit in sub-committees. The board Chairperson is not a member of any sub-committee but has a standing invitation to all sub-committees.

The table below discloses the 2019/20 remuneration of executive management:

The table below discloses the 2019/20 remuneration of executive management:

SENIOR MANAGEMENT REMUNERATION: (JUL TO DEC 2019)						
No.	Name	DETAILS				TOTAL
		Basic Salary	Allowances & Contributions	Other	Bonus / Fees	
1	X. Nduneni-Ngema (Chief Executive Officer)	1 110 901	2 199	-	-	1 113 100
2	B. Mashika (Chief Operations Officer)	666 050	191 904	73 622	-	931 576
3	S. Mphakathi (Chief Financial Officer)	761 377	212 807	68 219	-	1 042 403
4	P. Maduka (Company Secretary)	571 949	7 145	6 000	-	585 094
5	Executive Producer - Vacant	-	-	-	-	0
	TOTAL	3 110 277	414 055	147 841	0	3 672 173

Section 4: Company Secretarial Function

The Company Secretary (CS) is charged with the responsibility to uphold the governance affairs of the entity. The CS's governance responsibilities are codified under section 88(1) and (2) of the Companies Act.

The CS is contractually responsible for performing the duties of an in-house legal Counsel.

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

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

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

Compliance with the MFMA Circular 65 (relating to the payment of suppliers within 30 days) and 68 (relating to the incurring of unauthorised, irregular, fruitless and wasteful expenditure) for the period July to November 2019 was reported on by the entity and the requisite report submitted to GRAS for assessment. Following the assessment by GRAS, as the entity's Internal Auditors, GRAS will report accordingly to CoJ structures.

Section 5: Risk Management and internal controls

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

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

During the mid-year, JCT continued with the development of the entity's Business Continuity Plan (BCP). The process is still in progress and is being facilitated by the City's GRAS.

Following that strategic risk assessment, the Risk Officer undertook operational risk assessments with the various heads of departments within the entity.

The purpose of the operational risk assessments was to identify weaknesses in the internal controls as well as processes which could result in direct or indirect losses to the organisation and ways to mitigate the impact should the identified risks materialise. In addition, the assessment should contribute to informed business decisions, informed business investments and the minimisation of business interruptions during operations.

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

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

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

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

During this mid-year, regular reporting requirements to Council in accordance with the MSA, were fulfilled.

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

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

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

In order to meet its responsibility with respect to providing reliable financial information, Joburg City Theatres maintains financial and operational systems of internal controls. These controls are designed to provide reasonable assurance that transactions are concluded in accordance with management authority, that the assets are adequately protected against material loss or unauthorised acquisition, use or disposal and those transactions are properly authorised and recorded. The system includes a documented organisation structure and areas of responsibility, established policies and procedures, including a Code of Ethics to foster a strong ethical climate, which are communicated to the parent municipality. It also includes the careful selection, training and development of people.

Internal auditors monitor the operation of the internal control systems and report findings and recommendations to management, the audit committee and the board of directors. Corrective actions are taken to address control deficiencies and other opportunities for improving the system as they are defined. The board of directors, operating through its audit and risk committee, provides supervisions of the financial

reporting process and internal control systems. There are inherent limitations in the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls.

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

Risk Register

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

The tables on the following pages spell out the areas of both the strategic and operational risks identified by the company for the 2018/19 financial year, including risk control measures:

No	ME Objectives	Risk Description	Root Causes/ Background to the risk	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual risk	Risk Owner	Actions to Improve management of the risk	Action Owners	Action Deadline
1	High quality performing arts and entertainment experience and facilities	Countrywide implementation of load shedding by the state power utility (Eskom)	1. Eskom is experiencing a shortage of capacity due to a number of generating units still out of service due to breakdowns. The situation remains tight and volatile Eskom might implement further load shedding in the year should the situation deteriorate. 2. Consistent load shedding could lead to cancellation of shows resulting in financial loss and reputational damage. 3. Lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings	Catastrophic	5 Almost Certain	High	1. JT continuously engages and negotiates with City Power to conveniently schedule load shedding. 3. RT has an emergency generator for lighting 3. RT has a generator however does not provide sufficient power to run all the operations	Poor	High	CEO	Motivate for purchasing and upgrading of generators and other alternative sources of power for all three theatres in the 2020/21 capex budget	1.Executive Producer / COO 2.CEO 3.EP	November 30, 2019
2	Affordable access to and use of theatres by communities	Inconsistent attendance at theatre shows.	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	Major	5 Almost Certain	High	1. Different pricing structures based on product and venue. 2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens 3. Mobile theatre truck used to take the arts to targeted diverse communities.	Fair	Moderate	CEO	1. Development of a guideline on issuing of discounted and/or free tickets 2. Develop funding strategy to target sponsorship 3. Conduct comprehensive survey to establish audience needs	1.Executive Producer / COO 2.CEO 3.EP	1.30 September 2019 2.30 September 2019 3.31 December 2019
3	Good governance, financial sustainability and sound management	Key positions vacant	Executive Producer (EP) & Community Development Manager (CDM) positions vacant	Major	5 Almost Certain	High	1. Company structure has been revised and, COO has taken over the responsibilities of EP on full time basis and CFO has taken over some of the responsibilities of the COO 2. CDM has been appointed	Good	Low	CEO	1. CDM appointed and COO taken over as EP	CEO and EXCO	August 31, 2019
4	High quality performing arts and entertainment experience and facilities	Aged, obsolete and outdated stage machinery and equipment	1. Old stage machinery becomes no longer usable. Stage machinery has reached its end of life and needs urgent replacement. 2. The current machinery can affect staging of productions and attracting new ones.	Major	5 Almost Certain	High	1. Upgrades of the stage machinery are underway 2. Theatre calendars are aligned with the project plan 3. Project manager and steering committee is in place to oversee the implementation of the project 4. Phase 1: Automation and software upgrades is completed	Fair	Moderate	CEO	1. Monitor the implementation of the project plan. 2. Phase 2 upgrade on the stage lifts to be completed 3. Phase 3 for finalising and testing to be done	CFO	1.Quarterly 2. 30 June 2020 3.30 June 2021
5	Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	Lack of brand architecture (continuous and consistent message management)	1. Reputation of the JT and ST prechits 2. Inadequate marketing budget 3. Ineffective implementation of the marketing strategy	Major	4 Likely	High	1. Media partnerships 2. Media database management 3.1. Continuous productions awareness campaigns. 3.2. Marketing strategy in place	Fair	Moderate	CEO	1. Filling of the EP Position 2. Approval and implementation of the reviewed marketing and communication strategy	1.CEO 2. Marketing Executive	1.31 August 2019 2. 31 December 2019



№	ME Objectives	Risk Description	Root Causes/ Background to the risk	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual risk	Risk Owner	Actions to improve management of the risk	Action Owners	Action Deadline
6	Good governance, financial sustainability and sound management	Theft, fraud and corruption	<ol style="list-style-type: none"> Conflict of interest Inadequate segregation of duties / Inadequate or no supervision Weak internal control environment - cash handling / administrative procedures Lack of accountability Poor work ethics Greed, collusion, bribery Inadequate IT access controls Inadequate physical security controls 	Major	4 Likely	High	<ol style="list-style-type: none"> Anti fraud and anti corruption policy in place. Fraud prevention plan Code of conduct Segregation of duties Declaration of interests Gift register in place Remuneration, Social and Ethics Committee fraud risk assessment conducted annually Anti-fraud and corruption awareness workshops conducted 	Fair	CEO	<ol style="list-style-type: none"> 1. Continue to conduct anti-fraud and corruption awareness workshop. Fraud risk assessment 2. Continue to conduct Fraud risk assessment 	Company Secretary	<ol style="list-style-type: none"> 1.1. Bi-annually 2. Annually 	
7	Good governance, financial sustainability and sound management	Non-compliance with applicable legislation	<ol style="list-style-type: none"> Various and changing legislative requirements to be complied with. Non-compliance could be detrimental to the company. There is a requirement to comply with MSCOA 	Major	4 Possible	High	<ol style="list-style-type: none"> Regulatory compliance register assessment tool monitored by the Company Secretary. Compliance policy and framework in place Presented to the BOD the impact and progress on MSCOA compliance. Quarterly reporting to oversight committees on compliance. Entity is currently transacting on mScOA 	Fair	Moderate	CEO	<ol style="list-style-type: none"> 1.1. Review of Regulatory compliance register 1.2. Continuous monitoring reporting on compliance. Seamless integration of systems will be completed on implementation of SAP 	<ol style="list-style-type: none"> 1. Company Secretary 2. CFO 	<ol style="list-style-type: none"> 1.1.31 August 2019 2. Monthly & Quarterly 2. 31 December 2019
8	The provision of opportunities for the youth, including future arts practitioners and entrepreneurs	Limited programmes available for newly trained Arts Practitioners	<ol style="list-style-type: none"> Limited in-house production to absorb newly trained practitioners 	Moderate	3 Possible	Moderate	<ol style="list-style-type: none"> Applied Performing Arts and Arts Management partnership with WITS. Weekly drama workshops Mentoring and upskilling of internal staff in key positions on in-house productions 	Good	Low	CEO	<ol style="list-style-type: none"> 1. Establish partnership with other role players in the industry 	Executive Producer / COO	30 June 2020

No.	Department Objectives	Risk Category	Risk Description	Cause/Background to the risk	Consequences	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
FINANCIAL THEATRE															
1	To ensure that the assets are properly safeguarded and recorded on the assets register	Assets	User department not adhering to asset management policy	Lack of communication when moving assets	Adverse audit opinion	Major	Possible	High	1. Fixed Asset reconciliations to general ledger 2. Moveable asset movement form in place. 3. Asset management policy in place 4. Physical verification of assets	Fair	Moderate	CFO	To workshop employees on asset management policy	Finance Manager	Annually
2	To ensure that profit margins are maintained, agreed costs are not exceeded through effective control systems	External Environment	Increased competition	Many pubs and restaurants are opening all over and this might affect the restaurant i.e. food lovers market	Going concern could be affected	Major	Unlikely	High	1. Metro Centre canteen has been official opened in June 2019 2. Menus price in accordance with cost of sale 3. City departments using this business for catering in meetings.	Good	Low	COO	To monitor the financial performance	GM, Hospitality and Catering	Quarterly
3	All objectives	Integrity	Fraud and corruption	There could be a possibility of nepotism, collusion, overtime payment, false travel claims, etc.	Reputational damage Financial loss	Major	Possible	High	Recruitment and Selection Policy and Code of Conduct and Ethics Policy in place. Fraud prevention plan. Fraud hotline visible on notice boards. Staff workshops.	Good	Low	Human Resources Manager	Continuous doing workshops. Monitoring of compliance.	Human Resources Manager	Ongoing
Sweetie Theatre															
4	High quality performing arts and entertainment experiences and facilities.	External Environment	Poor attraction of patrons to the theatre	Due to perceptions with regards to the location of the theatre	1. Reduce profit Margins/ reduce ticket sales	Major	Possible	High	Good relationships with police in precincts surrounding each of the theatres.	Fair	Moderate	GM	Increased security during the shows	Marketing Manager and Audience Development Manager	As and when required
5	High quality performing arts and entertainment experiences and facilities.	Assets	Inefficient storage space for equipment	The available storage is not enough to store our current equipments/assets. This could lead to safety hazards	1. Damage to assets, loss of assets 2. Safety hazards 3. Potential for fire hazard	Moderate	Possible	Moderate	1. Disposal of obsolete assets in order to create storage space	Fair	Low	GM	To continue using the temporary storage at the basement	Building Technician	Immediately
6	High quality performing arts and entertainment experiences and facilities	Technology	Business interruption	Utility failure	1. Down time which could result in reputational damage 2. Cancellation of shows resulting in financial loss for the company	Major	Unlikely	High	1. Uninterrupted power supply 2. IT continuity plan in place	Fair	Moderate	GM	Regular testing of the IT continuity plan	Building Technician	Regularly
Headquarters Theatre															
4	High quality performing arts and entertainment experiences and facilities.	Regulatory	Civil Liabilities	Hazards inside the theatre and complexities of theatrical productions	1. Financial loss 2. Bad reputation 3. Loss of lives	Major	Possible	High	1. Disclaimer boards are visible in the public areas- limiting exposure to damage after the injury or damage has been suffered 2. House rules included in rental contract 3. Evacuation plans in place in case of a fire	Good	Low	GM	1. Ongoing health hazard evacuation	Producer	Ongoing
5	High quality performing arts and entertainment experiences and facilities.	Security	Crime Exposure	1. The entity own cash businesses and is prone to robberies. 2. Lack of fence around the theatre creates easy access to criminals	Loss of assets (cash) loss of lives	Major	Unlikely	High	1. CCTV cameras installed 2. Physical security in place 3. Armed cash collection three times a week, 4. Cash vault machines in use 5. Panic buttons linked to armed response 6. Closing points around the building installed 7. Man doors installed 8. Theatre has been fully fenced	Fair	Moderate	GM	1. Put a fence around the theatre	GM	30-Sep-19
11	Financial sustainability	Health & Safety	Fire at the restaurant	The restaurant kitchen may catch fire through gas and open flames	Financial loss Building could be inaccessible Litigations Reputational damage	Moderate	Possible	Moderate	Fire blankets. CO2 and chemical powder Fire extinguishers. Training for chefs and restaurant staff on fire fighting. Business continuity plan for ICT in place. Evacuation team want for training already in the current year	Fair	Low	GM	Controls deemed adequate	Restaurant Manager	N/A

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

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

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

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

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

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

Section 6: Sustainability Report

Sustainability Vision

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

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

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

Stakeholders Report

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

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

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

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

Applicable Stakeholder	Stakeholder Reporting Requirements & Manner of Engagement
Government Departments, Local Government and COJ	JCT is committed to delivering its services with care, empathy and concern for the well-being of the entity's stakeholders. This is in line with the entity's values of Dignity, Ubuntu, Professionalism and Agility.
Artists, practitioners and Organised Performing Arts bodies	Opportunities are continuously provided to artists in support of creating work, performing, increasing accessibility, facilitating partnerships and co-production opportunities, incubating youth projects and addressing youth unemployment. JCT is an active member of PANSAs, the Performing Arts Network of South Africa.
Funding Partners / Business	JCT is always identifying strategic partners to support the delivery of JCT's mandate. During the period under review JCT partnered with the City's Department of Arts and Culture in delivering the Arts Alive Festival.
Professional service providers, contractors and suppliers	Continuous effort is put towards strengthening enterprise development and support, improving contract negotiation, management and reporting, compliance to fair supply chain management processes and timeous payment for work done as legislated.
Media	JCT's marketing strategy for the company provides guidance on enhancing communication of programmes and opportunities, proactively packaging and communicating project initiative and telling good stories of the programmes and creating brand awareness. The strategy is regularly reviewed to accommodate developing trends in the industry, where possible.
Patrons / General Public	During the mid-year, JCT continued with staging programs that aimed to satisfy the interests of the diverse residents within the City of Joburg.
Board	During the mid-year, JCT ensured sound performance reporting, sound corporate governance as evidenced by the clean audit opinion which the entity received for the 2018/19 financial year. In addition, JCT continued to support integration and collaboration across all business units and COJ.
Employees	JCT's values its employees as a key human resource asset which makes possible service delivery and the attainment of the entity's strategic objectives. The entity's human resources policies and practices are in place primarily to acknowledge and reinforce the strategic importance of human resources.

Applicable Stakeholder	Stakeholder Reporting Requirements & Manner of Engagement
	Skills development and training interventions are offered to staff within the organisation and details of the training that took place during the quarter are reported under the Human Resources Management section of this report.

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

Section 7: Anticorruption and Fraud

For the period under review, no incidents of corruption and fraud were identified or reported.

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

- a) To prevent fraud, enhance the entity's governance and internal controls, maintain integrity in the entity's operations, establish procedures and protections that allow JCT employees and members of the public to act on suspected fraud and/or corruption with potentially adverse ramifications to the entity and to achieve the legitimate business objectives of the entity for the benefit of the Shareholder and JCT's stakeholders.
- b) To develop and foster a climate within JCT where all employees strive for the ultimate eradication of fraud, corruption, theft and maladministration by means of the application of a full spectrum of both pro-active and re-active measures at their disposal.
- c) To set down the stance of JCT to fraud as well as to re-enforce existing systems, policies, rules and regulations of JCT aimed at deterring, preventing, detecting, reacting to, and reducing the likelihood of fraud, corruption, theft and maladministration.
- d) To confirm JCT's commitment to a culture of zero tolerance to fraud and corruption in all its activities.

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

Section 8: ICT Governance

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

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

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

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

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

Improved value and strategic delivery:

Upgrading of Stage Machinery at Joburg Theatre (long term project 2017 – 2020)

The building department, in consultation with the contractor, schedules downtime around the stage machinery to ensure business continuity. The entire project is ongoing and monitored by the building department's technical staff. Replacement of equipment related to the machinery is on track and the project is making progress.

COJ A647 SAP Business Transformation Programme

JCT has confirmed technical specifications with the COJ project team, in preparation for SAP implementation and received confirmation that systems needed to be on Windows 10. During the first two quarters, systems audits were conducted to determine the scope of upgrades required. COJ allocated Windows 10 licenses to allow for upgrades to occur on site. Preparations are now on track to start the upgrades to comply with the requirements for SAP.

Various staff members represent JCT on the different project streams of this massive programme, including but not restricted to Finance, HR, the Change Agent Network and the CIO Forum

Readiness for compliance legislation:

The Auditor General had no significant IT Findings from the 2018 – 2019 audit. This was an improvement over the previous year's audit.

However, some issues from the internal audit needed to be addresses and rectified:

- IT Policy awareness and training: JCT hosted IT policy awareness workshops for staff at all three Theatres. There was a positive response from staff. Although the IT policy is communicated to staff via the HR department, the workshops gave staff the opportunity to ask questions and to get answers.
- Some environmental server room upgrades was made to the server room, which included fireproof doors, temperature sensors, first-aid kit and emergency contact lists. The option to raised flooring was negated by lifting equipment up on platforms and to raise equipment within cabinets.
- Minor inconsistencies between the IT Policy and the DR plan were picked up. The two documents were aligned.
- Unattended computer systems did not automatically sign out users when inactive. A Group Policy needed to be created to sign out users when inactive. An Active Directory Group Policy has been implemented and applied it to all users.

Business and technology strategies

Software Licensing

Procurement of software licensing for Microsoft Products proved to be difficult for JCT as Open License agreements were subjected to expiration dates. JCT now makes use of the Enterprise license agreements between COJ and Microsoft. JCT will continue to make use of the agreement to align JCT with the business strategy adopted by COJ.

Migration onto new platforms – centralized management

The ability to apply group policy down onto each system was time consuming across three theatres as resources needed to be dispatched. No dashboard view of the JCT environment was possible as user accounts sit on different servers. Centralized system management needed to be implemented to make administration of IT systems easier and to enable detection of system events more organized under one controller.

The old systems at the theatres became problematic as end of life and aged hardware meant some issues could not be resolved due to the lack of continued support from suppliers. With the adoption of centralized management, branch servers, also known as Active Directory replication server, replaced the old hardware and software. Better backup solutions could be implemented, thereby moving away from legacy systems.

Centralized Management Lowers Costs

Having the ability to set login and security parameters for all devices from a central hub reduce the time and cost of having to secure and configure each device individually. With the migration of Roodepoort Theatre users onto the JCT domain controller, the management of users' accounts proved more effective.

Migration Challenges

Due to power outages, the Soweto Theatre migration needed to be paused and will commence again from 1 February 2020. The Roodepoort Theatre user migration was completed during the first quarter and was on track with planned schedules.

The continuous presence of load shedding does present a risk to the smooth functionality of equipment. Faulty power backup systems were identified during this period and continuous maintenance was conducted to ensure business continuity and to maintain server integrity. External outages on equipment outside of the JCT environment may prove problematic if load shedding continues.

Equipment at Joburg Theatre stayed on during the outages and servers performed optimally during load shedding schedules.

Risk management – Internet Security

Internet Gateway devices (Firewalls) manage internet security. Firewalls are deployed at all three theatres to take care of port security and intrusion prevention. In line with the recent COJ breach, and the description of the breach as provided by the COJ CIO forum, JCT reviewed their security firewalls. One of the critical changes was to ensure that remote management of the firewalls is disabled. The username and passwords on the firewalls are not the same as the credentials used on the Active Directory servers and the firmware versions are all up to date. Although the COJ CIO forum gave some insight into the method used by the attackers to gain access, which did not include a virus or ransomware. JCT still applies Intrusion Prevention, Geo-IP Filter and Gateway Anti-Virus protection.

Additional software modules were implemented to detect and prevent ransomware attacks. When viruses or PUAs are detected, system administrators deal with the situation on an ongoing basis to prevent possible vulnerabilities created by such detections.

In addition, the upgrade of outdated systems from Windows 7 to Windows 10 will result in better security than the older operating systems.

COJ security advisors are busy with investigations on how the COJ attack played out and will advise on the route forward in order to secure MOEs. A COJ policy document is expected to be drafted later. Once implemented, MOEs will be expected to adopt the policy.

Business continuity

JCT implemented the latest virtualized systems technologies, which by design enables server virtualization and reduces the dependency of legacy hardware architecture and reduces hardware costs. However, the need for an offsite datacentre is still required as our current backup and replication strategy between Primary and Backup server needs to be offsite.

The Joburg Theatre complex is a large structure and backup server and Primary servers are far removed from one another, but within the same building. For business continuity, the current situation needs to change.

Challenges

Datacentre: As an audit requirement, a datacentre must be allocated 15 kilometres away from the primary site. In the case of the COJ datacentre situated in Martindale, its current location is just less than 8 kilometres away from the Joburg Theatre.

Connectivity: In order to move our backup server offsite we need a dedicated connection between the Primary and the Backup server, which in turn needs to allow large amounts of data transfer between servers and unimpeded by other traffic, therefore our current internet connectivity will not be sufficient for this purpose.

Possible Solutions

SLA with MTC

JCT is busy with a SLA draft with MTC to create a VPN between the three theatres and to provide datacentre access for backup servers. A possible location for a data centre will be Teraco, located in Edenvale if MTC has visibility within the datacentre or to the datacentre within the Roodepoort Civic Centre. The monthly cost however of the solution is high and with current restrictions on expenditure may not bring the solution to its conclusion.

If this is the case, alternative solutions will need to be explored and in some business environments, a cold Site could be considered. A cold site is a business location that is used for backup in the event of a disruptive operational disaster at the normal business site. A case can be made to use Roodepoort Theatre as the cold site and move the backup server to Roodepoort Theatre. Dedicated connections between sites will still need to be established to allow backup data to be transferred between servers, which will also incur additional monthly expenses.

Section 9: Compliance with Laws and Regulations

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

The board of directors embraces the principles of corporate governance and considers these as the underlying philosophy in creating organisation excellence at all levels within JCT. The board of directors and the Executives recognise and are committed to the principles of openness, integrity and accountability advocated by the Code of Corporate Practices and Conduct in the King Report. The board remains steadfast in maintaining high standards of corporate governance and implementing corporate governance principles, policies and practices.

Through this process, the City of Johannesburg Metropolitan Municipality as a sole shareholder and other stakeholders may derive assurance that the entity is being ethically managed according to prudently determined risk parameters in compliance with generally accepted corporate practices. Monitoring the entity's compliance with King Code on Corporate Governance forms part of the mandate of the COJ group audit committee. The board is satisfied that the company has complied with all legislation relevant to or affecting the company, as well as all regulations and codes of practice.

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

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

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

Statement of Compliance

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

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

Accordingly, the board has established corporate governance instruments which provide a framework for the effective governance of the company and which comply with the laws and regulations applicable to JCT. JCT strives for the highest standards of corporate governance as adopted in King III 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 III report on Corporate Governance. JCT's practices are, in most material instances, in line with the principles set out in the King III Report. Ongoing steps are however taken to align practices with the Report's recommendations and the Board continually reviews progress to ensure that the company improves its Corporate Governance.

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

Subsidiaries or associations with other companies including trusts

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

Timeous notification with respect to resolutions to its members

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

Financial Irregularities

No financial irregularities were reported in the period under review.

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

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

Report of the documentation procedures and processes

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

Internal Audit Function

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

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

Corporate Ethics and Organisational Integrity

Code of Ethics

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

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

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

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

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

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

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

Register of Directors interest in contracts

Directors of the company are continuously advised to declare any interests they hold in any contracts that the company might enter into. To this end the directors are supplied with a form on which to declare their

interests and declared interests are then entered into the company register. There has not been any material interest declared as at the date of this report.

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

No assets as contained in Section 115 were disposed.

Compliance Monitoring and Reporting

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

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

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

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

Annual Risk Management Plan

The Annual Risk Management and combined assurance Plan for the current financial year 2019/20 was reviewed and approved by the Audit and Risk Committee and submitted to COJ, at the meeting held on July 2018. The Committee oversees progress on the implementation of the annual plan at each quarterly meeting and has confirmed the entity's plan is aligned to the City's Group Risk.

As at end of 2ND 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

Quarterly Risk Management Status Update

The Audit and Risk Committee confirms that the Committee has reviewed the Strategic risk profile of the ME, ensuring that these are aligned to the City-wide top strategic risks as applicable.

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

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

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

Progress on implementation per action plan– Management is continuously engaging and negotiating with City Power to conveniently schedule load shedding. Management is also lobbying shareholder to allocate additional CAPEX for the generators and/or alternative power source for JT and ST urgently.

Obsolete and/or outdated stage machinery and equipment:

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

Progress on implementation per action plan– The project is a multiyear project which will be completed on August 2020. About R21m has been spent on this project in the two financial years (2017/18 & 2018/19).

Inadequate funding to support youth development programmes:

The theatre is unable to pay the market rate for facilitators. This result in less youth trained.

Progress on implementation per action plan–The entity has negotiated lower rates with facilitators and the use of volunteers in the industry is another way the entity has used in the interim. JCT is also in partnership with WITS for the enrolment of Applied Performing Arts and Arts Management (APAAM) and Market Theatre.

Limited programmes available for newly trained Arts Practitioners

Limited in-house production to absorb newly trained practitioners.

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

Key positions vacant:

Executive Producer (EP) & Community Development Manager (CDM) positions vacant

Progress on implementation per action plan – Company structure has been revised and, COO has taken over the responsibilities of EP on full time basis and CFO has taken over some of the responsibilities of COO and CDM has been appointed.

Inconsistent attendance at theatre shows:

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

Progress on implementation per action plan - Different pricing structures based on product and venue, offering a limited number of discounted and/or free tickets to the youth and senior citizens communities, mobile theatre truck used to access targeted communities as well as diverse and inclusive theatre programme.

Non-compliance with applicable legislation:

Various and dynamic legislative requirements to be complied with. Non-compliance could be detrimental to the company. Shelving of RCT has been hanging for some time. This poses a challenge of wasteful expenditure. There is a new requirement to comply with MSCOA.

Progress on implementation per action plan - Regulatory compliance register/ assessment tool monitored by the Company Secretary. Compliance policy and framework developed and implemented. All pre-deregistration

processes concluded by management. Quarterly reporting to oversight committees on compliance. The company is already transacting on the MSCOA chart.

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

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

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

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



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




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




Table 1: Quarterly Risk Management Status Update



	LOW
	MODERATE
	HIGH

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

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Aged, obsolete and outdated stage machinery and equipment, resulting in cancelled productions/ inability to attract new productions	Old stage machinery becomes no longer useable.	Moderate	Moderate			Yes	
	Insufficient financing to upgrade machinery and equipment.						
	Inability to attract state of the art shows.						
Countrywide implementation of load shedding by the state power utility (Eskom):	Lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings	High	High				

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Inadequate funding to support youth development programmes	The theatre is unable to pay the market rate for facilitators. This result in less youth trained.	Low	Low			Yes	
Limited programmes available for newly trained Arts Practitioners	Lack of internship placement for new entrants in the industry (Theatre) and lack of skills transfer from seasoned practitioners	Low	Low			Yes	
Inability to secure attractive productions	Some productions might not appeal to certain audiences; hence tickets will not sell. Competition from casino based theatres that are able to pay for production	Low	Low			Yes	

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Key positions vacant	Executive Producer (EP) & Community Development Manager (CDM) positions vacant	Low	Low			Yes	
Inconsistent attendance at theatre shows	High cost of productions and the need to recover costs, effect of the country's downgraded economic status, lack of exposure of potential audiences to the theatre experience, image perceptions of poor security within the theatre environs, and trying to cater for diverse audience needs.	Moderate	Moderate			Yes	
Non-compliance with applicable legislation	Various and dynamic legislative requirements to be complied with. Non-compliance could be detrimental to the company. Shelving of RCT has been hanging for some time. This poses a challenge of wasteful expenditure. There is a new requirement to comply with MSCOA.	Moderate	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 resulting in financial and non-financial loss	Conflict of interest, Inadequate segregation of duties / Inadequate or no supervision, Weak internal control environment - cash handling / administrative procedures, Lack of accountability, Poor work ethics, Greed, collusion, bribery, Inadequate IT access controls and inadequate physical security controls	Low	Low			Yes	
Lack of brand architecture (continuous and consistent message management)	Reputation of the Theatre precinct, poor/bad marketing strategy, inadequate marketing budget as well as lack of specialised personnel.	Moderate	Moderate			Yes	

Information on emerging / new risks

During the Quarter under review the following emerging risks were identified.

Risk name	Causes/background to the risk	Impact on the entity	Treatment plan	Q1	Q2	Q3	Q4
Business interruptions	Utility Failure-Power surges, cable theft and construction or new development outside the building	Down time which could result in reputational damage. Cancellation of shows resulting in financial loss for the company.	Regular testing of the IT continuity plan	High	High		

Conclusion on the emerging risks:

These incidents are reported to the Internal Audit department and IT department to investigate.

Major projects and contracts risk profiles

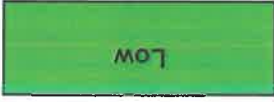

JCT does not have major projects that have a significant risk exposure to the entity and the COJ.

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	Utility Failure-Power surges, cable theft and construction or new development outside the building	Down time which could result in reputational damage. Cancellation of shows resulting in financial loss for the company.	Regular testing of the IT continuity plan	Moderate	Moderate		

Fraud risk management / fraud prevention

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

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

Risk transfer – exposures

There were no insurance claims in the period under review.

Legal and regulatory compliance

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

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

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

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

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

For mid-year 2017/18, regular reporting requirements to Council as prescribed by the MSA were fulfilled.

Priority Legislation

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

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

The following key matters (non-compliance) should be noted regarding legal and regulatory compliance matters within the Entity:

No evidence was produced that these occurred as required by legislation.

- **Occupational Health and Safety Act and Regulations (85 of 1993)**
 - Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees.

- **Municipal Finance Management Act and Regulations Act of 56 of 2003**
 - The accounting officer of the municipality must submit that information to national treasury, the Auditor General, and the relevant Provincial Treasury in writing.
- **Companies Act**
 - The Companies Act, 2008 requires all companies to keep accurate and complete accounting records, which must be kept and be accessible at the company's registered office.
 - All companies (including external companies) and close corporations are required by law to lodge their annual returns with CIPC within a certain period of time every year. An annual return is a statutory return in terms of the Companies and Close Corporations Acts and therefore **MUST** be complied with. Failure to do so will result in the Commission assuming that the company and/or close corporation is not doing business or is not intending on doing business in the near future. Non-compliance with annual returns may lead to deregistration, which has the effect that the juristic personality is withdrawn and the company or close corporation ceases to exist.

The Compliance Universe was updated with the following legislative changes:

- None

Circular 68

(i) Fruitless and Wasteful Expenditure

No incidents of fruitless and wasteful expenditure were identified.

(ii) Unauthorised Expenditure

The Entity identified the following instances of unauthorised expenditure:

No incidents of unauthorised expenditure were identified.

(iii) Irregular Expenditure

The Entity identified the following instances of irregular expenditure:

No incidents of irregular expenditure were identified.

(iv) Payments exceeding 30 days of receipt of invoice

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

No incidents of payments exceeding 30 days were identified.

Combined Assurance Model and Integrated Assurance Reporting

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 2019/20 have been re-evaluated and monitored continuously during the 2nd 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 Quarter 2 of 2019/20 and are summarised herein. The report therefore covers the following:

- strategic risks and residual risk profile for Quarter 2 of 2019/20;
- Strategic and operational risk monitoring;
- Strategic risk mapping to the Priorities.

Joburg City Theatres Top Strategic Risks Monitoring

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

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

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

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

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

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

Progress on implementation per action plan– Management is continuously engaging and negotiating with City Power to conveniently schedule load shedding. Management is also lobbying shareholder to allocate additional CAPEX for the generators and/or alternative power source for JT and ST urgently.

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

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

Progress on implementation per action plan– The project is a multiyear project which will be completed on August 2020. About R21m has been spent on this project in the two financial years (2017/18 & 2018/19).

iii) Inadequate funding to support youth development programmes:

The theatre is unable to pay the market rate for facilitators. This result in less youth trained.

Progress on implementation per action plan–The entity has negotiated lower rates with facilitators and the use of volunteers in the industry is another way the entity has used in the interim. JCT is also in partnership with WITS for the enrolment of Applied Performing Arts and Arts Management (APAAM) and Market Theatre.

iv) Limited programmes available for newly trained Arts Practitioners

Limited in-house production to absorb newly trained practitioners.

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

v) Key positions vacant:

Executive Producer (EP) & Community Development Manager (CDM) positions vacant

Progress on implementation per action plan – Company structure has been revised and, COO has taken over the responsibilities of EP on full time basis and CFO has taken over some of the responsibilities of COO and CDM has been appointed

vi) Inconsistent attendance at theatre shows:

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

Progress on implementation per action plan - Different pricing structures based on product and venue, offering a limited number of discounted and/or free tickets to the youth and senior citizens communities, mobile theatre truck used to access targeted communities as well as diverse and inclusive theatre programme.

vii) Non-compliance with applicable legislation:

Various and dynamic legislative requirements to be complied with. Non-compliance could be detrimental to the company. Shelving of RCT has been hanging for some time. This poses a challenge of wasteful expenditure. There is a new requirement to comply with MSCOA.

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

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

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

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

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

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

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

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

- Group Risk Services**

Group Risk Services continuously conducts risk assessment of Joburg City Theatres to 5 strategic risks, this entails assessing the mitigating actions and progress on implementation of action plans. The table below depicts the Joburg City Theatres risk highlights for the quarter under review based on the assessment conducted by Group Risk Services.

Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
1	Aged, obsolete and outdated stage machinery and equipment	<ol style="list-style-type: none"> 1. Fair maintenance of stage machinery. 2. The Council has allocated R16m & R30m in budget year 2018/19 and 2019/20 respectively. 3. The service provider has been appointed to do the upgrade. R21m has been spent in 2018/19 on this project. 5. Theatre calendars are aligned with the project plan 6. Project manager appointed to oversee the project 	R21m has already been spent in 2018/19 on this project
2	Countrywide implementation of load shedding by the state power utility (Eskom)	<ol style="list-style-type: none"> 1. Eskom is experiencing a shortage of capacity due to a number of generating units still out of service due to breakdowns. The situation remains tight and volatile Eskom might implement further load shedding in the year should the situation deteriorate. 2. Consistent load shedding could lead to cancellation of shows resulting in financial loss and reputational damage. 3. Lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no 	<ol style="list-style-type: none"> 1. JT continuously engages and negotiates with City Power to conveniently schedule load shedding. 2. ST has an emergency generator for lighting 3. RT has a generator however does not provide sufficient power to run all the operations

Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
		bookings	
3	Lack of brand architecture (continuous and consistent message management)	<ol style="list-style-type: none"> 1. Media partnerships 2. Media community management 3. Continuous brand and productions awareness campaigns. 4. Marketing strategy in place 5. Barter exchange deals 	Review of the marketing and communication strategy.
4	Inconsistent attendance at theatre shows	<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 communities. 3. Mobile theatre truck used to access targeted communities. 4. Diverse and inclusive theatre programmes 	<ol style="list-style-type: none"> 1. To target companies with CSI programmes to bring a child to the theatre 2. Develop funding policy to target sponsorship 3. Conduct comprehensive survey to establish audience needs
5	Inadequate funding to support youth development programmes	<ol style="list-style-type: none"> 1. Negotiating lower rate with facilitators. 2. The use of volunteers in the industry. 3. JCT is in partnership with WITS for the enrolment of Applied Performing Arts and Arts Management (APAAM) and Market Theatre 	<ol style="list-style-type: none"> 1. Continue to source external funding (i.e. SAMRO). 2. Partner with other institutions that are already offering similar training in the industry i.e. JPO.
6	Inability to secure attractive productions	<ol style="list-style-type: none"> 1. Good relationships with producers i.e. co-productions agreements. 2. Relationships with Joburg Ballet Company and there is an SLA in place. 	<ol style="list-style-type: none"> 1. Establish more relationships with wide variety of producers, locally and internationally. 2. Source more funding to enable in-house production. 3. Programme of events in collaboration with JPO 4. Seek external funding from DAC

- **Internal Audit**

Internal audit had not commenced with audits at the end of the 2nd Quarter.

The assurance outcomes by internal audit are based on the work done in fourth quarter of the 2018/19 financial year.

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


The officer of the Auditor General concluded the audit of the 2018/19 financial year during the quarter under review.

Joburg City Theatres maintained its clean audit status

The assurance outcomes provided on the table below are based on the 2018/19 audit outcome.

TABLE 1: SUMMARY ASSURANCE OUTCOMES – QUARTER 2 OF 2019/20



	LOW
	MODERATE
	HIGH

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q2 2019/20		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
	Aged, Obsolete and/or outdated stage machinery and equipment	Old stage machinery becomes no longer useable. Insufficient financing to upgrade machinery and equipment. Inability to attract state of the art shows.	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q2 2019/20	Level 2 – External Assurance	Level 1 and 2 Combined Assurance			
			Q1 Residual Risk	Internal Audit	Risk Advisory Services	Level 2 – integrated assurance	Auditor General	Combined Assurance
	Inadequate funding to support youth development programmes	The theatre is unable to pay the market rate for facilitators. This result in less youth trained.	Low	Low	Low	Low	Low	Low
	Countrywide implementation of load shedding by the state power utility (Eskom):	Lack of alternative power generation in Joburg Theatre and Soweto Theatre leading to either cancellation of shows or no bookings	High	High	High	High	High	High

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q2 2019/20	Level 2 – External Assurance	Level 1 and 2 Combined Assurance
			Q1 Residual Risk	Internal Audit	Level 2 – integrated assurance
			Risk Movement	Risk Advisory Services	Combined Assurance
	Limited programmes available for newly trained Arts Practitioners	Lack of internship placement for new entrants in the industry (Theatre) and lack of skills transfer from seasoned practitioners	Low	Low	Low
			Low	Low	Low
			Low	Low	Low
			Low	Low	Low
			Low	Low	Low

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q2 2019/20		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
	Key positions vacant	Executive Producer (EP) position vacant	Moderate	☹️	Moderate	Moderate	Moderate	Moderate	Moderate
	Inconsistent attendance at theatre shows	High cost of productions and the need to recover costs, effect of the country's downgraded economic status, lack of exposure of potential audiences to the theatre experience, image perceptions of poor security within the theatre environs, and trying to cater for diverse audience needs.	Moderate	☹️	Moderate	Moderate	Moderate	Moderate	Moderate

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q2 2019/20		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
	Non-compliance with applicable legislation	<p>Various and dynamic legislative requirements to be complied with. Non-compliance could be detrimental to the company. Shelving of RCT has been hanging for some time. This poses a challenge of wasteful expenditure. There is a new requirement to comply with MSCOA.</p>	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate
	Lack of brand architecture (continuous and consistent message management	<p>Reputation of the Theatre precinct, poor/bad marketing strategy, inadequate marketing budget as well as lack of specialised personnel.</p>	Moderate		Moderate	Moderate	Moderate	Moderate	Moderate

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q2 2019/20	Level 2 – External Assurance	Level 1 and 2 Combined Assurance
	Theft, fraud and corruption resulting in financial and non-financial loss	Conflict of interest, Inadequate segregation of duties / Inadequate or no supervision. Weak internal control environment - cash handling / administrative procedures, Lack of accountability, Poor work ethics, Greed, collusion, bribery, Inadequate IT access controls and Inadequate physical security controls.	<p>Q1 Residual Risk</p> <p>Low</p>	<p>Risk Advisory Services</p> <p>Internal Audit</p> <p>Low</p>	<p>Level 2 – integrated assurance</p> <p>Auditor General</p> <p>Low</p> <p>Combined Assurance</p> <p>Low</p>

Summary Discussion of Operational Risks

Operational Risks - Monitoring and assurance

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

KEY OPERATIONAL RISKS

Risk Area	Q2 Residual Risk
Insufficient storage	Very High
Negative publicity	High
Skills shortage	High
Fraud and Corruption	Low
Poor attraction of patrons to the theatre	High
Inability to expand on youth programmes to cater for the different fields within the industry	Very High
Lack of systems to measure youth programmes	High
Business interruptions	Moderate
Civil Liabilities	Moderate
Crime Exposure	Moderate
Fire at the restaurant	Moderate
Uncoordinated youth development activities	Very High

- **Group Internal Audit**

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

CHAPTER THREE: SERVICE DELIVERY PERFORMANCE

Section 1: Highlights and Achievements

The inaugural hosting of the "**Festival of Lights**" at the Joburg Zoo in an outdoor friendly venue, is set to attract fun-loving families and the energetic young and the not-so-young at heart with activations

Through the theatres partnership with the Soweto Gospel Choir, the choir performed at Soweto Theatre however, the most valuable and exciting aspect of the agreement is that the Soweto Theatre will now be the home of **Soweto Gospel Choir and their 3rd Grammy** will be housed at the theatre for all who visit the theatre to have the opportunity to view. The choir will also now rehearse at the Soweto Theatre as part of this partnership, an honour which will have many Sowetans bumping into members of the choir.

JOBURG THEATRE

The mix of entertainment presented at Joburg Theatre included **Madagascar – A Musical Adventure JR**, Joburg Ballet's sleek, glittering **Unbound**, the biggest African Musical of all times, **Sarafina, Marga the Path – Bharatanatyam!** an Ancient Classical Indian Dance, **The Man and the Mouse**, **World Sound Concert** an Afro-soul, contemporary, jazz, ethnic and traditional styles musical performances, **Anchored Sound** in collaboration with fellow healers, seekers, and alchemists Linda Sikhakhane, Ndabo Zulu, Nduduzo Makhathini, Mbuso Khoza, and The Theatreduo; went into the quest to give distinctly South African stories a voice through theatre and orchestral music.

Moshito Music Conference and Exhibition took to the stage to launch this year's annual event, a partnership between, the Department of Arts and Culture, and Moshito Music Conference and Exhibition aimed at giving South African music industry stakeholders credible business intelligence, enabling them to make informed decisions that will enable them to build a defensible competitive advantage in the marketplace for their companies.

The 9th annual Shakespeare School's festival with presentations by the schools in and around Gauteng displayed an array of talent amongst different individuals with the new participants including Adelaide Tambo School for the Physically Challenged.

Vuyani Dance Theatre founded by Creative Director Gregory Maqoma celebrated their 20th years of operating this year with a presentation of **Cion: Requiem of Ravel's Bolero** with Soweto Gospel Choir under the musical direction of Xolisile Bongwana and Nhlanhla Mahlangu

Journey beyond - a Symphonic Circus an extraordinary artistic collaboration between Zip Zap Circus and the Johannesburg Youth Orchestra performed for the first time ever at the Joburg Theatre as part of Heritage month

Joburg Ballet presented **Giselle**, a richly romantic story of a love so powerful it reaches from beyond the grave, a tale of passion, betrayal and forgiveness showcasing South Africa's finest dancers in an event of breathtaking beauty you will never forget.

And as it is done traditionally at Joburg Theatre, it was **PANTO** time, the highlight of the annual theatre calendar and this year's title was **Jack and the Beanstalk**, written and directed by Janice Honeyman.

Making his pantomime debut as the villain is actor, comedian, writer, radio and TV host, director and painter Casper de Vries. Lelo Ramasimong returned to Joburg Theatre following her triumphant success in the role of

Shug Avery in the Color Purple is as the good fairy. The role of Jack the Joller was performed by actor Zolani Shangase. Zolani enjoyed popularity in his recurring role on DSTV's Moja Love in the telenovela Hope. Also featured in Jack and The Beanstalk were: Germandt Geldenhuys as the Dame, currently enjoying great success as Louis on TV's Binnelanders; Neo Motaung as Mrs Skwashie Mangowashie – another The Color Purple star who, as Sofia, earned standing ovations nightly; 22-year-old Dezlenne Ulster-Weale as Raspberry Rose; and panto stalwart Clive Gilson as Dom-Dik Canari.

MEDIA QUOTES

"Janice Honeyman's production of *Jack and the Beanstalk* is big on the feel-good factor, wickedly funny and a visual treat...the crowd went crazy...The pantomime is split-your-sides funny – with witty repartee and slapstick mixed in satire...this pantomime is such fun that it will keep the feel-good mood of the Rugby Worldwin...highly recommended." *Ferial Haffajee, Maverick Life, Daily Maverick*

"Janice Honeyman and her annual panto have both become theatrical institutions, appreciated for the very fact that they exist as much as for what they deliver...it's a totally over-the-top visual spectacle of glitz and glam, with great scenery and endless costumes...it's visually spellbinding...you'll have a great time." *Lesley Stones, Daily Maverick*

"A non-stop whirl of energy...a frenetic kaleidoscope of song, dance and surprises...It will definitely make you forget your woes, if only for a couple of hours." *Jennifer de Klerk, Artslink.co.za*

"This is a beautifully choreographed show, with a musical ensemble that you're sure to find yourself tapping your feet to...sure to have the adults in stitches by the stinging satire of South African politics whilst the kids will adore the stunning performance of the colourful characters...a definite addition to your holiday season of 'must do's'." *Manii, 2 Dads and a Kid*

"As the show burst into life I couldn't help but let all worldly thoughts go and simply get lost in the magic of the production...With each scene change I was left in awe at the magnificence of what I was taking in...I don't know how they do it, but just WOW!...an outcome nothing short of SPECTACULAR!...We highly recommend the experience to kids age 5 – 105." *SA Music News & Entertainment*

"This year's Panto is my favourite!...There's some wit and satire for the adults and everything else for the young people!" *Waydene Laing, Blogger*

"Honeyman has the gift of getting the best out of every actor...It is such a pleasure when the production exceeds your expectations." *AJ Opperman, Netwerk 24*

"Packed with celebrity cameos, comedy cross-dressing, silly puns, glitz, glamour and big musical numbers that will appeal to children and adults of all ages...a raucous evening of panto fun and a script filled with slapstick humour and witty wordplay that will delight families." *inyourpocket.com*

"The panto held at Joburg Theatre every year is the one Hit Event that all theatre lovers look forward to...it's not what you expect, it's much, much more!...The stage décor was breath-taking. Bright colours, butterflies, dinosaurs...so many moments that will be treasured in my mind forever...AMAZING, SPECTACULAR AND TOTALLY REMIXED VERSION OF THE TRADITIONAL OLDIE." *GaloreSA*

Festival of Lights officially opened for audience on Sunday 01 December. It attracted patrons from across the country to enjoy festive season holidays with the experience of life sized animals, food, Arts and craft and Music.

Described as a spectacular and a definite must attend for all Joburg families, the Festival of Lights took patrons on an enjoyable tranquil walk in the zoo on a designated lit route away from the animals enclosures under trees decorated in captivating lights.



In preparation for *The Taming of Jakarumba*, Jairos aka Jakarumba hosted an **artist development workshop** which equipped the young artists with the business side of music as knowledge is a key. Young and upcoming entrepreneurs attended this master class and in preparation for the actual premiere of celebrating the life of a Kwaito Legend Jakarumba.



The Taming of Jakarumba- Life of a Pantsula, a music production that narrated the life, challenges and triumphs of one of the most colourful characters in the kwaito music industry, Jairos Ditshotlo Nkwe as well as his layered personality as a member of one of the most successful kwaito bands in South Africa, Trompies. He has a story that is fascinating that rolls out as an adventurous roller coaster and this was experienced through the celebration.



As much as his road to music success was filled with joy and success, it was also accompanied by challenges and pitfalls. The message of the production illustrates that no matter how deep and dark it gets, a person can bring themselves out through much effort. Kwaito was an exciting edge in the transformation of South Africa celebrating its democratic elections 1994 and this was a movement like no other. Kwaito music movement, well known as Pantsula music saw outstanding characters taking the hearts of many, the likes of Mdu, Mahoota, Alaska, TKZee and many more. This gave birth to many South African artists and music genre that this generation still enjoys. *The Taming of Jakarumba* production was fully attended by Kwaito stars and fans alike. The kwaito legends celebrated Jakarumba the best way they knew how, through kwaito music, the likes

of Thebe, Mdu, Kabelo, Alaska, Pule, Professor, DJ Sumbody to name but a few . A well-deserved sold out production indeed.



Through The Ages presented by Portugal The Band provided endless of music covers from the 60s hits up until 2019. Hit after hit, they mesmerized their audience with song covers from icons such as Dolly Parton, Prince, and Michael Jackson. Crowd favourites featured hits from artists such as Shania Twain and the Backstreets Boys, latest hits from your playlist from Adele, Ed Sheeran and Shawn Mendes. Fused with dance, taste of Portugal traditional hits and lots of comedic moments, the audience could not get enough from these talented musicians.



Solo The Dreamers ABC - What do Hip-Hop and Theatre have in common? Storytelling. Award winning South African rapper Reason, Solo and Mlami Maloyi were able to see the commonality. They were daring enough to combine the two elements of art forms and bring us a performance we've never seen before. The performance narrative was not only narrated by punchlines, verses or what they call "bars" but it was fused with action on stage such as movement and the inner scripted dialogue had the audience deciding on what to take home and create dialogues from this expression. Solo highlighted how this collaboration wasn't just an open space for him but for theatre lovers, hip hop lovers to come and experience storytelling in a different form. This fusion opens a whole new door of storytelling. South Africa needs artists like Solo for breaking all boundaries and let Art speak to us. The main question is, are we listening?

THE PEOPLES THEATRE

The Peoples Theatre's aim has always been to share the wonder of books and reading with children. To bring life back to all the most dearly loved stories and give children something memorable to carry with them after the curtain falls. Story telling has a magic about it that entrances and enthralls. It has the ability to grab the attention of any audience, young and old.

One of the most beloved children's theatres, Peoples Theatre, proudly presented another series of timeless tales, Rumpelstiltskin, The Emperor's New Clothes and so many more, in this year's magical production of

Story Book. The Story Book Theatre series has always been extremely popular and in past years has seen sold out performances.

Children fell in love with their favourite bookshelf classics all over again when they experience the enchanted world of books, which dynamic duo Jill Girard and Keith Smith creatively brought to stage.



With great fairy tales the likes of Honest Woodcutter, Little Red Riding Hood, Brave Roaster, Tinder Box, The Princess and the Pea and Hansel and Gretel all taking centre stage, the only thing left was an audience that became an integral and interactive part of the show.



The new financial year kicked off with the **Traditional Music and Dance finals** in partnership with **Zindala Zombini**. In total, 10 rounds were held in different hostels with a total of 34 groups, totalling 556 participants competing in the final. The traditional music and dance competition is Soweto Theatre's contribution to making traditional music and dance groups professional such that they can derive a living from their artistic talents.



Over 3000 women adorned their doeks and stood together in an event like no other - **Basadi Kadi Tuku** in celebration of Women's month.

Duma Ka Ndlovu (Word of Mouth) in collaboration with Harlem Children's Zone delivered a spectacular show where children from Harlem (USA) showcased their dance moves in the appellation of "Our children dancing in the land of their ancestors".

Programming continued with comedy showcases presented by Skhumba, to Little Mr and Miss Soweto a children's pageant to the staging of Joseph Shabalala the Musical for the purposes of peer review. SEA Africa, a conference for Showbiz Entertainment on the African continent attracted industry leaders and arts practitioners to discuss showbiz entertainment in Africa.



Joseph Shabalala the Musical was staged in the first quarter. As with art, one can never be absolutely sure about the duration it will take to develop the script and stage the production. A few delays were faced by the production which has resulted in it showing for one week at Soweto Theatre for developmental purposes, the production will now premiere in 2020.

During the second quarter the theatre embarked on a Soweto's big 5 campaign which is international programming targeting tourists and corporate groups. The focus was on attracting corporate audiences where Human Resources managers have been contacted and told about the shows that will be staged at the theatre and unique packages were created for corporate groups for R250 per person which includes a ticket to the show and a traditional South African braai with drinks.

Moja Love (Uyajola 9/9) utilised the Soweto Blue Theatre to record the season 2 finale of the known TV show Uyajola 9/9, this series went back to the participants featured in season 2, interviewed them about the whole experience and asked how the show has changed their lives also if they may need further assistance from the programme in getting help. Mashabela, host of the night, conducted the interviews including JUB- JUB and Moss the hosts of this show. There was a performance by Amu Fake.



South African Property Investment Event utilised the Soweto Blue Theatre, inviting everyone in and around Soweto to teach them how to make money by selling and buying property. They also introduced different way to get a funding to start in this business.

Hugh Masekela Exhibition- Patrons came from all walks of life to see the album artwork, horns and magic that is Hugh Masekela, presented as an exhibition. It is a passion project of the world-renowned trumpeter and heritage activist, the festival & exhibition has been envisioned as a platform to grow and promote heritage and culture to and through a cross-generational, cross-cultural audience with a stage that represents ALL the diversity of South Africa, the continent, indeed, the globe; with a family ambiance full of heritage and culture.



Patrons in attendance had the following to say:

"The experience was great and out of this world. The visual was clear. Overall this reminded me of my childhood Sundays listening to Miriam Makeba, Hugh Masekela, Makwande and Enkosi."

"This was such a great even. I felt like I got to know Hugh Masekela on a personal level and I especially enjoyed watching the recording of his concert at Monte Casino. Thank you for a great night."

"The car guards were very welcoming and knew where to direct people. I appreciate that the Theatre celebrates our legends that have passed on."

"Give thanks to storytelling through song. It inspired us and carried us through the darkest times. You are a fighter, a warrior an ancestor who continues to guide us. I am grateful that on your last day on the African soil I was able to capture your presence and the moment of silence crated for you at the Apollo Theatre where you graced thousands of people many times telling them about who we are as Africans. Kealeboga."

"Rest in peace Bra Hugh! We really enjoyed the exhibition. Black to the future."

"Attending this tour about the history of Bra Masikela, I enjoyed and received warm welcome thanks so much. I love the song Thumamina."

The **Ukhamba Greening Schools** Competition is an annual event that takes place as part of the Ukhamba Development Project to recognize and reward green school efforts in sustainable green school management. The competition serves as a tool to: Encourage learners in turning their schools into climate proof schools; encourage learners to practice sustainable agriculture in their schools; promote energy efficient schools and encourage learners to take part in waste management, separation at source (Reuse, Reduce and Recycle) also Instil water conservation values.

Soweto Gospel Choir- Winners of the 2019 Grammy award for best world music album (freedom), Soweto gospel choir has now brought their Grammy winning freedom tour to Soweto theatre. Doors opened to an audience that was invited on behalf of the Nkosi's Haven fundraising, followed by an official opening night where the choir was welcomed with warm loving hands. Filling the stage with vibrant costumes, incredible vocals and uplifting songs, Soweto gospel choir gave 90 minutes of indisputable bliss, leaving audiences exhilarated as they dance in the aisles each night.



Soweto Gospel Choir with Social Development Elderly Abuse Event- The Department of Social Development celebrated the lives of our senior citizens by taking advantage of the Big Five buyout deal. The event was in awareness of dementia with elderly people being advised to take care of themselves and in doing so stand to fight abuse. Soweto Melodic voices performed a short play about elderly abuse to celebrate October being senior citizen month. Soweto Gospel Choir serenaded the elderly people as the pinnacle of the occasion.

Mandela is dead by Makhafula Vilakazi- Now that Nelson Mandela is no longer here is it not time to have the difficult conversation with the white settler minority. Makhafula Vilakazi was asking to what extent we should still hold on to the dream of none racialism in a poetic way, Makhafula shared his new poem with the audience. Makhafula Vilakazi's Mandela is Dead was a sold out event.



Kasi Rap Festival is the underdog in the ever-commercial digital modern landscape that is playing itself out in our mobile, internet and TV screens. It is in young people's phones and hearts. The festival gave all the upcoming rappers from Soweto and its surrounding an opportunity to gather and celebrate their genre of music featuring a well-known Kasi rapper Siya Shezi.

Wits University's Drama for Life hosted schools to a workshop where they got to showcase their drama productions. The purpose of the workshop was teaching drama student's performance enhancing behaviour and practices in getting to know the stage. Judges and facilitators for the workshops were Nathaniel Ramabulawa and Nonkululeko Busika. Programme director: Stella Dlanglala and Thapelo Mohapi.

Mr & Miss Heritage Soweto is a beauty pageant that promotes culture and heritage. It is a youth empowerment event that brings different cultures together and battle for the crown of Mr and Miss Heritage Soweto. The outcomes of the pageant are to give youth a platform to showcase their heritage via dress as an effort in living a purpose driven life.

The **Hugh Masekela Heritage Festival** line up was announced and included big names such as Sjava, Bombshelter Beast lead by enigmatic jazz lead Marcus Wyatt, Thandiswa Mazwai and Siphon Hotstix Mabuse. The Jabulani Amphitheatre, last utilised in 1979, was utilised by this prestigious festival for the first time in 40 years. Bra Hot Stix Mabuse, who closed the venue with his band in 1979 was so moved to be performing on the stage as it was utilised for the very first time following some much needed renovations. The public should be excited about festivals and shows that are still to be staged on this most auspicious stage.

The Hugh Masikela Heritage Festival was a reflection of Hugh Masekela eclectic musical appetite and output, through the lens of South Africa's own abundant and diverse musical offerings. This fifth instalment was a

significant and important juncture in the life of the festival. This event was the first since Bra Hugh's passing, held in what would have been his 80th year, as well as debuting at the historical Soweto Theatre; the festival continues to evolve as a magnet for diverse South African performers and audiences. As a passion project of the world-renowned trumpeter and heritage activist, the festival envisioned as a platform to grow and promote heritage and culture.



The Soweto Cake Festival Expo is a premier industry lifestyle event in Gauteng. It offers a unique opportunity for industry gurus; home based traders, as well as starters to not only open up their service to hundreds of visitors but also establish links in the baking industry under one forum from hospitality, wedding business, catering, latest cakes, designs and dessert. The festival was enriched with healthy options education about the industry and wide range of opportunities that drew hundreds of visitors. All this made it the perfect place to reach the retail or food service. This even helps to serve the summer weddings including birthday. On the day there were new cake stands and visitors tasted samples for free and there was also an option to buy slices, visitors also experienced live cake demonstrations, cake auctions with live performances that kept attendees entertained. At the end there were professional chefs that judged the best cake of the day and prizes were won.



WE CAN ARTS FESTIVAL is an initiative by **Outrage Concepts**. The festival was launched in 2015 after realizing a plight facing the disabled people in the fields of the Arts and Culture and related sectors. Before this platform was initiated there were neither platform through which disabled artists and SMM's could meet and share their views on issues affecting neither them nor platforms to showcase their talents. It was exciting to host the 5th annual We Can Arts Festival, with the main objective of creating a fully-fledged national festival

national festival for the disabled artists. Amongst other known artists who performed were legends like Babsie Mlangeni, Steve Kekana, Joe Nina; Sgwili amongst others it was also live DVD recording.

Ho Phethehile Church Choir in collaboration with Soweto Theatre hosted a Clap and Tap extravaganza for the choir's new and old followers. Purpose of this event was to bring everyone together under the same roof to blessed & praise the Lord with spiritual songs.

Miss Soweto 2019 - This year's event was a double celebration as White Star was also marking its 20th year as South Africa's leading maize meal brand. Keeping with its aim of making a difference in the community, White Star not only sponsored the Miss Soweto pageant itself, but also ensured that the 20 finalists acquire skills that will empower and enrich them in the future. This includes a number of exclusive workshops designed to enhance their grooming skills, hone their fashion sense, and train them in the finer points of etiquette and professionalism. Key partners in the workshop series included Even and Lovely, Eli Ball Evening Wear and K Mille Models, all of which brought their unique creative flair to each year's event.

Miss Soweto 2019 is Musawenkosi Gumede, 1st Princess is Thato Kubheka and 2nd Princess went to Fhulufelo Bilankulu.



Joburg Ballet - This year end performance allowed families, friends and members of the public an opportunity to see what the students have been working on during the year, offering the audience a measurement of the School's young dancers in terms of both progress and achievement. The showcase was choreographed by one of the teacher's Keke Chele.



Abantu Book Festival has become an annual pilgrimage for black writers and readers held in SOWETO—to celebrate the rich and diverse African literary heritage. While the book remains the central medium of the festival, this event presents an extensive programme that is a feast for the whole family, which includes poetry and musical performances, writing and publishing workshops, panel discussions and in-conversations, dance, as well as film-screening woven into the mix.

Over three days at Soweto Theatre, the best poets with the likes of, novelists, playwrights, biographers, musicians like Zonke, actors, activists, thinkers, and readers from as far as can be imagined, transforming the historic location of SOWETO into a literary village. Lebo Mashile was the programme director of the event.



Sad'afrika, written and directed by Lebohang Mthunzi Performed by Lits'omong Junior Learners. Sad'afrika, the land of joy will take you on an adventure with Felicity and her friends as they attempt to save their land from the thief of happiness that Silence women and children. On their quest to find a potion for happiness, they pass through the terrible scenes of what their land has become without happiness but then they discover the desert of hope, the ocean of love, and the skies of peace. Their journey shows us that children can make a difference, by overcoming obstacles. The play teaches us the importance of working together! Through music and dance.



SOWETO THEATRE JUNIOR ORCHESTRA End Year Showcase 2019



SLOT is written, directed and choreographed by Lebohang Moroe Performed by Lits'omong Senior Learners. SLOT is a musical theatre piece that explores the story of the participants who are about to perform on their year-end showcase, Sabelo, one of the naughty boys in the cast happens to raise the curtain before they are given a cue to start the show. Are they going to mess up the show or they will find it as the show runs to remember the sequence of the show as the curtains are up already? The story unfolds through music, dance and drama in one theatrical unit.

Black Amini was a movie screening showcased at Soweto Red Theatre. It was all about the Lady who dedicated herself in stopping human trafficking and abuse of women and children. The movie was created 2016 and first African movie to show the 4IR. With the main character called Perfect Mbango.

Fairy's In Soweto Land is a reworked fusion of various ballet fairy Tale repertoires with special choreography from independent Choreographers such as Mr Ellington Mazibuko, Sifiso Mavuso and Mr Nkosana Zolo. The performance was designed to entertain both Adults and Kids with the Fairy Land ballet snippets from Snow White and the Seven Dwarfs, Alice in Wonderland and The Great waltz from Johann Strauss. Audiences were treated to highly knowledgeable, highly professional and highly skilled performers. Well-trained dancers that are able to follow any choreography that is put forth to them by professionals with spiritual choreography from Mr. Sifiso Mavuso (contemporary dance) who just choreographed the Finale of our Wholistic Dance Spectacle.

This was a multi-faceted dance production with emphasis on ballet as a sign of gratitude for our learners' achievements in Classical ballet RAD Exams (Grade 1, Grade 2 Grade 4 and Grade 5). The Show was aimed at attracting new Audiences to the theatre such as kid's parents and their extended family members, general public, Donors and potential funders, Sponsors and also acts as an audience development for our Ballet kids.

I Love Soweto was a four-day festival themed around local entertainment in a family friendly performance space. The festival is curated by Soweto Art and Craft Fair this includes a vibrant food market brought by Seven Colour Sundays, this event started with Poetic Thursday and continued with Bioscope wine & cheese, Soweto Arts & Craft Fair and Seven Colours Sunday. This set up was the perfect place to do your Christmas shopping especially because 100% proudly South African brands are promoted. From night markets, to outdoor movie screenings, to live poetry, comedy and music, I LOVE SOWETO weekend was suitable for the whole family.



Seven Colours Sundays- Every Last Sunday of the Month, Soweto Theatre comes alive with good food, good music and great people. Seven Colour Sundays, which has become of South Africa's favourite and most attended food market, lights up the iconic theatre with an amazing ambiance, tasty food, great DJ's and an experience you won't easily forget.

This event caters for the whole family to come and be happy, enjoy a variety of delicious food, vibe to some good music from a list of talented and ground-breaking local DJ's as well as performers. Sowetans and people from around Johannesburg gather at Soweto Theatre Seven Colour Sundays for an easy-going, relaxing scene, for the best food market in the country hosted by the Soweto Art and Craft Development team, who are also the innovators behind the successful Soweto Arts and Craft Fair.

Poetic Thursdays - Since a year ago every last Thursday of the month spoken-word poetry is celebrated at Soweto Theatre under the umbrella Poetic Thursdays. Poetic Thursdays celebrates poetry in its various forms as a tool of expression packed with emotional content and gives a platform to established and upcoming poets

to showcase their work. **Poetic Thursdays** features an open mic, a DJ and exhibitions by some of the country's leading performers. As a poetry platform audience members are granted an opportunity as well to share their poetry skills on stage.



The Roodepoort Theatre remains the preferred place to be in Region C boasting beautiful outdoors, clean and safe entertainment environment. Roodepoort Theatre remains the venue of choice without a doubt, the competitive advantage of the theatre beings its undeniable quality customer service and family orientated workmanship.

Tinker Bell and The Secret Of The Wings, School @ Marshall Music, Laurika Rauch Region C - Male Voice Choir, The Art of Dance Euro Dance 2019, Chitty Chitty Bang Bang Jr., The Face of Figure Models Figures models, ATKV, 8th Annual Goddess Divine Festival, The Cancer Association of South Africa (CANSA), the Gateway School Present Tour De Carniva, Niel Berg, Forgotten, PANDORA, Womb Outside My Body, MIENA, The A.I.D.T., Mr and Miss Little Roodepoort, Roodepoort Dance Festival Finals, Nabba Gauteng Championships, Mandela Day, and the Young Performer Awards were presented at Roodepoort Theatre in first quarter of 2019/20.

The second quarter was equally busy with an exciting line-up which included programming that caters mostly for the youth.

Aladdin a Story about Trust, Friendships, and Love at first sight, Magic and making dreams come true. The beautiful production was produced by the dance art school a dancing studio based in Bryanston, Johannesburg. Aladdin showcased all the talented students from various age groups; led by amazing senior dancers Conrad Haupt as Jafar, Danielle Collins as the Genie, Melissa Springett as Jasmine and Austin Tsikosi as Aladdin. The dancers have persevered through schooling and private life challenges to work hard and put together an incredible show and that was evident as the production unfolded on the beautiful stage of Roodepoort Theatre.

International Day For Older Persons - Older Persons Week is observed from 30 September until 6 October. A key milestone during that week is the celebration of the International Day of Older Persons on 1 October, a day designated by the United Nations in 1990. All activities during Older Persons Week were celebrated by the theatre in partnership with the Roodepoort City museum. The day was a special one for older people and senior citizens around the world but more so for those in Region C. The main focus was on how older persons have had an impact on society, schools, public institutions and community groups and how they can continue to contribute to socio economic matters.

The day was filled with wisdom and knowledge sharing; the theatre remains humbled by being in the presence of the elders and will continue to host such events honoring the ones that came before us, bearing witness to the African proverb that reads the strength of the elderly is in the ears and on the lips.

CBA – Jozi Youth Dance brought together dance students, dance professionals, dance teachers and studios from all over the world to celebrate the art of dance on a theatre stage in the form of a contest. Categories or styles included acrobatic dance, ballet, contemporary, folk & traditional, fusion, hip hop battles, hip hop lyrical, modern, musical theatre, open, tap, urban/commercial. Most exciting were the tap battles for professionals or high-end dancers and also the hip hop battle zone for junior and senior dancers. All styles were allowed and the results were interesting and exceptionally entertaining. The day was made amazing for all contestants as they had the opportunity to learn from some of the industry's leading teachers/choreographers.

The **A.I.D.T.** is an examining body and non-profit Association, whose aim is to promote the teaching and standard of Modern/Jazz, Tap and Hip Hop dancing. Association for International Dance Teachers, offer the following: A comprehensive syllabus in all sections enables students from the age of 5 years onwards; to learn the correct technique, develop discipline and musicality, while enjoying the dancing experience.

DON'T STOP NOW- It was wonderful day of Ballet, Contemporary and Spanish dancing as the showcase was put on by beautiful students and their award winning dances from 2019. The Carstens Ireland Ballet School presented an amazing showcase that included choreographers, gorgeous dancers and talented students. From babies to seniors, the show was an uplifting and spectacular event for all which was sold out despite the chilly weather.

GERMAN CHOIR - WAM was pleased to present something quite different on Sunday at Roodepoort Theatre. Departing from their more classical repertoire they explored the lighter side of life with a concert of favourite songs from the cinema and musical theatre, with a few odd lots thrown in for good measure. This ranged from the lovely old world charm of OKLAHOMA! To the edgy music of RENT, there was something for all tastes. The audiences of full houses watched performances range from solo items and ensembles to the full choir, with accompaniment by a rock band and string ensemble. The show was attended and enjoyed by people from all walks of life and ages.



Commonwealth Pageants South Africa (Pty) Ltd is the official licence holder for the Mrs Universe South Africa and Mrs Universe Africa titles. The winners will be competing at the biggest international Mrs Universe pageant in China in December. The pageant creates awareness around Domestic Violence & Abuse. It was the first time a Grand Finale was hosted in South Africa to crown a South African and African delegate to take part in Mrs Universe. Mrs Universe Africa 2019 was opened to Married, divorced and widowed women between the ages of 25-50 years old.

Heritage Day recognizes and celebrates the cultural wealth of our nation. As South Africans celebrated the days by remembering the cultural heritage of the many cultures that make up the population of South Africa. Various events were staged throughout the theatre to commemorate this day. In partnership with the Roodepoort museum which is the foundation of all communities and an essential source of identity and continuity the day was full of teachings on cultural tradition, oral history, performance, ritual, popular memory, skills and techniques, indigenous knowledge system and the holistic approach to nature, society and social relationships. The day was focused on the important roles in promoting cultural diversity, social cohesion, reconciliation, peace and economic development. It was therefore important for the residents of Region C to reclaim, restore and preserve these various aspects of culture to accelerate the use of heritage to

address challenges communities are facing today. The day was full of color, glam and cultural dress and the theatre in partnership with the museum were in full celebration mode as we celebrated our differences.

Mesmerising, enchanting, and delightfully lavish, belly dance has journeyed through time and across the world. From the nomadic tent cities of the ancient Middle East to Romany caravans, from far Sultans' palaces to North American tribal festivals, this dance form has grown and captured the hearts and minds of the women who dance it and the women and men who watch it. For centuries, belly dance in all its forms has been enjoyed at small, intimate gatherings and large festivals. Dancing Divinity Dance Company always brings a new, spectacular twist to the art form.

The Gauteng Cecchetti Performance Awards are held annually to honour the examination of students of the class of 2019 from the Johannesburg, Pretoria and East Rand branches of the Cecchetti Society. The candidates in the Grades levels who achieved 70% and above for their exams during the year, performed in choreographed group variations on the theatres stage. The vocational students who all achieved a minimum of 75% and above, also performed in group dances which saw the best test examination group from each region perform their examination dance, with the winners from every vocational level performing their solo variation. This was an afternoon not to be missed which was jam packed with process and technic which left the dancers grasping for air.

Move Dance Studio presented a once upon a fantasy showcase, the audience enjoyed a night of imagination as they celebrated the dance studio's annual year end Showcase 2019. The show was a treat for the full house of proud parents who tried to sneak in a picture of two of their little ones on stage. The theatre remains the entertainment spot for families in region C as it boasts safe parking, a beautiful restaurant and an A grade team.

The Golden Key or the Adventures of Buratino: The Russian School of Ballet presented its new ballet – The Golden Key or The Adventures of Buratino. Ballet dancers delighted audiences with Russian-inspired classical choreography that told a story that has been a delight to young ones and the young at heart for many decades.

Based on the classic book, *The Golden Key or The Adventures of Buratino* by the famous Russian writer, *Aleksey Tolstoy*, this act remains one of the most celebrated classical stories. Stunning Russian sets and costumes paired with challenging choreography and a touch of comedy as Buratino played a central role in a noble adventure that was filled with surprises at every turn.

The Premiere Dance Connection celebrated the Elements through dance to create awareness for our only home. Earth, Air, Water, Fire and Spirit; the bare bones of all creation, thrown together to create Mother Nature. What a fascinating mother earth concept show through dance, which saw the stage light up like all the elements while the backdrops came to life closer to the end of the show.

Rand Symphony Orchestra Gala Performance- The evening's entertainment opened with Mozart's glorious Overture to The Marriage of Figaro. It is accompanied by the superb pianist, Charl du Plessis, in Beethoven's marvellous Piano Concerto No. 3. The splendid conclusion to the evening's performance was The Rand Symphony Orchestra with the most exquisite work by Dvořák, Symphony No. 9 which ended the evening on a high note.



FUSION DANCE – A dance competition to rival all other competitions, the biggest dance schools convened on the theatre premises to challenge each other to be named the greatest dancer in the West Rand. The theatre was packed to full capacity with reigning champions of the dance world participating in categories of lyrical, jazz, solo, duo, quads, groups, super star section (special needs dancers) under 6 solo and group section, student teacher open section and the teachers open section; the rounds were exciting, as elimination, disqualification, hard work, sweat and tears were the order of the day, everything we expected from champions.



TURNING POINT DANCE STUDIO – Move Dance Studio with Turning point dance studio presented a once upon a fantasy showcase, the audience enjoyed a night of imagination as they celebrated the dance studio’s annual year end Showcase 2019. The show was a treat for the full house of proud parents who tried to sneak in a picture of two of their little ones on stage. The first show was sold out and a second one had to be open for sale. The theatre remains the entertainment spot for families in region C as it boasts safe parking, a beautiful restaurant and an A grade team. The theatre staff service was fantastic, as they negotiated their way through the busy hallways and foyer to serve up scrumptious meal; cleaners, foyer staff and security were no exception as they smiled the entire day making the audience feel welcomed.



Jozi Youth Dance (JYDC) is a platform to showcase up and coming dancers and that it did. As the heat wave swept through Joburg the dancers managed to bring some cool moves like a quick vosh, hard krump, the dashing dab and the crank dat. Dancers performed on the professional stage and were exposed to many different professional choreographers, dancers were coached by professionals for national and international competitions and it certainly was evident from the quality of dancers on stage.

The Greatest Show was the first annual **Sonic Sounds Music School Production**. The Greatest Show, was a student showcase featuring music from the hit movie musical The Greatest Showman and many other hit songs by various artists. The songs were performed by the students

and teachers of Sonic Sounds Music School. The students had been working together with their teachers in rehearsals for most of 2019 practicing as a school band and performed four songs as a school band followed by student bands, teacher bands as well as solo and duo performances, the show impressed audiences and inspired all up and coming musicians, giving them real stage and band experience.

CHRISTMAS MARKET – With Christmas a few short weeks away, it's time to join the festivities at the annual Roodepoort Christmas Market. A magical family experience complete with a festive market, movie screenings and the typical treats, here you could lose yourself in the wonder of a traditional quality Christmas market without the cost of a plane ticket! With more than 20 exhibitors and carefully handpicked vendors who showcased their beautifully crafted goodies in traditional wooden stalls adorned with fairy lights, all surrounding a magical Christmas tree in the center. It was an unforgettable experience for the whole family. In its first year, the Christmas Market will surely grow from strength to strength.

COMMUNITY AND YOUTH DEVELOPMENT

JOBURG THEATRE

The second quarter had great ground to test ideas and the department's vision for the future in meeting its goal to create an enabling space for young people making their first moves into the arts as well as create a responsive and engaged community space. The unit has focused on stakeholder engagement and will spend the remainder of the financial year creating the networks and relationships that are crucial to meeting our broader goals as a theatre.

The report gives an overview of our activities and the victories we have had along the way.

Training and education

The DNA graduation - The 2019 Duma Ndlovu Academy program came to a triumphant end in November. DNA continues to offer a much needed link between school and formal training to the real life of the working artists. The 59 strong class of 2019 busked in the glory of their achievements and hard work. The celebration was marked by JCT board member Mme Mpho Lecoge, who gave guiding words of the class of 2019. She shared her own struggles letting her daughter dedicate her life to the art and challenges ahead of the group as young artists forging a life in the arts. Duma Ndlovu passed the baton to the next generation of artists reminding them that their own vision and sense of self will be the bedrock upon which to make a life in the arts. Joburg Theatre is the bridge our students use between school and the reality of living as artists. A bridge that will be crossed over the coming years as they grow their names and work as artists.

Duma Ndlovu has expressed excitement about the future with the Joburg Theatre. His class of 2020 will be part of the theatre school set work festival set to take part in February 2020.

Number graduated: 65



The Applied Performance and Applied Arts management (APAAM) and Applied Performance and Applied Arts Management and training (APAAMT) program now in its third year took students through a theoretical training of life as an artist. The program runs in partnership with WITS University and Drama for Life, offering real qualifications to students and merging theory and practical training like no other arts program does. The past three months have seen students work with facilitators and trainers at Wits. Over the next 5 months, they will be working with the theatre in planning for their graduating theatre festival. The next phase will allow for direct engagement where the theatre becomes a practical learning and teaching space.

Performances and events

Confessions festival is the first of such monthly festivals at the Joburg Theatre. The challenge to the theatre is how to build an audience to see the work of unknown producers, writers and directors. Over the next few months, the unit is testing a model of theming and grouping productions and drawing in an audience based on areas of interest. Over a week, the theatre houses 4 productions in themed festivals.

To observe the 16 days of Activism against gender based violence campaign in November, Confessions was the first of such festivals. The festival invited male producers to reflect on the stage of black masculinity, mental health among African men and gender based violence. The idea is to create spaces for dialogue and engagement for men to reflect on the levels of crime and gender based violence in South Africa. The festival got a lot of coverage on radio (Power FM, UJ FM, Alex FM) who were interested in the concept.

JOBURG THEATRE SPACE.COM
November Programming

Towards a Healthy Masculinity

Theatre talk Back: Being a man when men are tight - 20 November 18h00

Screen: Moonlight - 26 November 19h00

Confessions Festival: 26-30 November 2019

Festival of plays written by young black men reflecting on gender based violence, the current state of truth and the struggle of being men.

Witness Who Wrote: New play reading - 18 and 28 November

JOBURG THEATRE

JOBURG THEATRE SPACE.COM
November Programming

Towards a Healthy Masculinity

Screen: (LGBTIQ FILM CLUB)

Moonlight

26 November 19h00

JOBURG THEATRE

JOBURG THEATRE

MOONLIGHT

If Soshanguve was a woman written and directed by Buhlebezulu Radebe personified the township of Soshanguve and told the stories of women and children in that community through song and a beautiful collection of poems.



Limpopo base Herman Tema brought his play master T and the Girls and explored the complex relationships and webs that men create when they do not regards their spouses and women in general as worth equals.

The final presentation at the festival was Yulh Headman who told his story of mental illness, depression and struggles with masculinity through physical theatre and dance.

Space Lab: Dreamers ABC – space.com is a black box theatre that offers a unique space for artists to come together and test their ideas, challenge form and advance contemporary South African theatre. Space.com is meant to be a lab where groups can play and explore and create. When hip hop musician Solo proposed that we explore using his music as the basis of a theatre play, the idea was a perfect fit with the work of space.com.

The Space.com made an open call to the APAAM, DNA and monthly event producers to work with Solo and his band of musicians to embark on a creative projects and bring two worlds together. Solo and his 7 piece band bring an eclectic and layered sound to hip hop. Space.com with writers, actors, dancers and directors in the department will be working and experimenting with form, structure and crossing genre we find a story and a theatre play in Solo’s music. Mlamli Maloyi, who runs the ART 24 Academy took over the process as facilitator and oversaw the process. The process was far from easy however the ART24 group, a small community theatre groups, was able to work with professional artists as equals and produced what was a whimsical and playful take on both hip hop and theatre. For many of the cast, this was their first real engagement with our big stages and was far from their homes and daily reality.



Dreamers ABC was the sweet play we produced together and aim to grow in 2020. Dreamers ABC brought a new audience to the theatre and gave the traditional theatre audience a new take on theatre. The project had over R100 000 free media from Kaya FM and other media partners who were keen to support this

experimental take on both music and theatre. Part of the project was to expand the theatre audience and get PR that would frame the Joburg Theatre for the progressive space it has the potential to be with space.com.

SOWETO THEATRE

Community and Youth Development programmes at Soweto Theatre provides structured and professional opportunities to aspirant artists and new audiences for in-depth development of their artistic skills and the development of arts & culture within the community.

As the Department that work closely with the community, our primary audience (the youth) is the driving force of the theatre's vision and mission of ensuring that a child in Gauteng will visit the theatre at least three times before they matriculate. Joburg City Theatre's youth development in the art sphere caters for 400 youths attending programmes in drama and music.

Music Training Program – Soweto Theatre Junior Orchestra

The Music Tutorial Programme makes music theory and practice available to children and youth in and around Soweto and provides music qualification support through the UNISA Music Foundation. The programme offers training in wind instruments with the recorder as the entry level instrument, string instruments with particular attention to violin, viola and cello, as well as vocal training to children and youth from the age of 10 to 21 years.

The programme is spread across five centres around Soweto and lessons take place from Wednesday till Saturday as follows;

Name of centre	Area	Day of class	Time
P J Simelane Secondary School	Dobsonville, Ward 47	Wednesdays	14:00 – 16:00
Soweto Theatre	Jabulani, Ward 34	Thursdays	16:00 – 18:00
Sir John Adamson Secondary School	Ridgeway, Joburg South	Fridays	15:00 – 18:00
Eldorado Park – NAC Building	Eldorado Park	Saturdays	09:00 – 14:00
New Apostolic Church	Emndeni, Ward 34	Saturdays	13:00 – 17:00

MTP Schools Music Outreach

In addition to the music training, the programme also facilitates music outreach in schools around Soweto, conducting basic music workshops with different musicians every month. These outreach workshops in schools are ongoing and yielding the desired results in terms of creating awareness about the MTP programme. In the current quarter, the programme has conducted two sets of workshops, planting the seed of music, growing the culture of live music and developing audiences at grass roots level.

The Music Tutorial Programme makes music theory and practice available to children and youth in and around Soweto and provides music qualification support through the UNISA Music Foundation. The programme offers training in wind instruments with the recorder as the entry level instrument, string instruments with particular attention to violin, viola and cello, as well as vocal training to children and youth from the age of 10 to 21 years.

The programme is now spread across three centres around Soweto and lessons take place from Wednesday till Saturday as follows:

Name of centre	Area	Day of class
Soweto Theatre	Jabulani, Ward 34	Thursdays
Eldorado Park – NAC Building	Eldorado Park	Saturdays
New Apostolic Church	Emndeni, Ward 34	Saturdays
Thsedimosho Primay School	Mofolo, Ward	Thursdays
BASA combined School	Protea Glen, Ward	Saturdays

The Junior Orchestra has been honoured with a feature in the December 2019 issue of the UNISA Directorate Music Newsletter. The feature focusing mainly on teacher development and the relations between theory and practice showed that the reach of the project not only extends to the development phase but may reach the professional phase as time and programme project development dictate.

The programme held its end of year showcase on the 8th of December which was successfully attended by parents. The Junior Orchestra presented an impressive performance.



Name of School	Area – Ward	Date	Total learners attended
Ebuhleni Full Service School	Emndeni, Ward 34	July	95
Khandubuhle Primary School	Pimville, Ward	August	74
Kgatelopele Primary School	Naledi, Ward 34	September	97

The programme presents two showcases per year as a way to measure the learners' development and progress. These take place in June and December and are supported by the learners' families, friends and the community. The programme produces two productions each year, a junior production for the 7 – 14 year old group and a senior production for the 15 – 21 year old group.

The programme is currently working on its end of year showcase, scheduled to take place on the 8th of December. The showcase will be divided into shows, one for the senior group (15 – 21years) and another for the junior group (7 – 14years).

Music Tutorial Programme Outreach in schools - The October MTP Outreach program workshop took place at Tshedimosho Primary School in Mofolo Soweto on the dates 16; 17; and 18 October 2019. The workshops were facilitated and successfully completed by the young jazz vocalist from Mamelody, Gabisile (Gabi) Motuba. Learners took part in the workshops which were more vocally based, focused on introducing learners to the world of the vocal artist and generally what music is. The workshops were largely informative for the learners sparking a lot of interest and curiosity around the history of music and what it means to be a vocalist/musician. Learners were also taught how to use music as a tool for communication and an anchor for self-worth and confidence.

The third day of the workshop which took a more interactive and collaborative format deviating from the normal two songs and ensemble collaboration, provided for a fun and expressive session that was well received by learners and educators alike.

School comments:

"Thank you, it's nice to have such an initiative come to our school"

"Thank you please bring more initiatives like this to our school, especially for music"

"Mara sis'Gabi did not perform for us"



Joburg Ballet brought a spark and crackle to mid-winter with four sleekly neo-classical ballets on the Mandela Stage. In a glittering collection of works collectively entitled **Unbound** a collection of four short ballets which included *Wakanda* (an expanded version of choreographer Kitty Phetla's work for TBWA's Breaking Ballet), *The Angel Trilogy* (an existing work choreographed by Esther Nasser), *I Think, Therefore I Am* (a new work by Shannon Glover), and *Transcendence* (a work by Belgian choreographer Kevin Durwael danced by Joburg Ballet at a gala in Cape Town in 2018). UNBOUND provided the dancers and choreographers to work in the neo-classical style and showcased the versatility of Joburg Ballet. The programme also gave a platform to aspiring choreographer in the company, Shannon Glover and Kitty Phetla, to creative works using the human and material resources of Joburg Ballet



Visits to the theatre don't get more magical than Joburg Ballet's sublime *Giselle*, a richly romantic story of a love so powerful it reaches from beyond the grave, a tale of passion, betrayal and forgiveness showcasing South Africa's finest dancers in an event of breath-taking beauty you will never forget. Sharing the title role with Joburg Ballet's own stars is French principal dancer Anaïs Chalendard who will dance in three of the ten performances during the season. Miss Chalendard made her acclaimed SA debut earlier this year as a guest artist in Joburg Ballet's *The Sleeping Beauty*. *Giselle* is staged by artistic director Iain MacDonald and ballet

mistress Lauren Slade. Australian-based SA ballet luminary Dawn Weller coached the dancers in their leading roles.



Cecchetti Examinations - Students from Alexandra and Accelerated were preparing for their Grade 3 and 4 Cecchetti Grade Examinations. It was decided to push students to do two examinations as some of their ages do not align with the grades they are currently in, at the time we had to recognise who will cope with the pressure of doing two exams in one year.

The Grade 3 class from Accelerated i.e. Rize Habana, Ntando Mhlanga, Kgalalelo Mfokazane and Oratilwe Mohoang were and successful candidates and passed with Distinctions.

The Grade 4 class from Alexandra Simphiwe Mashele, Ofentse Mafafo, Nwabisa Chola and Thandolwethu Pashe passed their examinations with Merit. The students in Alexandra are progressing into grades that require lots of detail and a better result could be achieved if they had mirrors. They were examined in Linden at Josie Pretorius Studio as we did not have space and she offered to host the students. The Cecchetti examiner was Ms. Liston

Students participated in Dirk Badenhorst's **Christmas in July**, they performed at the Lyric Theatre at Gold Reef City. This is a good learning curve to see where they are at when working with other teachers and choreographers. Fortune Bernard, Fiaz Dalman and Bradley Dlodla participated. All students participated in their private capacity.

Classes continue as normal in preparation for the September /October examinations for both students and teachers. All examination candidates rehearsed together, and parents were able to watch in preparation for the up-coming examination.

First candidates to perform their examination were the Intermediate Foundation Students at St Ninians Hall in Park Town North. We entered 3 candidates, 2 students from the Accelerated program and 1 student from Soweto. We wish them only the best. All students have received the exam attire. We have a total of 51 candidates entered for grade examinations this year.

Joburg Ballet joined MMC: Community Development at Cosmo City Primary School, Students from Alexandra performed at the above event with members of Joburg Ballet.



Students doing exams were also in the Giselle, we had to have additional students because their examination dates clashed with stage rehearsals.

Grade 1 to 5 Examination Results were very pleasing all 53 Candidates 100% pass rate achieved of which 44 candidates qualified for the Gauteng Cecchetti Performance Awards. In order to qualify for the medal awards, candidates must achieve 70% or higher. 27 students achieved Distinctions, 24 Merits, 1 Pass and 1 default. All students were on time logistic to have the students on time for their examinations went well, but it is a costly exercise.

25 Students we were available for the day and easiest logistically were used for the performance as our other students were still performing in Giselle and had two shows for the same day. Students are chosen based on their attendance, reliability and technical capabilities.



Gauteng Cecchetti Performance Awards - Teachers Thabang Mabaso and Keke Chele choreographed pieces for the above. 44 candidates, qualified to receive medal awards. Usually all qualifying students must attend different teachers chosen by the Cecchetti Society to learn new dances for the awards ceremony. We mentioned to the society that that would be a costly exercise and a logistical nightmare hence we were allowed, to create our own works to perform at the awards. Our students performed remarkably well. Though the Society did not run their performances on time, thus impacting drivers as the show ran late.

Internal Assessments and Auditions

Assessments were held on the following dates

20, 21, 26 and 30 November respectively: Alexandra, Braamfontein, Soweto and Joburg Ballet Accelerated.

Auditions for 2020 intake were held on the following dates:

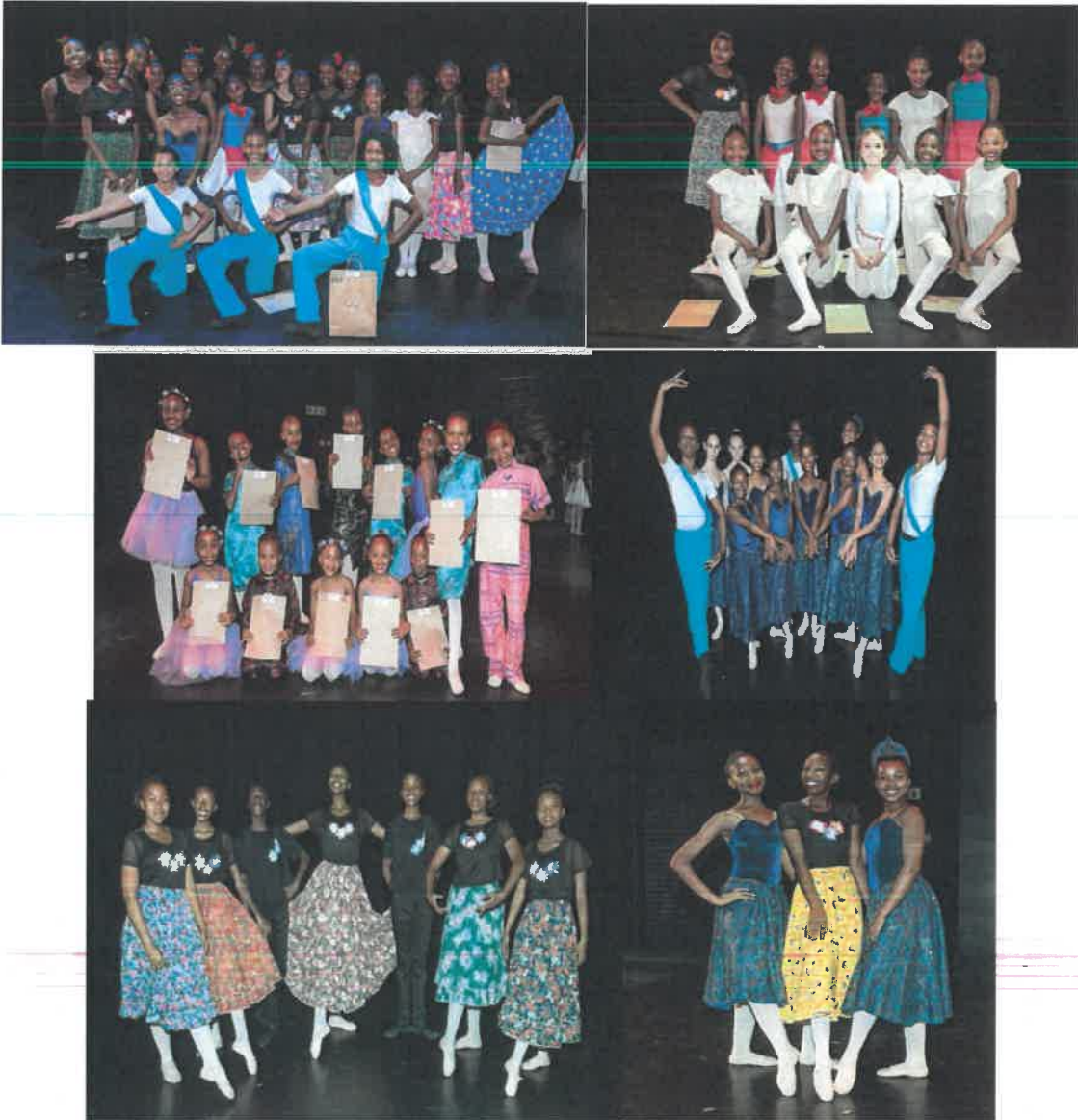
27, 28, 29 November and 07 December respectively: Alexandra, Braamfontein, Soweto and Joburg Ballet Accelerated.

Provisional 2020 intake numbers below (**Provisional** - as some parents come to the auditions but do not register the children the following year).

Alex 17, Braamfontein 37 and Soweto 41.

ANNUAL YEAR END SHOWCASE – 4 DECEMBER 2019

At the same time the JB School is preparing for our annual year end concert to be held at the Soweto Theatre on 4 December 2019.



Stills & video: Five photoshoots took place during this time, featuring new images for Unbound and Giselle as well as seven promo videos.

Interviews & features: Most coverage during this period was for Unbound. There was also some coverage for the company's productions including a double page spread in Creative Feel featuring Kitty Phetla's Wakanda. During the later period, more coverage was for Giselle including a double page spread in Creative Feel featuring Lauge Sorensen's photographic approach for the vintage photoshoot for Giselle and another for the upcoming auditions for the Joburg Ballet School and the performance of extracts from The Nutcracker at the Joburg Zoo for the Festival of Lights.

Key broadcast TV coverage included an interview with Esther Nasser on eNCA as well as Kitty Phetla and Revil Yon on The Morning Show. An insert for UNBOUND was also aired on E-TV's NewsNight Saturday, Weekend Lunchtime & eNCA Now. The company was featured on two new platforms. Firstly an with an interview with Keke Chele on Newzroom Afrika for Giselle and Jo-Anne Wyngaard on DSTV's Stories Wat Saak Maak discussing the JB School

Key magazine coverage included a double page spread on *Unbound* in Creative Feel, plus coverage in Hello Joburg, Get It, High Life, Khuluma, What's On In Joburg, South African Country Life as well as In Flight Magazine.

Key print media coverage included general coverage in The Star, Sunday Times, The Saturday Star, High Life, Khuluma, Indwe and Mail & Guardian.

Key radio coverage included our three week ad campaign on Kaya FM for *Unbound*, a weekly give-away with 947 and Jacaranda as well as a week-long challenge on 947's 'What's In The Box'. Heather Hook had a give-away on her show on Niche Radio. We had interviews with Esther Nasser on RSG, and mentions on Niche Radio as well as Kitty Phetla's interview on Radio 2000.

Key online coverage included Kitty Phetla's interview for Times Live, plus coverage on platforms including Netwerk24, Artsvark, Joburg.co.za and Edgars Club. There was also coverage on the company's performances in Knysna and Hermanus as well as the newly launched Ballet Botanica at Fairlawns Boutique Hotel.

Social media coverage: coverage during this period focused primarily on UNBOUND including Kaya FM's posts plus competitions with Edgars Club, Joburg In Your Pocket, Get It Joburg, Heather Hook, The Citizen, Mail & Guardian, FootNotes as well as Stage and Screen.

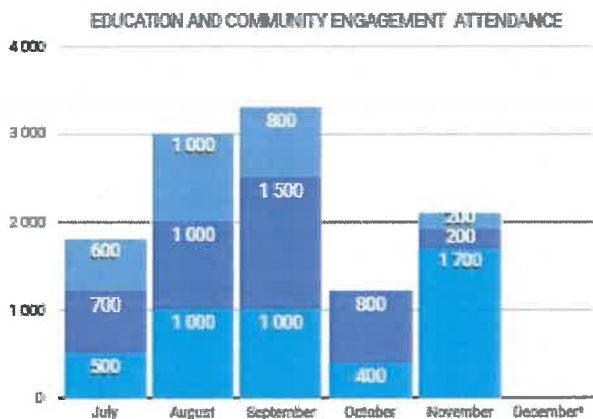


Education and Community Engagement- Peter And The Wolf With Vuyani Dance Theatre- The Johannesburg Philharmonic Orchestra (JPO) is proud to continue its association with Vuyani Dance Theatre – a multi award-winning and globally-esteemed contemporary African dance company. The Orchestra works together with Vuyani at their Education and Community Engagement concerts, bringing performances of *Peter and the Wolf* to life with multi-disciplinary art that includes music, dance and narration. *Peter and the Wolf* is a work by

Prokofiev; a narrated orchestral fairytale written with the intention of introducing children to the individual instruments that make up an orchestra.



The performances took place at a host of different schools around the city of Johannesburg for over 11400 learners.



The World Symphony Series (WSS) is fundamental to the work that the Johannesburg Philharmonic Orchestra does. With four seasons being presented annually, the series brings the cream of local and international talent to the South African stage and showcases the full artistic capability of its members — both individually and as a unit — with substantial works of art being 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 JPO. Since then, the Orchestra has seen more than 22 conductors and 27 soloists grace the Linder Auditorium (including South African and internationalist) 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.



Collaborative Endeavours- The Johannesburg Philharmonic Orchestra is always excited to partner with those who share their passion for excellence and their desire to make a difference to the communities that surround them. The year to date being no exception, the Orchestra partnered with a number of organisations – both local and international – ever pursuing the notion that music, arts and culture are important pillars of our rainbow nation.



Business Breakfast — With Demographica

The Johannesburg Philharmonic Orchestra was delighted to perform for the Demographica Business Breakfast, held at The Venue in Pretoria, on July 1st and 2nd. Demographica is the most awarded full-service business-to-business marketing agency on the African continent, servicing enterprise level business-to-business companies.

Christmas In July — At The Bryanston Country Club

The Bryanston Country Club hosted Classical Christmas in July, a lunch time event that featured a four-piece brass ensemble with members from the Johannesburg Philharmonic Orchestra.

German National Youth Orchestra— With the University Of Pretoria

As part of their tour of South Africa in August, the Bundesjugendorchester (German National Youth Orchestra) visited Pretoria, hosting a concert at the Aula Auditorium at the University of Pretoria. Alexander Shelley, Principal Associate Conductor of the Royal Philharmonic Orchestra in London and the Orchestra of the National Arts Centre in Canada, conducted the event which featured award-winning singer and songwriter, Msaki. The programme featured works by South African composers, William Walton and Hendrik Hofmeyr, as well as Gershwin's Porgy and Bess, Symphonic Picture for Orchestra and Brahms' Symphony No. 2 in D Major.



HOSPITALITY AND CATERING

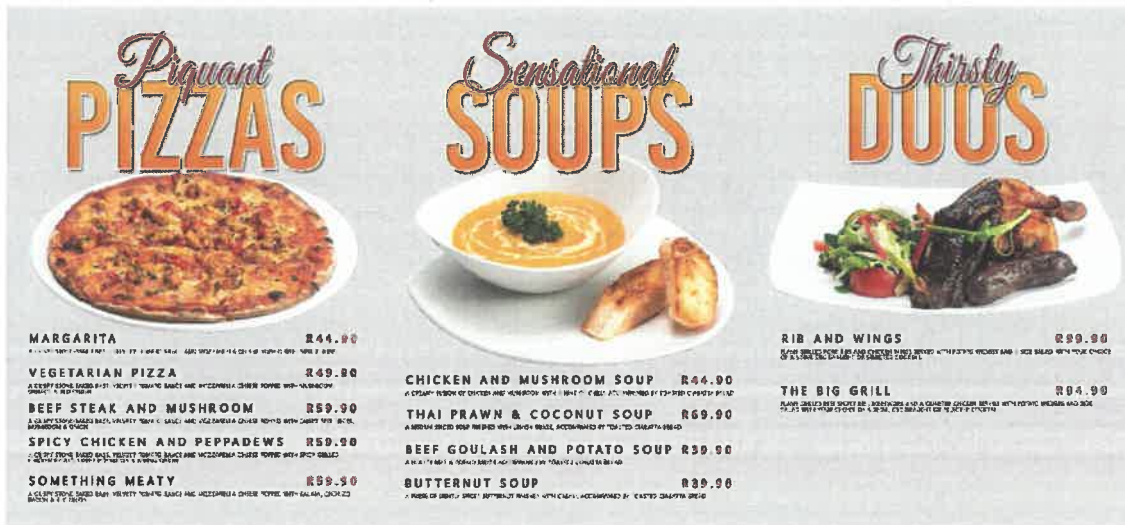
The current economic uncertainty in the hospitality and catering economic sphere and the increasing price pressure in the hospitality and catering industry, South African eateries have faced a slowdown in traffic, according to reports from research firm Stats SA. Joburg City Theatres Hospitality and Catering departmental traffic fortunately increases. Overall the department performed well with many compliments on the quality and standards of the product offering.

The Stages brand features a broad selection of high-quality Prime- and Choice-grade steaks and other premium offerings served in stages signature fashion complemented by other traditional menu items inspired by our South Africa heritage. Stages restaurants reflect the commitment to the core values of caring for our guests by delivering the highest quality food, beverages and service in a warm and inviting atmosphere.

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Joburg Theatre

To assist in increasing sales, Stages restaurant implemented a few specials as represented below:



The above special was well received by all patrons visiting the restaurant, notable was the large uptake of THE BIG GRILL which did sales totalling 941 over the quarter under review. The new menu for stages is currently being implemented and should be available in stages JHB Theatre by October 2019; this will assist in the achievement of the budgeted cost of sales.

Banqueting was fortunate to host a large number of external events in the quarter under review a few notable events, such as, the woman’s day celebration, which took place in Klipfontein, Devilwood Commemoration Service as well as the annual Jazz on the lake as depicted in the photos below:



Woman’s day celebration



Devilwood Commemoration Service



Jazz on the Lake annual concert

Metro Centre

The metro centre is now 80% operational with only the bar and function venue outstanding, the liquor licence has been applied for and is waiting on final approval for the liquor bored, this will bring the unit to full operation which from the corridor chatter is highly anticipated. The coffee was opened on the 8 September to great demand and the uptake is increasing daily.

After a successful meeting with group supply chain Hospitality and catering metro centre hosted the chamber meeting for 300 people which was superbly executed, lots of complimentary feedback was received, as well as the JMPD Chinese graduations.



JMPD Chinese Graduation



Council Chamber Meeting

JHB Zoo

The new menu has been launched in the zoo with positive feedback being received from all concerned:

The Festival of lights planning is well on its way and awaited by both clients and staff alike, a visit was conducted for a pre-screening and, all concerned were extremely impressed to see the final product in real life.



The zoo welcomed the introduction of two new vendors, Swag Foods and Surf and Fries:



Surf and Fries Menu Offering



Swag Foods Menu Offering

Four Kiosks have also been converted to sausage saloons a well-known South Africa franchise, adding further value to the food and beverage offerings already present.

Sausage Saloon Roodepoort Theatre



The Roodepoort Theatre annual Mandela event in July was hosted with great success, it was a privilege and a pleasure to be part of this annual event and to give back to the community as a whole, further to this Roodepoort hosted a well-attended woman's day function



Mandela Day Charity Event



Woman's Day Event

Roodepoort Theatre

The Roodepoort Theatre annual Mandela event in July was hosted with great success, it was a privilege and a pleasure to be part of this annual event and to give back to the community as a whole, further to this Roodepoort hosted a well-attended woman's day function

Soweto Theatre

In collaboration with 4th street wines and Distell, hospitality and catering provided the public bars for Basadi Kadi Tuku hosted at Soweto theatre,



Joburg theatre

To assist in increasing sales, Stages restaurant implemented a few specials as represented below:



The above specials were well received by all patrons visiting the restaurant, notable was the large uptake of THE BIG GRILL which exceeded expectations with sales totalling 1941 over the quarter under review.



The new stages menu was launched in October 2019 as planned and was well-received by all patrons.



New offerings in Stages Restaurants

The Banqueting department hosted a large number of events both internal and external, which received compliments from all the clients.



Dani van Zyl- I international Kickboxing



Central Gauteng Athletics awards @Monte Casino and Comdev



JMPD Gala Dinner Elis Park



Metro Centre

The metro centre canteen is growing from strength to strength; all liquor licences have been applied for and expected in the New Year, from the corridor chatter is highly anticipated. The New Year will also bring with it new menus which will further enhance the experience of the canteen.

Stages @ the metro centre is now a preferred supplier for catering of all chamber meetings as well as other municipal events



JHB Zoo

Stages at the Joburg Zoo had a great quarter facilitating the annual Halloween scare night, Tree of light launch and the widely anticipated Festival of Lights. All have been received well and complemented by numerous patrons. Halloween had visitor numbers in excess of 5000 people, Tree of lights had 2000 people and Festival of Lights is exceeding all expectations.



Halloween Scare Night at Joburg Zoo



01 DEC TO 05 JAN
7PM - 10PM

R120.00 FOR ADULTS
AND R60.00 FOR KIDS

ZOO

JOBURG ZOO
FESTIVAL OF
LIGHTS



for tickets call **0861 670 670**
or visit www.joburgtheatre.com

JOBURG THEATRE







Roodepoort Theatre

The Roodepoort Theatre hosted a number of functions as well as great shows which was reflected by the great revenue achieved over the 2nd quarter.



City Power Conference and Lunch

Soweto Theatre

Soweto theatre was privileged to host the Hugh Masekela tribute show in the quarter under review which brought in local talent to perform to over 2000 guests. The department further catered for the Soweto Marathon.



Assupol in honouring the late Bra Hugh Masekela



JCT SERVICE STANDARDS

Core Service	Service Level Standard Target	Jul-19	Aug-19	Sep-19	Q1	Q1 Evidence	Q1 Verified Actual	Q1 Variance	Q1 Variance explanation	Q1 Mitigations
Theatres accessible to people with disabilities	100% accessibility	100%	100%	100%	100%	disabled parking bays - site visit / theatre seating plans / disabled bathrooms	site visits	0%	no incidents reported	
Production start times	100% of all shows commence within 15 mins as per schedule	95%	98.3%	96.1%	96.5%	show reports & monthly show schedules	reports	3.6%	13 shows out of 361 started more than 15 minutes after scheduled starting time	
Safety of patrons	100% compliance to health and safety legislation	100%	100%	100%	100%	incidents reported	OH&S	0%	no incidents reported	

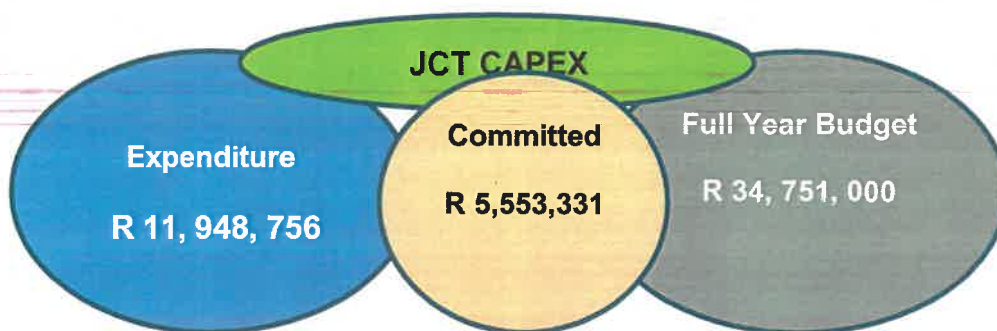
Core Service	Service Level Standard Target	October	November	December	Q2	Q2 Evidence	Q2 Verified Actual	Q2 Variance	Q2 Variance explanation	Q2 Mitigations
Theatres accessible to people with disabilities	100% accessibility	100%	100%	100%	100%	disabled parking bays - site visit / theatre seating plans / disabled bathrooms / information available on theatre websites	site visits	0%	no incidents reported	
Production start times	100% of all shows commence within 15 mins as per schedule	91%	96.8%	93.6%	93.8%	show reports & monthly show schedules	reports	6.2%	17 shows out of 317 started more than 15 minutes after scheduled starting time	
Safety of patrons	100% compliance to health and safety legislation	100%	100%	100%	100%	incidents reported	OH&S	0%	no incidents reported	

To support and drive its core strategy, JCT appreciates that values identify the principles for the conduct of the institution in carrying out its mission; and in this regard, the institutional values are derived in conjunction with the JCT mission. JCT values define a citizen-oriented approach for producing and delivering its services in line with the service delivery improvement priorities of the COJ, as follows:

Value	What it means in practice for Joburg City Theatres
Service With Pride	<p>We will display a results orientation and a commitment to perform and deliver on the priorities of the organisation.</p> <p>We will place customer service excellence at the centre of everything we do.</p> <p>We will do so in a competent, timely, cost effective and efficient manner.</p> <p>We will take ownership of our work at all times and take responsibility for our actions</p>
UBUNTU (Care and concern for people)	<p>We will do our work with care, empathy and concern for the wellbeing of vulnerable communities, customers and stakeholders.</p> <p>We will at all times display tolerance, respect and consideration of cultural diversity.</p>
Accountability	<p>We will display punctuality, reliability, dependability and a commitment to meet deadlines.</p> <p>We will act in a transparent manner and display ethical and consistent behaviour.</p> <p>We will behave with integrity in all our actions, always acting in the best interest of the citizen and organisation.</p>
Agility	<p>We will seek to be flexible, adaptable and responsive to our highly competitive environment.</p> <p>We will value and promote innovative ideas and solutions in order to deliver exceptional results.</p>

Section 4: Capital Projects & Expenditure

Amount of R 11, 9m has been spent as of 31 December 2019. Joburg City Theatres managed to achieve its quarterly target by 50%, there is R5, 5m committed to be spend in the next quarter. The diagram below depicts the current status quo for JCT capital expenditure.



JOBURG CITY THEATRE'S CAPEX 2019/20

PROJECT	CURRENT CAPITAL EXPENDITURE			
	Current Expenditure	Budget 2019/20	Committed	% spend to date against full year budget
JOBURG THEATRE BUILDING RENOVATIONS AND UPGRADES	R 206,065.00	R 850,000.00	R 48,240.00	30%
JOBURG THEATRE UPGRADE OF STAGE MACHINERY, RENEWAL PLANT & EQUIPMENT	R 9,203,044.47	R 30,000,000.00	R 5,192,489.88	48%
JOBURG THEATRE TECHNICAL EQUIPMENT NEW OPERATIONAL	R 850,000.00	R 850,000.00		100%
ROODEPOORT THEATRE INFORMATION TECHNOLOGY	R 271,978.78	R 8,000.00		3400%
ROODEPOORT THEATRE BUILDING RENOVATIONS	R 260,810.00	R 683,000.00		38%
ROODEPOORT THEATRE STAGE EQUIPMENTS UPGRADES	R 82,000.00	R 82,000.00		100%
SOWETO THEATRE BUILDING RENOVATIONS	R 231,460.00	R 1,122,000.00		21%
SOWETO THEATRE STAGE EQUIPMENTS UPGRADES	R 843,398.00	R 1,156,000.00	R 312,602.00	100%
	R 11,948,756.25	R 34,751,000.00	R 5,553,331.88	50%

Section 5: Performance against "Dipheto" goal

The Mayor has stated his commitment to "business unusual" game changer priorities that will make a significant contribution to enhanced service delivery. In response, the JCT "Dipheto" commitments are informed by, and build upon, the foundation laid by the 2015 JCT "transformation charter" which was aimed at transforming the organisation to be commercially viable and relevant within a changing society. While Joburg City Theatres has traditional audiences, it must be an environment which is accessible to all members of society; and transformation and relevance must be integral to the organisation's focus. JCT has identified the following "Dipheto" commitments for the period 2019/20 and beyond:






Moral Imperative	Impact	JCT Focus Areas	2019/20 Target	Means of Verification	Unit Responsible for Reporting	Reporting Period	2019/20 Performance Targets				Comment
							Q1 Jul - Sep 2019	Q2 Oct - Dec 2019	Q3 Jan - Mar 2020	Q4 Apr - Jun 2020	
Social - Greater quality of life and dignity for previously marginalised sections of our society	Inner City Revitalisation Programmes: (Ballet)	Outreach programmes to champion and harness a multi-cultural public space.	1 Outreach Programme Per annum	Attendance registers / SLA, Quarterly report / Contracts and marketing material	EP	Annually	1 Outreach programme	-	-	-	Target for First Quarter was Achieved
	Inner City Revitalisation Programmes: (Orchestra)	To develop and attract new audiences to the theatre To champion and harness a multi-cultural public space.	1 Programme Per annum	Attendance registers / SLA, Quarterly report / Contracts and marketing material	EP	Annually	1 programmes 1 Programme	-	-	-	Target for First Quarter was Achieved
Social - Greater quality of life and dignity for previously marginalised sections of our society	Cluster Activations Tribute to Legends	To champion social cohesion and contribute to building a better society through the arts. To be accessible to previously disadvantaged communities. To promote diversity in content creation and curatorship.	2 programmes (productions and concerts) 4 Activations	Attendance registers / SLA, Quarterly report / Contracts and marketing material / Ticket reports	EP	Annually	1 Programme 1 Programme	-	1 Programme	-	Target for First Quarter was Achieved
				Attendance registers / SLA, Quarterly report / Contracts and marketing material / Ticket reports	EP	Quarterly	1 Activations 1 Activation	2 Activations	3 Activations	4 Activations	Target for First Quarter was Achieved

Section 6: Performance against Institutional SDBIP







IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2019/20 Performance Targets				2019/20 Budget	
				Baseline 2018/19 Estimate	2019/20 Target			Reporting Period	Q1 Jul - Sep 2019	Q2 Oct - Dec 2019	Q3 Jan - Mar 2020		Q4 Apr - Jun 2020
Strategic Objective 1: Provision of opportunities for the youth, including future arts practitioners and entrepreneurs													
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty	Increase work opportunities at JCT	Number of Expanded Public Works programmes (EPWP) work opportunities created at JCT	Job opportunities	250 Expanded Public Works programmes (EPWP) work opportunities created at JCT	270 Expanded Public Works programmes (EPWP) work opportunities created at JCT	Employment contracts / HR/Payroll Information	COO	Quarterly	Target 50 Actual 87	Target 170 Actual 173	Target 220 Actual	Target 270 Actual	Target for midyear was Achieved
	Increase youth development	Number of youths attending arts programmes (Non-Cumulative)	Youth development in the art sphere	400 of youths attending arts programmes (Non-Cumulative)	500 of youths attending arts programmes (Non-Cumulative)	Attendance registers on programme content Programme summary	Executive Producer, Artistic Manager	Quarterly	Target 500 Actual 594	Target 500 Actual 564	Target 500 Actual	Target 500 Actual	Target for midyear was Achieved
Strategic Objective 2: High quality performing arts and entertainment experiences and facilities													
Create a culture of enhanced service delivery with pride and dignity	Improved service delivery	Percentage achievement on service level standards	Service standards turnaround time improvement?	90% achievement service level standards	90% achievement service level standards	Service Level Standards Report	COO	Quarterly	Target 90% Actual 98.83%	Target 90% Actual 98%	Target 90% Actual	Target 90% Actual	Target for midyear was Achieved
	Improved audience development and accessibility to venues	Number of Arts and Culture festivals and themed productions held / in-house production Annual Targets not cumulative	To make venues more accessible Promotion of positive social local content	20 Arts and Culture festivals and themed productions held / in-house production	22 Arts and Culture festivals and themed productions held / in-house production	Contracts Marketing material Show reports	Executive Producer	Quarterly	Target 9 Actual 11	Target 14 Actual 23	Target 18 Actual	Target 22 Actual	Target for midyear was Achieved
Promote		Number of	Imagie building	6 ballet	4 ballet	Quarterly	Executive	Quarterly	Target	Target	Target	Target	Target for midyear


CORE BUSINESS	SERVICE LEVEL STANDARD
1. Theatres accessible to people with disabilities	100% accessibility
2. Production start times	100% of all shows commence within 15 minutes as per schedule
3. Safety of patrons	100% compliance to health and safety legislation

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2019/20 Performance Targets				2019/20 Budget	
				Baseline 2018/19 Estimate	2019/20 Target			Reporting Period	Q1 Jul - Sep 2019	Q2 Oct - Dec 2019	Q3 Jan - Mar 2020		Q4 Apr - Jun 2020
economic development	of the CoJ by Joburg Ballet	Ballet seasons	of the CoJ by Joburg Ballet	seasons	seasons	report Contracts and marketing material	Producer		1	2	3	4	was Achieved
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
Number of Philharmonic Orchestra seasons	Improved access to professional concerts of classical and choral music	Philharmonic Orchestra seasons	Improved access to professional concerts of classical and choral music	4 Philharmonic Orchestra seasons	4 Philharmonic Orchestra seasons	Quarterly report Contracts and marketing material	Executive Producer	Quarterly	1	2	3	4	Target for midyear was Achieved
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
Strategic Objective 3: Affordable access to and use of theatres by communities													
Improved audience development and accessibility to venues	Public access to theatres	Number of attendees to theatres	Public access to theatres	255,000 attendees to theatres	260,000 attendees	Ticket reports	COO	Quarterly	70,000	170,000	210,000	260,000	Target for midyear was Achieved
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
Strategic Objective 4: Good governance, financial sustainability and sound management													
Improved financial planning and project management	Operating project programme	Percentage spent on operating budget against approved operating budget	Operating project programme	NEW	97%	OPEX expenditure report Financial statements	Operating project programme	Quarterly	≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget	Target for midyear was Achieved
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
Enhance our financial sustainability	Capital project programme	Percentage of CAPEX budget spent	Capital project programme	100% of R3,443m CAPEX budget spent	95% of total CAPEX budget spent	CAPEX expenditure report Financial statements	CFO	Quarterly	10%	30%	70%	95%	Target for midyear was Achieved
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
Operating project programme	Operating project programme	Percentage spent on repairs and maintenance to property, plant and equipment	Operating project programme	NEW	97%	Expenditure report Financial statements	CFO	Quarterly	10%	30%	70%	97%	Target for midyear was Achieved
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2019/20 Performance Targets				2019/20 Budget					
				Baseline 2018/19 Estimate	2019/20 Target			Reporting Period	Q1 Jul - Sep 2019		Q2 Oct - Dec 2019		Q3 Jan - Mar 2020		Q4 Apr - Jun 2020		
									Target	Actual	Target		Actual	Target	Actual	Target	Actual
Enhance our financial sustainability	Improved and sound financial management	Proportion of earned income against total revenue including subsidy	Financial sustainability Improved and sound financial management	38% / 62% Earn Revenue R67,653m Total revenue R179,097m	38% / 62% Earn Revenue R67,653m Total revenue R179,097m	Financial statements Income reports	CFO	Annually	Target 42% / 58% Earn Revenue R22,452m Total revenue R53,169m Actual	Target 43% / 57% Earn Revenue R68,270m Total revenue R160,421m Actual	Target 41% / 59% Earn Revenue R85,674m Total revenue R208,543m Actual	Capex Opex Target for Midyear was NOT Achieved 					
				40%/60% Earn Revenue R21,786m Total revenue R54,250m	40%/60% Earn Revenue R42,506m Total revenue R107,432m	Target 100% Actual 100%	Target 100% Actual 100%	Target 100% Actual 100%	Target for midyear was Achieved 								
	Internal control improvement process Audit mitigation initiatives	Percentage of valid invoices paid in 30 days after receipt of invoice or statements	Financial sustainability Improved and sound financial management	Clean audit outcome	NEW	100%	Expenditure report Financial statements	CFO	Quarterly	Target 100% Actual 100%	Target 100% Actual 100%	Target for midyear was Achieved 					
					Unqualified audit opinion with zero audit report findings	Unqualified without material findings	Unqualified without material findings Unqualified Audit Opinion	Unqualified without material findings	Unqualified without material findings	Target Unqualified without material findings Unqualified Audit Opinion Actual Unqualified without material findings	Target Unqualified without material findings Actual Unqualified without material findings	Target for midyear was Achieved 					
		Percentage of predetermined objectives achieved	Strategy improvement plans	NEW	85% of pre-determined objectives achieved	Quarter reports / evidence files	COO	Annually	Target 85% of pre-determined objectives achieved Actual 85% of pre-determined objectives achieved	Target 85% of pre-determined objectives achieved Actual 85% of pre-determined objectives achieved	Target for midyear was Achieved 						

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

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	Reporting Period	2019/20 Performance Targets				2019/20 Budget			
				Baseline 2018/19 Estimate	2019/20 Target				Q1 Jul - Sep 2019	Q2 Oct - Dec 2019	Q3 Jan - Mar 2020	Q4 Apr - Jun 2020				
														Target	Actual	Target
Improved financial planning and project management	Percentage of resolution of AG findings	Strategy improvement plans	NEW	100%	Quarter reports / evidence files	CFO	Quarterly	Target	10%	Target	30%	Target	70%	Target	100%	Target for midyear was Achieved 
								Actual	91% of 2017/18 findings were resolved	Actual	67% of 2018/19 findings were resolved	Actual		Actual		
								Target	10%	Target	30%	Target	70%	Target	100%	
								Actual	97% of 2018/19 IA findings resolved	Actual	97% of 2018/19 IA findings resolved	Actual		Actual		
Improved financial planning and project management	Percentage of resolution of Internal Audit (IA) findings	Strategy improvement plans	NEW	100%	Quarter reports / evidence files	CFO	Quarterly	Target	100%	Target	100%	Target	100%	Target	100%	Target for midyear was Achieved 
								Actual	100%	Actual	100%	Actual		Actual		
								Target	100%	Target	100%	Target	100%	Target	100%	
								Actual	100%	Actual	100%	Actual		Actual		
Improved financial planning and project management	Percentage compliance with relevant legislation and policy prescripts	Strategy improvement plans	NEW	100%	Quarter reports / evidence files	CFO	Quarterly	Target	100%	Target	100%	Target	100%	Target	100%	Target for midyear was Achieved 
								Actual	100%	Actual	100%	Actual		Actual		
								Target	100%	Target	100%	Target	100%	Target	100%	
								Actual	100%	Actual	100%	Actual		Actual		
Increased entrepreneurship support of small businesses	Percentage of the strategic risk management action plans implemented	Strategy improvement plans	NEW	85%	Quarter reports / evidence files	CFO	Quarterly	Target	10%	Target	30%	Target	55%	Target	85%	Target for midyear was Achieved 
								Actual	56%	Actual	56%	Actual		Actual		
								Target	10%	Target	30%	Target	55%	Target	85%	
								Actual	56%	Actual	56%	Actual		Actual		
Increased entrepreneurship support of small businesses	Percentage of procurement spend on SMME's against total procurement expenditure	Business Support to SMME's	NEW	30%	Procurement reports	CFO	Quarterly	Target	30%	Target	30%	Target	30%	Target	30%	Target for midyear was Achieved 
								Actual	50%	Actual	60%	Actual		Actual		
								Target	30%	Target	30%	Target	30%	Target	30%	
								Actual	50%	Actual	60%	Actual		Actual		
Increased entrepreneurship support of small businesses	Percentage of procurement spend on BBBEE against total procurement expenditure	Business support to BBBEE's	NEW	75%	Procurement reports	CFO	Quarterly	Target	75%	Target	75%	Target	75%	Target	75%	Target for midyear was Achieved 
								Actual	102%	Actual	102%	Actual		Actual		
								Target	75%	Target	75%	Target	75%	Target	75%	
								Actual	102%	Actual	102%	Actual		Actual		

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2019/20 Performance Targets				2019/20 Budget			
				Baseline 2018/19 Estimate	2019/20 Target			Reporting Period	Q1 Jul - Sep 2019	Q2 Oct - Dec 2019	Q3 Jan - Mar 2020		Q4 Apr - Jun 2020		
Strategic Objective 5: Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT															
Create a City that responds to the needs of the citizens, customers, stakeholders and businesses	Improved stakeholder mobilisation	Number of strategic partnerships created	Partnerships / Collaborations productions / programmes / events	18 strategic partnerships created	25 Partnerships / Collaborations productions / programmes / events	Signed MoA / MoU / contract	Executive Producer	Quarterly	Target 10	Actual 10	Target 15	Actual 21	Target 20	Actual 25	Target for midyear was Achieved 
Enhanced profile of JCT	Improved perception of JCT	Number of travelling productions per annum	Domestic / International travel of productions	NEW	1 travelling production per annum	Signed MoA / MoU / contract/Travel Report	Executive Producer	Quarterly	Target 1	Actual 1	Target -	Actual -	Target -	Actual -	

Summary

Quarterly KPIs	20
Annual KPIs	02
Total number of KPIs	22
Total number of KPIs Measured	21
Number of Quarterly KPIs Achieved	20
Number of Quarterly KPIs Not Achieved	1
Total achieved constitutes	95%

Section 7: Supply Chain Management and Black Economic Empowerment

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

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

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

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

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

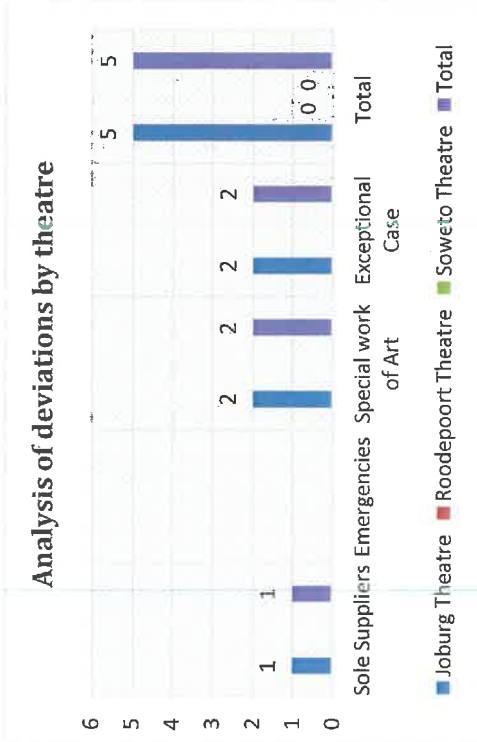
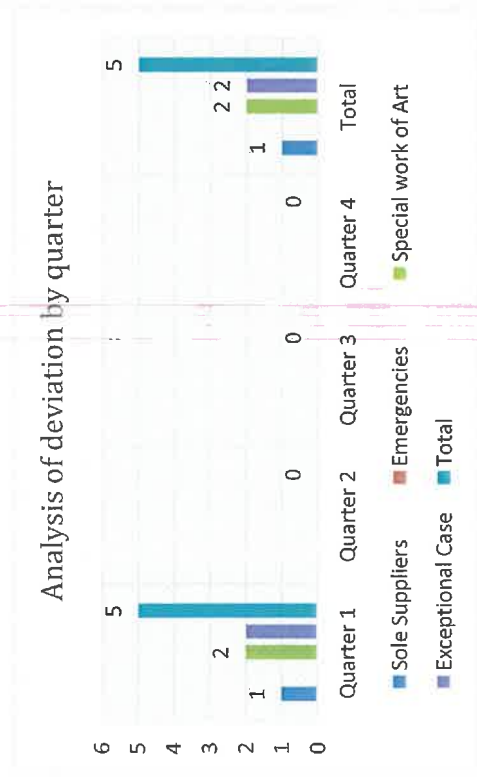
In terms of Regulation 6 (1) read with Regulation 6(2) of the MSCMR issued in terms of the Local Government MFMA 56 of 2003, the Board of Directors of the Municipal entity must maintain an oversight role over the implementation of its SCM Policy. This report has been compiled in compliance thereto. The CEO in terms of the MSCMR, the company's SCM Policy and delegations within the SCM Policy approves tenders up to R10 000 000.00.

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.

Below is the summary of SCM Report



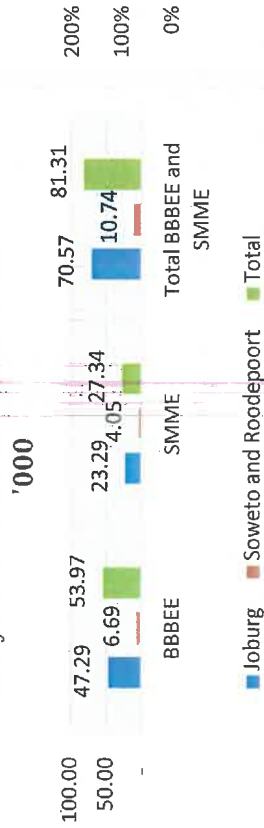
Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Sole Suppliers	1				1
Emergencies					
Special work of Art	2				2
Exceptional Case	2				2
Total	5	0	0	0	5

Joburg City Theatres had a total of 5 deviations for the mid-year 31 December 2019. All deviations raised were classified as Special work of Art, Exceptional case and sole suppliers where it is impractical to follow a procurement process. The deviations relating to Renewal of licenses, in-house productions, marketing partners or barter arrangements, repairs and maintenance and Sole Suppliers. All details provided on page 5 and 6 of this report.

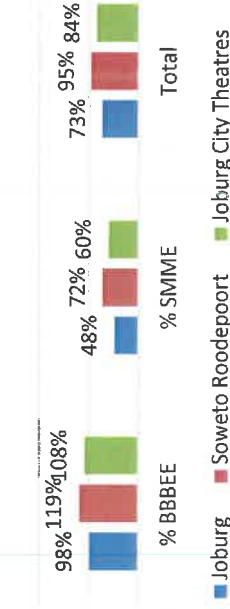
2 Tenders and RFQs AWARDED AND THE CONTRIBUTION TO BBBEE AND SMMEs

Joburg City Theatres awarded RFQs amounting to R5 833 851.26 and tenders amounting to R17 065 972.71 besides the majority of the tenders that varies according to orders placed, during the quarter under review. The expenditure to both BBBEE and SMME has increased exponentially. Both Joburg theatre and its other sister theatres do primarily spend on BBBEE and SMME. The average spend for Joburg City Theatres on -BBBEE is 108% which is 33% better than the scorecard target while spend on SMMEs averages at 60% and this is 30% above the scorecard target of 30%. Joburg City Theatres have supported 257 companies during the Mid-Year quarter of 2019/2020 financial year. This achievement has been consistent throughout the years and maintenance of phenomenon is critical for the advancement of the objectives of South African Constitution, Preferential Procurement Framework Policy Act, MFMA, BBBEE codes. This ultimately translates into the economic transformation of citizens of the city of Johannesburg. This contributes towards job creation and the reduction of poverty as one of the imperatives and priorities of the city of Johannesburg.

Analysis of BBBEE and SMME SPEND



Analysis of BBBEE and SMME SPEND BY PERCENTAGE



Theatres	% BBBEE	% SMME	Women	Youth
Joburg	98%	48%	15%	7%
Soweto & Roodepoort	119%	72%	21%	23%
Joburg City Theatres	108%	60%	36%	30%

DEVIATION FROM SCM POLICY FOR THE MID-YEAR PERIOD ENDING 31 DECEMBER 2018

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 Mid-year of the 31 December 2019, Joburg City Theatres had a total of 5 deviations, reported to the Board of Directors. The total value of the deviations during the mid-year end is **R 47 603 620.63** but does not necessarily mean that the total amount has been spent.

The deviations for Joburg City Theatres for mid-year 31 December 2019 are as follows:

CATEGORY: SPECIAL WORK OF ART			
JOBURG THEATRE			
Description	Value of the Project (Incl Vat)	Date Approved by Chief Accounting Officer	Reasons
Joburg City Theatres Productions 2019/20	R 43 083 620.63	28 June 2019	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.
Marketing Partners / Special Barter Arrangements	R 4 000 000.00	20 June 2019	That for the reasons set out in the report and on the basis that the procurement in question is regarded as an exceptional case where it is impractical or impossible to follow the normal procurement processes, the Chief Executive Officer, in terms of Regulation (36)(1)(a) of the Municipal Supply Chain Management Regulations, and Section 20(2)(a) of the company's Supply Chain Management Policy, approves the dispensing with the normal procurement processes i.r.o the acquisition of services from marketing partners / special barter arrangements.
CATEGORY: SOLE SUPPLIER			

JOBURG THEATRE			
Description	Value of the Project (Incl Vat)	Date Approved by Chief Accounting Officer	Reasons
Sole Suppliers	Varies as per orders placed	28 June 2019	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.
CATEGORY: EXCEPTIONAL CASE			
JOBURG THEATRE			
Description	Value of the Project (Incl Vat)	Date Approved by Chief Accounting Officer	Reasons
Repairs and maintenance	Varies as per orders placed	01 July 2019	That for the reasons set out in the report and on the basis that the procurement in question is regarded as an exceptional case where it is impractical to follow the normal procurement processes, the Chief Executive Officer, in terms of Regulation (36)(1)(a)(ii) of the Municipal Supply Chain Management Regulations, and Section 20(2)(a)(i) of the Policy, approves the dispensing with the normal procurement processes in respect of the repairs and maintenance of the Theatre equipment.
Renewal of Licenses for Electronic Operating Systems and Miscellaneous Licenses	R 520 000.00	24 May 2019	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.

SOLE SUPPLIERS – HOSPITALITY AND CATERING

<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Reasons</u>
Slo Jo - Supply of Slo Jo syrups and powders - Joburg City Theatres	R 65 056.92	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 243 014.32	Frozen Drinks Africa is the Sole Supplier of the Slush Puppy Syrups. Sole supplier letter has been received.
The Flavor Lab	R 56 338.41	The Flavour Lab sells a unique blend of sauces and spices. These products are used in the recipes of Stage restaurant. Sole supplier letter has been received.
Ola Cool Runners	R 49 673.78	Ola Ice Cream is the Sole Supplier of Ola Ice Cream. Ola Cool Runners are the sole providers for Magnum ice creams and Cornetto ice creams. Sole supplier letter has been received.

BIDS (Tender) ADVERTISED

<u>Department</u>	<u>Contract No.</u>	<u>Description</u>	<u>Contracted Provider(s)</u>	<u>Service</u>	<u>Period</u>	<u>BBBEE LEVEL</u>	<u>Reasons</u>	<u>Value of the project (Vat Inc)</u>
Hospitality & Catering	00115/18	Design, Manufacturing, Installation & Uninstalling of Lights & Structures for Joburg City Theatre's (Re-advert)	Mk Illumination Sa (Pty) Ltd		36 months	Level 2	Evaluated in accordance with the PPPFA and Regulations	R 2 299 994.25
Hospitality & Catering	00135/19	Supply Of Butchery /Meat Supplies For Joburg City Theatres' Stages Restaurants, Banqueting Facilities & Theatre Bars	Neo Solutions (Pty) Ltd & Eatari Food Distributions (Joint Venture)		36 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 877 656.16
Hospitality & Catering	00136/19	Supply & Delivery of Branded Bottled Water	Jazino General Services		36 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 643.63 (this is the total per line items in accordance with the specifications)
Hospitality & Catering	00137/19	Supply of Resale Items for Joburg City Theatres, Banqueting Facilities & Theatre Bars	Pserassis & Distributions (Pty) Ltd		36 months	Level 2	Evaluated in accordance with the PPPFA and Regulations	R 24 630.90 (this is the total per line items in accordance with the specifications)

Department	Contract No.	Description	Contracted Provider(s)	Service	Period	BBBEE LEVEL	Reasons	Value of the project (Vat Inc)
Hospitality & Catering	00138/19	Supply and Delivery of Dairy Products for Joburg City Theatres Stages Restaurants, Banqueting facilities	Neo Solutions (Pty) Ltd & Eatari Food Distributions (Joint Venture)		36 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 233.74 (this is the total per line items in accordance with the specifications)
Human Resources	00139/19	Employee Assistance Programme For Joburg City Theatres	ICAS Employee and Organisation Enhancement Services Southern Africa (Pty) Ltd		36 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needs basis
Building & Security	00140/19	Supply and Delivery of Office Furniture for Joburg Theatre	Bidvest Waltons (Pty) Ltd		Once off	Level 2	Evaluated in accordance with the PPPFA and Regulations	R 354 715.20
Building & Security	00141/19	Supply and Installation of Audio-Visual Equipment	Bespoke Entertainment Solutions (Pty) Ltd		Once off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 525 327.20
Stage Department	00143/19	Outdoor Events Stage, Sound and Lighting Hire For Joburg City Theatres On an "As an When" Needed Basis	Gearhouse South Africa (Pty) Ltd		12 months	Level 3	Evaluated in accordance with the PPPFA and Regulations	As and when needs basis
Building & Security	00144/19	Supply & Delivery Of Tissue Paper	Cliffteez Transport & Rubble Removal CC		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needs basis
Hospitality & Catering	00145/19	Supply Of Frozen, Dry Goods, Consumables & Cleaning Supplies For Joburg City Theatres	Ocean Breeze Food Merchants		12 months		Evaluated in accordance with the PPPFA and Regulations	As and when needed basis
Hospitality & Catering	00146/19	Supply & Delivery Of Fresh And Prepared Fruits And Vegetables For Joburg City Theatres	PIONEER FRESH		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis
Hospitality & Catering	00147/19	Supply Of Alcoholic & Non Alcoholic Beverages For Joburg City Theatres' Stages Restaurants, Banqueting Facilities & Theatre Bars	JASINO GENERAL SERVICES		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis

Department	Contract No.	Description	Contracted Provider(s)	Service	Period	BBBEE LEVEL	Reasons	Value of the project (Vat Inc)
Building & Security	00148/19	Upgrade Of Lighting Bar (Orchestra Lift)	Mocon Systems CC		12 months	Level 4	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis
Stage Department	00149/19	Supply, Delivery & Installation Of Professional Theatre Digital Audio Mixing Console	Pround(PTY) LTD		Once Off	Level 2	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis
Roodepoort	00150/19	Supply And Delivery Of Digital Wireless Microphone System	Bespoke Entertainment (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 1 214 998.00
Stage Department	00151/19	Supply, Delivery & Installation Of Run-Of-Show Video System	Bespoke Entertainment (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 429 992.50
Stage Department	00152/19	Supply, Delivery & Installation Of Tabs (MANDELA STAGE)	Showtex Events Textiles South Africa (PTY) LTD)		Once off	Level 4	Evaluated in accordance with the PPPFA and Regulations	R 480 208,74
Stage Department	00153/19	Supply And Delivery Of Wireless Communication System (COMMS)	Bespoke Entertainment (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 471 500,00
Stage Department	00154/19	Supply And Delivery Of Beam Spot Lights	Bespoke Entertainment (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 771 002,00
Stage Department	00155/19	Supply And Delivery Of Wireless Hand -Held Mic System	Prosound (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 161 510,37
Stage Department	00156/19	SUPPLY AND DELIVERY OF/TC SOURCE FOUR SERIES 2 LUSTR	BESPOKE ENTERTAINMENT (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 710 700,00
Building & Security	00157/19	Supply, Delivery & Installation Of Run-Of-Show Video System	ROYAL PEST MANAGEMENT		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis

Department	Contract No.	Description	Contracted Provider(s)	Service	Period	BBBEE LEVEL	Reasons	Value of the project (Vat Inc)
Soweto Theatre	00158/19	Upgrade For The Lighting Bars At The Soweto Theatre	DWR DISTRIBUTION (PTY) LTD		Once Off	Level 3	Evaluated in accordance with the PPPFA and Regulations	R 1 310 660.61
Soweto Theatre	00159/19	Supply & Delivery Of Pa System For Soweto	BESPOKE ENTERTAINMENT (PTY) LTD		Once off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 500 000.00
Soweto Theatre	00160/19	Upgrade Of Basin Taps And Urinal Flush Systems	Iminenhle Suppliers(PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 306 144 .42
Hospitality & Catering	00161/19	Design, Manufacturing, Installation And Uninstallation Of Lights & Structures FOR JOBURG CITY THEATRES (RE-ADVERT	Neo Solutions (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 790 153.50
Building & Security	00162/19	Indoor Parking For Truck (LOCKABLE)	AZA'S AUTO CC		12 months	Level 4	Evaluated in accordance with the PPPFA and Regulations	R 140 760. 00
Stage Theatre	00163/19	Supply, Delivery, Staff Training And Maintenance Of Indoor Black Face Led Wall	DWR DISTRIBUTION (PTY) LTD		Once Off	Level 3	Evaluated in accordance with the PPPFA and Regulations	R 3 197 806.94
Marketing	00164/19	Social Media Consultant FOR JOBURG CITY THEATRES	DIGITAL REPUBLIC CONSULTING		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed basis
Hospitality & Catering	00165/19	Supply And Delivery Of Baked Goods & Pastries For Joburg City Theatres' Stages Restaurants, Banqueting Facilities	FOURNOS GROUP (PTY)LTD		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed basis
Hospitality & Catering	00166/19	Supply, Delivery & Installation Of Ground Lighting Audio System	DWR DISTRIBUTION (PTY) LTD		Once Off	Level 3	Evaluated in accordance with the PPPFA and Regulations	R 812 375.80

Department	Contract No.	Description	Contracted Provider(s)	Service	Period	BBBEE LEVEL	Reasons	Value of project (Vat Inc)
Human Resource	00167/19	Appointment Of A Panel Of Service Providers For The Provision Of Recruitment Services On An "As And When" Needs Basis	SIX SENSES & Ntirho Human Capital		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed basis
Building & Security	00168/19	Supply And Installation Of An Electronic Billboards And Associated Control Equipment At The Joburg Theatre	BESPOKE ENTERTAINMENT (PTY) LTD		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	R 2 684 358,75
Building & Security	00169/19	Supply And Delivery Of Consumables For Joburg Theatre	IMINENHLE SUPPLIERS (PTY) LTD		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis
Building & Security	00170/19	Supply And Delivery Of Consumables For Soweto Theatre	BOITULESO TRADING & PROJECTS(PTY) LTD		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis
Roodepoort Theatre	00171/19	Supply And Delivery Of Consumables For Roodepoort Theatre	Mothokwa ET Trading		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed basis
Building & Security	00172/19	Supply And Delivery Of Cleaning Equipment's For Joburg City Theatres	Ingwenduna Business Solutions		Once Off	Level 1	Evaluated in accordance with the PPPFA and Regulations	
Building & Security	00173/19	Supply And Delivery Of Uniform For Joburg City Theatres	DIKHUDU INVESTMENT AND PROJECTS CC		12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations	As and when needed Basis

REQUEST FOR QUOTATIONS

Department	Contract No	Description	Contracted Service Provider	Period	BBEE Level	Reasons	Value of the Contract (Vat Incl)
Stage Department	00667/19	Supply & Delivery Of Stage Gauze (Re-advert)	Showtex Events Textiles South Africa (Pty) Ltd	Once off	Level 4	Evaluated in accordance with the PPPFA and regulations	R 54 409.88
Building & Security	00668/19	Supply and Installation of Kitchen Wall Tiles	Dryland Holdings (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 172 500.00
Building & Security	00669/18	Removal of Existing Single Door And Replacing With Double Fire Door	TMMR Trading Enterprise (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 39 599.60
Information Technology	00670/19	Supply & Delivery of CAL Licenses	Vukani Technologies (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R90 958.68
Soweto Theatre	00671/19	Source Four-ETC Lamps/Bulbs Spots and Fresnel 400 x HPL 750 Watt, 240V	Tshumisano Pottery and Designing	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R198 200.00
Hospitality & Catering	00672/19	Restaurant & Kitchen Hygiene For Joburg City Theatre Kitchens And Front Of House Areas	Diplom Chemie CC	12 Months	Level 4	Evaluated in accordance with the PPPFA and regulations	R200 000.00
Building & Security	00673/19	Upgrade of HVAC Units	Thabela Air conditioners and refrigeration Installations (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 147 357.00
Stage Department	00674/19	Supply & Delivery Of Wireless Hand-Held Mic System	Bespoke Entertainment Solutions (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 195 978.40
Marketing Department	00675/19	Cloth Banners For Joburg City Theatres On As And When Need Basis	Boituleso Trading & Projects	12 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	R200 000.00
Hospitality & Catering	00677/19	Supply and Delivery of Aluminum Frames and Doors for Metro Centre	Phohungwane Le Hunadi Construction and Projects	12 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	R 121 500.00
Information Technology	00679/19	Supply & Delivery Of IT Hardware On A "As And When" Basis	Vukani Technologies (Pty) Ltd	12 Months	Level 1	Evaluated in accordance with the PPPFA and regulations	R200 000.00

Department	Contract No	Description	Contracted Service Provider	Period	BBBEE Level	Reasons	Value of the Contract (Vat Incl)
Building & Security	00680/19	Upgrade of The Brickhill Kitchen	Kuende Solutions (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 57 625.00
Building & Security	00681/19	Upgrade Of Finance Boardroom	Phumula Meokgo	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 55 387.94
Building & Security	00682/19	Upgrade Of The Brickhill Kitchen	Kuende Solutions (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 57 625.00
Roodepoort Theatre	00683/19	Upgrade Of Flooring For Roodepoort Theatre	Puledi Construction	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 175 850.00
Hospitality & Catering	00684/19	Manufacturing Of Cocktail Tables And Chairs	Somphek General Trading Cc	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R109 710.00
Soweto Theatre	00686/19	Supply And Installation Of The Window Glass For Soweto Theatre	Mphoivy General Trading	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 200 000.00
Soweto Theatre	00688/19	Supply And Installation Of Uninterruptible Power Supply (UPS)	Continuous Power Solutions CC	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 149 960.00
Soweto Theatre	00689/19	Drywall Partitioning	Mvelapanda General Trading	Once off		Evaluated in accordance with the PPPFA and regulations	R 73 980.00
Roodepoort Theatre	00690/19	Supply & Delivery Of Stage Truss And Decks	DWR Distribution (Pty) Ltd	Once off		Evaluated in accordance with the PPPFA and regulations	R 200 000.00
Roodepoort Theatre	00691/19	Supply & Delivery Of Audio And Visual Cabling	Prosound (Pty) Ltd	Once off	Level 2	Evaluated in accordance with the PPPFA and regulations	R 112 371.33
Soweto Theatre	00692/19	Splitting of The Air-Con Units	Tshumisano Pottery And Designing	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R159 000.00
Hospitality & Catering	00693/19	Outdoor Furniture For Joburg Zoo Restaurant	Group Afrique Consulting and Projects	Once off		Evaluated in accordance with the PPPFA and regulations	R119 250.92
Roodepoort Theatre	00694/19	Supply & Delivery Of Cable Protectors	Iminenhle Suppliers (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R91 274.00

Department	Contract No	Description	Contracted Service Provider	Period	BBBEE Level	Reasons	Value of the Contract (Vat Incl)
Stage	00695/19	Supply & Delivery Of Dual Digital Cd/Mp3CD & USB Media Player	Prosound (Pty) Ltd	Once off	Level 2	PPFA and regulations Evaluated in accordance with the PPPFA and regulations	R 39 422.00
Soweto Theatre	00696/19	Supply And Installation Of Compressor And PCB	Senwayo Holdings (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and	R113 000.00
Soweto Theatre	00697/19	Supply And Installation Of Washable Wire Support Panel Filters	Thabela Air Conditioners And Refrigeration Installation	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 200 000 .00
Soweto Theatre	00698/19	Repairs Of Musical Instruments	Shaw AI (Pty) Ltd	Once off		Evaluated in accordance with the PPPFA and regulations	R188 600.00
Building & Security	00699/19	Supply & installation Of A 360 Mobile Bulk Filer (Re-Advert)	Iminenhle Suppliers (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 34 259.40
Information Technology	00700/19	Supply & Delivery Of Laptops On A "As And When" Basis	Iminenhle Suppliers (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 200 000 .00
stage	00701/19	Head Worn Wireless Microphone System	Prosound (Pty) Ltd	Once off	Level 2	Evaluated in accordance with the PPPFA and regulations	R 112 492 .80
Soweto Theatre	00702/19	Supply & Installation Of Workstation Cubicles & Chairs	Puledi Construction	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 200 000 .00
Information Technology	00703/19	Renewal Of Software License	Vukani Technologies(Pty)Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 81 702.99
Hospitality & Catering	00704/19	Supply and Delivery of Gourmet Yogurts' for Metro Centre	Deneys Swiss Dairy	12 MONTHS	Level 1	Evaluated in accordance with the PPPFA and regulations	R 200 000 .00
Building & Security	00705/19	Supply & Installation Of Clearview Gates And Fence	Puledi Construction Cc	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 167 800.00
Soweto Theatre	00706/16	Supply, Delivery & Installation Of The	Tshumiso Pottery & Designing	Once off	Level 1	Evaluated in accordance with the	R47 500.00

Department	Contract No	Description	Contracted Service Provider	Period	BBBEE Level	Reasons	Value of the Contract (Vat Incl)
		Signage's And Baby Changing Nappy Tables				PPFFA and regulations	
Stage	00707/19	Supply & Delivery Of Pro Omnidirectional Headset Microphones	Iminenhle Suppliers (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 156 960 .00
Soweto Theatre	00708/19	Supply, Delivery & Installation of the restroom seats for Soweto theatre	Ballers and Takkers	Once off		Evaluated in accordance with the PPPFA and regulations	R35 550.00
Finance Department	00709/19	Service And Maintenance Of Joburg City Theatres Sage Pastel System	Finware Enterprise System CC	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 200 000 .00
Rodepoort Theatre	00710/19	Supply & Delivery Of Scaffolding	DWR Distributions (Pty) Ltd	Once off	Level 3	Evaluated in accordance with the PPPFA and regulations	R 75 695.83
Hospitality & Catering	00711/19	Procurement Of The Tracksuits And T-Shirts For Joburg City Theatres	Mzila and Mawewe Trading	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R192 500.00
Hospitality & Catering	00712/19	Procurement Of The Branded Collateral For Joburg City Theatres	Do it All Enterprise	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R114 712.50
Building & Security	00713/19	Waterproofing of Main Roof at Joburg Theatre	Advanced Waterproofing (Pty) Ltd	Once off	Level 3	Evaluated in accordance with the PPPFA and regulations	R 58 650.00
Building & Security	00714/19	Landscaping Work At Joburg Theatre	Amantle Professional Cleaning Services	Once off		Evaluated in accordance with the PPPFA and regulations	R 172 930 .99
Soweto Theatre	00715/19	Supply And Installation Of Galvanised Handrails For Jabulani Amphitheatre	4T Group (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 149 040 .00
Stage	00716/19	Supply and Delivery of Lapel Microphones	Iminenhle Suppliers (Pty) Ltd	Once off	Level 1	Evaluated in accordance with the PPPFA and regulations	R 83 700.00
Hospitality & Catering	00717/19	Hiring Of Showstopper Structures (Installation And Uninstallation)	MK Illumination South Africa (PTY)LTD	Once off	Level 4	Evaluated in accordance with the PPPFA and regulations	R190 555.00
Hospitality & Catering	00718/19	Design, Manufacturing, Installation And	MK Illumination South Africa (PTY)LTD	Once off	Level 4	Evaluated in accordance with the	R198 030.00

Department	Contract No	Description	Contracted Service Provider	Period	BBBEE Level	Reasons	Value of the Contract (Vat Incl)
		Uninstallation Of Organic And String Lights For Joburg Zoo				PPPFA and regulations	

SPENT REPORT

The percentage of BBBEE and SMME companies respectively, supported during the mid-year end (01 July 2019 – 31 December 2019) are as follows:

JOBURG THEATRE							
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION		
R 48 417 969.85	R 47 285 786.47	R 1 132 183.38	R 23 288 483.34	R 7 124 546.60	R 3 343 708.07		
208 suppliers	98%	2%	48%	15%	7%		
	199 suppliers	9 suppliers	144 suppliers	57 suppliers	47 suppliers		
ROODEPOORT & SOWETO THEATRE & ZOO							
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION		
R 5 630 476.54	R 6 685 746.42	-R 1 055 269.88	R 4 052 049.15	R 1 194 384.44	R 1 276 931.73		
104 suppliers	119%	-15%	72%	21%	23%		
	99 suppliers	5 suppliers	73 suppliers	20 suppliers	29 suppliers		
JOBURG CITY THEATRES (CONSOLIDATED)							
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMME CONTRIBUTIONS	WOMEN CONTRIBUTION	YOUTH CONTRIBUTION		
R 54 048 446	R 53 971 532.89	R 76 913.50	R 27 340 532.49	R 8 318 931.04	R 4 620 639.80		
257 suppliers	102%	7%	60%	18%	15%		
	246 suppliers	11 suppliers	183 suppliers	65 suppliers	67 suppliers		

Note:

A total of 45 service providers supplied goods / services for both Joburg Theatre and Roodepoort & Soweto Theatre, and were calculated as such.

***Suppliers used by all theatres are counted once to avoid double counting.**

Section 8: 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	3,321,130.49	97,23% is sitting under 30 days on the debtors age analysis and 2.77% is sitting over 120 days	100% of this balance is for COJ department and COJ entities The amount relates to catering services provide to COJ
Department of arts and culture	1,600,000	This department is sitting under current on debtors age analysis	This was sponsorship for the Africa Day celebration

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	R986 915-97	The account is currently sitting under current creditors on the age analysis	The amount relates to water ,electricity and refuse,

CHAPTER FOUR: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

Section 1: Human Resources Management

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

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

Section 2: Employee Remuneration

Description	Jul-Dec 2019	%
P.A.Y.E.	3,541,993.34	8%
S.D.L.	150,215.00	0%
U.I.F.	111,960.59	0%
Medical Aid	427,499.00	1%
Pension	1,994,987.07	5%
Samwu Union & Funeral	054,707.46	0%
Provision: Leave	3,448,418.95	8%
Provision: Bonus - Theatres (13th Cheque)	2,166,163.07	5%
GYM DEDUCTION	106,783.14	0%
Netpay	31,229,509.38	72%
Total	43,232,237.00	100%

Section 3: Key Vacancies

All critical vacancies are filled.

The current approved structure has **248** positions of which **235** positions have been filled while **13** positions are vacant. The above increase was as a result of the City's In sourcing Project in which **75** general workers (Security Guards and Cleaners combined) were in sourced at JCT during the second quarter. A detailed staff establishment per department is provided in the table below to indicate occupancy and vacancy percentages as per the approved structure. The approved structure as end of first quarter was **173**.

Table 1: Detailed analysis on occupancy and vacancy report as at 31 December 2018

Department	Approved Positions	Occupied Positions	Vacant Positions	Temporary Staff	Interns / Learners
Governance	7	6	1	0	2
Human Resources	3	3	0	0	1
Stage	28	27	1	0	2
Finance and SCM	15	14	1	0	3
Building and Security	54	53	1	3	1
Customer Services	12	11	1	25	2
Client Services (Programming)	8	8	0	0	2
Catering and Hospitality	36	29	7	145	0
Soweto Theatre	57	56	1	17	5
Roodepoort Theatre	28	28	0	16	2
Total	248	235	13	206	20

Vacancy Occupancy %	95%	5%		
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JCT is operating at 95% occupancy rate against the approved staff establishment with the remaining 5% recorded as vacancy rate.

Five (5) permanent terminations and six (6) appointments were recorded in this term. There are plans to fill the 13 vacant posts in the 3rd quarter of 2019/2020 financial year. Recruitment process has already commenced as it is indicated in Table 2 below.

JCT had 175 temporary employees at the beginning of the first quarter. The number has increased to 206 as of this term. Five (5) temporary terminations and thirty-four (34) appointments were recorded in this term. The appointment of temporary employees is dictated by the needs of the business. The 34 Adhocs were appointed to work during the Jack & The Beanstalk Show. The total number of permanent and temporary employees stands at 441.

The largest group of temporary employees is found in the Hospitality and Catering department. The total number stands at 145. This group of employees consists of waiters, scullers, bartenders, commie chefs, kitchen staff, banqueting staff and general assistants, etc. The Department currently utilises 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 7 foreign nationals in the workforce and their fixed term contracts are based on their current valid work permits.

The number of temporary employees fluctuates on monthly basis due to the nature of the business

The table below summarises the recruitment activities and progress towards filing of vacant positions.

1.1 WORKFORCE PROFILE PER THEATRE

1.2.1. Joburg Theatre

Table 2: Workforce Profile

Occupational Level	Male					Female					Grand Total
	A	C	I	W	Total	A	C	I	W	Total	
Top Management	0	0	0	0	1	0	0	0	0	0	1
Senior Management	8	1	0	1	3	0	0	1	0	0	14
Professionally Qualified / Middle Management	3	0	0	4	3	1	0	0	0	0	11
Skilled Technically and Academically Qualified	12	0	1	4	11	0	0	0	0	0	28
Semi-Skilled	27	1	0	0	16	0	0	0	0	0	44
Unskilled	13	0	0	0	11	0	0	0	0	0	24
Total	63	2	1	9	45	1	0	1	0	0	122
% of Gender Representation	52%	1.6%	0.8%	7%	37%	0.8%	0.0%	0.8%	0.0%	0.0%	

1.2.2. Soweto Theatre

Table 3: Workforce Profile

Occupational Level	Male					Female					Grand Total
	A	C	I	W	Total	A	C	I	W	Total	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	1	0	0	0	0	0	1
Professionally Qualified / Middle Management	1	0	0	0	0	0	0	0	0	0	1
Skilled Technically and Academically Qualified	2	0	0	0	5	0	0	0	0	0	7
Semi-Skilled	6	0	0	0	2	0	0	0	0	0	8
Unskilled	29	0	0	0	10	0	0	0	0	0	39
Total	38	0	0	0	18	0	0	0	0	0	56
% of Gender Representation	68%	0.0%	0.0%	0.0%	32%	0.0%	0.0%	0.0%	0.0%	0.0%	

1.2.3. Roodepoort Theatre

Table 4: Workforce Profile

Occupational Level	Male					Female					Grand Total
	A	C	I	W	Total	A	C	I	W	Total	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	1	0	0	0	0	0	0	0	1
Professionally Qualified / Middle Management	0	0	0	0	0	0	0	0	0	0	0
Skilled Technically and Academically Qualified	1	0	0	0	3	1	0	0	0	0	5
Semi-Skilled	6	0	0	0	2	0	0	0	0	0	8
Unskilled	9	0	0	0	5	0	0	0	0	0	14
Total	16	0	1	0	10	1	0	0	0	0	28
% of Gender Representation	57%	0.0%	3.6%	0.0%	36%	3.6%	0.0%	0.0%	0.0%	0.0%	

1.2.4. Hospitality and Catering Department

Table 5: Workforce Profile

Occupational Level	Male					Female					Grand Total
	A	C	I	W	Total	A	C	I	W	Total	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	1	1	0	0	0	0	0	0	2
Professionally Qualified / Middle Management	0	0	0	0	1	0	0	0	0	0	1
Skilled Technically and Academically Qualified	2	1	0	2	3	0	0	1	1	0	10
Semi-Skilled	7	0	0	0	5	0	0	0	4	0	16
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total	9	1	1	3	9	0	0	1	5	0	29
% of Gender Representation	31%	3.4%	3.4%	10.3%	31%	0.0%	0.0%	3.4%	17.2%	0.0%	

Table 2: Recruitment progress report:

Department	Position	Number of positions	Mode of recruitment	Progress
Customer Services	Graphic Designer	1	External	Incumbent signed the offer and will commence work on 02 January 2020
Finance	Supply Chain Management Officer	1	External	Employee signed the offer of appointment and will commence work on 02 January 2020
Governance	Legal and Compliance Specialist	1	External	The successful candidate declined the offer citing it is low. This was after JCT had added 10% to the current offer. The position will be re-advertised in the 3 rd quarter
Soweto Theatre	Publicist	1	External	Verification of candidate's Diploma certificate is still pending from the Service Provider.
Building & Security	Security Supervisor	1	Internal	Position could not be filled as the successful internal candidate's qualifications were found to be not authentic after verification. The position will be re-advertised in the 3 rd quarter.
Stage	Production Manager	1	External	Position will filled in the 3 rd quarter.
Hospitality & Catering	Junior Sous Chef	2	External	Recruitment to commence mid-January 2020.
	Junior Sous Chef	2	External	Recruitment to commence as soon as the Coffee Shop is opened at the Metro Centre.
	Events Coordinator	2	External	Recruitment to commence as soon as the Coffee Shop is opened at the Metro Centre.
	Assistant Events Coordinator	2	External	Recruitment to commence as soon as the Coffee Shop is opened at the Metro Centre

During the quarter under review six (6) new appointments were made as depicted in the table below:

Table 3: New appointments

Department	Position	Effective Date	Positions
Client Services	Community Development Manager	15 July 2019	1
Building and Security	Driver	2 August 2019	2
	Electronic Technician	1 December 2019	1
Stage	Sound Technician	1 October 2019	1
	Stage Crew	2 December 2019	1
Total Number of Appointments			6

Table 4: Temporary appointments

Department	Position	Effective Date	Positions
Hospitality and Catering	Adhocs	1 July 2019	36
Total Number of Appointments			36

Table 5: Staff turnover

Five (5) permanent and five (5) temporary terminations of services were recorded during this term as shown in the table below.

Table 5 (a): Permanent Staff terminations

Department	Position	Reason for termination	Years in service	Effective date	Positions
Stage	Stage Crew	Resignation	10 years	1 July 2019	1
	Production Manager	Death	18 years	18 October 2019	1
Finance	Office Assistant	Retirement	23 years	1 October 2019	1
Hospitality & Catering	Junior Sous Chef	Resignation	7 months	03 October 2019	1
	Junior Sous Chef	Resignation	7 months	15 October 2019	1
Total Number of Terminations					5

Table 5 (b): Temporary Staff terminations

Department	Position	Reason for termination	Years in service	Effective date	Positions
Hospitality & Catering	Adhocs / Waitress & Scullers x 5	Resignations & expiry of contracts	7 months	01 October 2019	5
Total Number of Terminations					5

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

Table 6: 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	1.4%	0	2	2	0	0	0
26-35	42	29.2%	19	23	38	3	1	0
36-45	48	33.33%	33	15	41	1	1	5
46-55	35	24.30%	26	9	29	0	1	5
56-65	17	11.8%	13	4	12	1	0	4
Total	144	100%	91	53	122	5	3	14

The majority of JCT employees are aged between 26-45 years of age, which represents 62.53% of the JCT staff establishment. This group is largely represented by African employees at 79%. 24% of staff is between the age groups of 46-55 years. The least represented age group is 56-65 at 11%.

Section 4: Employment Equity

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

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

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

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

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

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

The numbers reflected in the tables below relate to the number of employees who were in the employ of JCT as at 31 December 2019.

Employment Equity and Affirmative Action plans

JCT's Employment Equity is profiled according to gender, disability, race, and by occupational levels. The employment equity targets are aligned to the country's Economically Active Population (EAP) percentage distribution within the Gauteng region. The EAP includes people from **15 to 64 years of age** who are *either employed or unemployed and seeking employment* and is used to assist employers in the analysis of their workforce to determine the degree of under-representation of the designated groups. JCT is required to use the EAP as a guide (City's 50/50 gender), to determine the resource allocation and subsequent interventions that are needed to achieve an equitable and representative workforce. It is important to note that the analysis of the section of this report focuses on the EAP as depicted in the tables below.

Table 7: Employment Equity Profile

Occupational Level	Male					Female					Grand Total
	A	C	I	W	Total	A	C	I	W	Total	
Top Management	0	0	0	0	1	0	0	0	0	0	1
Senior Management	8	1	2	2	4	0	0	1	0	0	18
Professionally Qualified / Middle Management	4	0	0	4	4	1	0	0	0	0	13
Skilled Technically and Academically Qualified	17	1	1	6	22	1	0	1	1	0	50
Semi-Skilled	46	1	0	0	25	0	0	0	4	0	76
Unskilled	51	0	0	0	26	0	0	0		0	77
Total	126	3	3	12	82	2	0	2	5	0	235
% of Gender Representation	54%	1.3%	1.3%	5%	35%	0.8%	0.0%	0.8%	2.1%	0.0%	

Table 8: 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
Semi-Skilled	-	-	-	-	-	-	-	-	-
Unskilled	1	-	-	-	1	-	-	-	2
Total	1	0	0	0	2	1	-	0	4

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

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

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

- Where gender and racial underrepresentation exist in the Workforce, targeted recruitment for the EE Targeted candidate shall be enforced unless the suitably qualified candidate from the Targeted Group was not found;
- Identify training which is aimed at addressing the imbalances within the organisation –train individual in order to create a pool of suitably qualified employees from the Targeted Group and give them an opportunity for growth in line with the EE Targets.

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

Description	Total number of employees	Gauteng EAP EE Target %	JCT EE Actual %	Variance
Africans	213	81.0%	91%	10%
Coloureds	5	2.6%	2.1%	0.5%
Indians	3	2.9%	1.3%	-1.6%
Whites	14	13.5%	5.9%	-7.6%
Persons with disability	4	2.0%	1.7%	-0.3%
Male	149	55.9%	63%	7.5%
Female	86	44.1%	37%	-7.5%

Table 10: Gender representation

Gender	African		Coloured		Indian		White		TOTAL	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Male	45.3%	56.1%	1.3%	1.3%	1.9%	1.3%	7.4%	5%	55.9%	63.7%
Female	35.7%	35%	1.3%	0.8%	1.0%	0.0%	6.1%	0.8%	44.1%	36.6%
TOTAL	81.0%	91%	2.6%	2.1%	2.9%	1.3%	13.5%	5.8%		

Target Achieved
Requires Improvement

During the reporting period (Table 12), overall African representation stands at **91%** which is above the set target of **81.0%**, Coloureds at **2.1%** which is also below a target of **2.6%**, Indians at **1.3%** which is below the target of **2.9%**, and the under representation of White employees by **7.7%**, which is below the set target of **13.5%**. Males form **62%** of the staff profile and are over represented while women in general are underrepresented at **38%**.

Section 5: Skills Development and Training

Joburg City Theatres is committed to sustaining a continuous programme of training and development for its management and staff to improve either job performance and/or competitiveness for promotion. The company has a policy in respect of paid assistance for skills development courses, which help in enhancing the skills of previously disadvantaged individuals. The policy also includes access to training by members of designated groups, structured training and development programmes. Company retention strategies include the promotion of diverse organisational cultures, interactive communication and feedback and ongoing labour turnover analysis.

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

Table 11: Training and Development

Occupational Levels	Training Intervention	Target Participants	Total number of Staff	Costs
Top Management		None	0	R 00.00
Senior Management	Sales Training Finance for Non-Financial Managers Training	Ticket Sales employees, Marketing Managers, Operational Managers & Supervisors	4	R 13 583.32
Professionally Qualified Middle Management	Advance Supply Chain Management Training Professional Report Writing Occupational Health and Safety Training Sales Training Project Management Training Events management Training Finance for Non-Financial Managers Training	SCM employees, Sales employees, Managers, Banqueting employees, Chefs, Kitchen Staff & Stage Crew	16	R 60 590.97
Skilled Technically and Academically Qualified	Advance Supply Chain Management Training Professional Report Writing Occupational Health and Safety Training Sales Training Project Management Training Events management Training Stores Management and Stock Control Training Chefs Training	SCM employees, Sales employees, Managers, Banqueting employees, Chefs, Kitchen Staff & Stage Crew	31	R 113 500.48
Semi-skilled	Occupational Health and Safety Training Events management Training Stores Management and Stock Control Training	Banqueting employees, Chefs, Kitchen Staff & Stage Crew	10	R 27 794.26
Unskilled Temporary	Events management Training Stores Management and Stock Control Training Chefs Training	Kitchen staff, Chefs & Banqueting employees	15	R 39 660.07

Total	76	R255 128.10
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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.

The company has a policy in respect of paid assistance for skills development courses, which help in enhancing the skills of previously disadvantaged individuals. The 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. 13 employees are studying towards a qualification as indicated in the table below:

Training	Total number of employees
Municipality Finance Management Programme	6
B Com Accounting Sciences	2
B Com IT	1
B Com Informatics	1
Chartered Secretaries SA Professional Course	1
Post Graduate Diploma in Applied Accounting Sciences	1
Master's in Business Administration	2
TOTAL BENEFICIARIES	13

Section 6: Performance Management

JCT has a standardised performance management policy and procedure for setting performance objectives, which is aligned to the Business Plan. Formal performance reviews are conducted bi-annually during December and June. Year-end performance ratings are the determinant of a performance reward for employees on level 1 and 2. An enhanced performance development and coaching approach is being conducted on a continuous basis to ensure that employee performance is consistently and fairly reviewed.

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

Section 7: Leave and Productivity Management

In line with the approved Leave policy, JCT employees are entitled to 21/24 days leave per annum to be taken at a time convenient to JCT and agreed upon by line management. 30/36 sick leave days in a three (3) year

cycle are also provided. The section below provides a detailed overall leave management and analysis per department.

Table 12: Overall Company Leave Analysis as at 31 December 2018

Type of Leave	Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (April-Jun)	Total Leave Days Taken	% Leave days taken
Annual Leave	684.75	662	0	0	1346.75	75.29
Sick Leave	110	114	0	0	224	12.52
Family Responsibility Leave	26	19	0	0	45	2.51
Study Leave	35	69	0	0	104	5.81
Unauthorised Leave	0	8	0	0	8	0.44
Maternity Leave	61	0	0	0	61	3.41
Total	916.75	872	0	0	1788.75	100

As at December 2019, a combined total of **1788.75** leave days were taken by employees. Employees are encouraged to take time off to rest whenever operations require enabling them to rest and come back being more productive. There were no adverse effects on operations during their absence.

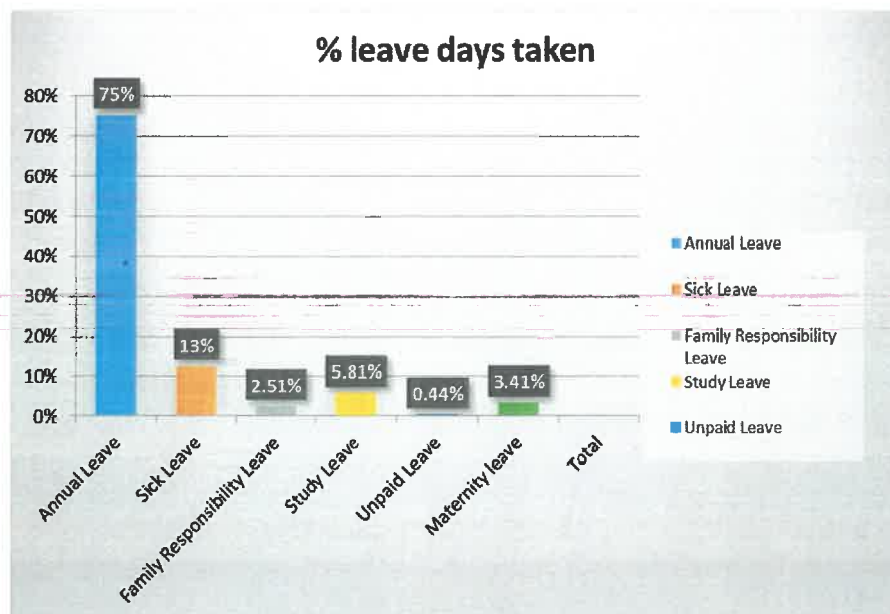


Figure 1: Leave Analysis

Annual leave was the most leave taken by employees as per figure 1 above by 75%, Sick Leave at 13%, then Study leave at 5.81%, Maternity Leave at 3.41%, Family Responsibility leave at 2.51% and unpaid leave was the least leave taken at 0.84%.

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

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

The Human Resources Manager's office deals with employee / employer related issues and thereby maintaining direct lines of communication with employees.

Union Membership

A total of 61 employees belong to South African Municipal Workers Union (SAMWU). The rest of the employees are not affiliated to any union.

Labour Relations matters

There was no labour cases reported in this term.

Table 20: Labour Relations Cases

Department	Nature	Outcome	Effective date
Hospitality & Catering	Resignation	Conciliation was conducted on 5 December 2019. The dispute remains unresolved. Conciliation certificate was issued. It is the applicant's responsibility to refer the matter to the Council.	5 Dec 2019

Despite the challenges, it is clear that majority of JCT staff uphold the policies, procedures and values of the organisation. This conclusion is drawn from the total number of misconduct cases that were conducted within the quarter which resulted in both written warnings. All matters were handled in line with the approved disciplinary code policy of the organisation.

Cases	No. Of Cases	Comments
Death and memorial service.	1	The company lost one employee (Production Manager) who had worked for 18 years.
Bereavement support intervention	0	There was no bereavement support intervention
Study	0	33 employees registered during the term under review.
Miscellaneous cases	0	There was none
GRAND TOTAL	1	

Section 9: Employee Wellness

No Wellness Day was conducted this term. Joburg City Theatres has Service Level Agreement with ICAS, the service provider, to develop and implement Employee Assistance Programme (EAP). Icas has launched its EAP across the three theatres. ICAS provides 24 hours online (internet, website, WhatsApp, call-back, etc.), inbound and outbound telephonic, and face-to-face health and wellness information and counselling to staff members. Number of employees received counselling for the trauma experienced with the untimely passing away of the Production Manager.

As part of the organizations strategy for employee wellness and internal communications:

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

Section 10: Employee Benefits

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

Defined Benefit Funds

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

- Johannesburg Municipal Pension Fund (NMG) has 13 employees.
- E-Joburg Pension Fund has 123 employees.
- Mutual Gratuity Pension Fund (MGF) has 8 employees.

The total number of employees on pension funds is **160**.

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. No employee joined medical aid this quarter. Currently 66 employees are members of the schemes as follows:

- Discovery has 69 members, of which 47 receive 60% employer contributions, 18 receives 75%, while 4 employees on total cost to company contribute 100%.
- LA Health has 1 member who receives 60% company contributions
- Key Health has only 1 member who receives 60% company contributions

Company Allowances

Forty-one (41) employees receive home owners allowance while fifty-four (54) receive allowances towards the use for business purposes of their personal cell phones.

Section 11: Occupational Health & Safety Programmes

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

Occupational Health and Safety in the workplace is regulated by the Occupational Health and Safety Act, (85 of 1993).

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

The City Manager is the section 16(1) responsible person for the COJ and the MD's/CEO's are the section 16(1) responsible persons for the Municipal Entities. The Act makes provision for the CEO's / MD's to appoint person's under their control to assist them in the duties in relation to the provisions of the Act. Joburg City Theatres has appointed Lieb Venter as the Liaison with the COJ Group SHE Directorate as the company's current Occupational Health and Safety Manager. The General Managers of both Soweto Theatre and Roodepoort Theatre were also appointed as the Health and Safety Coordinators at their respective theatres. The Health and Safety committee is functional and meetings are convened regularly as required. Inspections are undertaken and all Health and Safety equipment is up-to-date.

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

HIV/AIDS on the Workplace

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

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

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

CHAPTER FIVE: FINANCIAL PERFORMANCE AND EXPOSURE

Section 1: Statement of Financial Position

Joburg Theatre (SOC) Limited 2019

(Registration number 2000/013032/07)

Annual Financial Statements for the ended 31 December 2019

Statement of Financial Position as at 31 December 2019

Figures in Rand	Note(s)	2020	2019
ASSETS			
Current Assets			
Inventories	2	2,475,660	2,838,877
Receivables from exchange transactions	3	13,835,316	5,333,833
VAT receivable	4	2,493,523	2,322,022
Cash and cash equivalents	5	75,575,058	11,052,694
		94,379,557	21,547,426
Non-Current Assets			
Property, plant and equipment	6	14,840,002	14,779,470
Intangible assets	7	537,748	619,802
Heritage assets	8	1,602,700	1,602,700
		16,980,450	17,001,972
Total Assets		111,360,007	38,549,398
LIABILITIES			
Current Liabilities			
Payables from exchange transactions	9	87,713,476	14,308,756
Provisions	10	9,877,049	2,786,043
		97,590,525	17,094,799
Non-Current Liabilities			
Deferred tax	12	2,336,864	2,336,864
Total Liabilities		99,927,389	19,431,663
NET ASSETS			
Share capital	32	10	10
Reserves			
Investment from Shareholder		1,784,049	1,784,049
Accumulated surplus		9,648,559	17,333,676
Total Net Assets		11,432,618	19,117,735

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Section 2: Statement of Financial Performance

Joburg Theatre (SOC) Limited 2019

(Registration number 2000/D13032/07)

Annual Financial Statements for the ended 31 December 2019

Statement of Financial Performance

Figures in Rand	Note(s)	6 Months 31 December 2020	12 Months 30 June 2019
Revenue			
Revenue from exchange transactions			
Ticketing services	13	584,977	1,322,786
Catering services	13	18,430,176	31,026,066
Rental facilities and equipment	13	3,759,076	6,611,879
Arts alive festival	13	8,695,650	8,700,000
In-house ticket sales	13	6,413,609	9,282,552
Other income	14	894,535	966,188
Interest received - investment	15	3,739,024	5,033,894
Total revenue from exchange transactions		42,507,047	63,843,368
Revenue from non-exchange transactions			
Transfer revenue			
Subsidy	16	64,926,031	116,447,000
Total revenue	13	107,433,078	180,290,368
Expenditure			
Employee related costs	17	(43,568,237)	(77,525,627)
Depreciation and amortisation	18	(976,999)	(1,641,029)
Debt impairment		-	(46,266)
Transfers and Subsidies	19	(15,903,442)	(20,466,500)
General Expenses	20	(54,669,527)	(87,700,870)
Total expenditure		(115,118,195)	(187,380,292)
Deficit before taxation		(7,685,117)	(7,089,924)
Taxation	21	-	(1,896,448)
Deficit for the		(7,685,117)	(5,193,476)

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Section 3: Cash Flow Statement

Joburg Theatre (SOC) Limited 2019

(Registration number 2000/013032/07)

Annual Financial Statements for the ended 31 December 2019

Cash Flow Statement

		6 Months 31 December	12 Months 30 June
Figures in Rand	Note(s)	2020	2019
Cash flows from operating activities			
Receipts			
Sale of goods and services		30,094,760	65,080,554
Grants		118,779,000	118,447,000
Interest income		3,328,730	5,033,894
		<u>152,202,490</u>	<u>188,561,448</u>
Payments			
Employee costs		(36,020,538)	(77,181,146)
Suppliers		(50,704,121)	(110,431,297)
Taxes		-	(463,622)
		<u>(86,724,659)</u>	<u>(188,076,065)</u>
Net cash flows from operating activities	22	<u>65,477,831</u>	<u>(1,514,617)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(955,467)	(3,003,252)
Purchase of other intangible assets	7	-	(43,823)
Purchases of heritage assets	8	-	(115,000)
Net cash flows from investing activities		<u>(955,467)</u>	<u>(3,162,075)</u>
Cash flows from financing activities			
Net increase/(decrease) in cash and cash equivalents		<u>64,522,364</u>	<u>(4,676,692)</u>
Cash and cash equivalents at the beginning of the year		11,052,694	15,720,386
Cash and cash equivalents at the end of the year	5	<u>75,575,058</u>	<u>11,052,694</u>

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Joburg Theatre (SOC) Limited 2019

(Registration number 2000/013032/07)

Annual Financial Statements for the ended 31 December 2019

Accounting Policies

1.26 GRAP Standards Approved and effective (continued)

GRAP 108 Transfer of Functions Between Entities Not Under Common Control

GRAP 107 Mergers

Notes to the Annual Financial Statements

Figures in Rand	2020	2019
2. INVENTORIES		
Work in progress	1,617,720	1,039,833
Consumable stores	311,665	284,780
Trading Stock - Food and Beverage	546,275	1,514,264
	2,475,660	2,838,877
Work In Progress		
Opening Balance	1,039,833	4,652,825
Prior Year Wip Transferred	(1,039,833)	(4,652,825)
Current Year WIP	1,617,720	1,039,833
	1,617,720	1,039,833
Consumable Stock		
Opening Balance	284,780	528,241
Stock movement for year	26,885	(243,461)
	311,665	284,780
Trading Stock		
Opening Balance	1,514,264	671,535
Stock Movement	(967,989)	842,729
	546,275	1,514,264

Joburg City Theatres operate as a both receiving and production house. The expenditure on show productions prior to maturity is treated as Work in Progress (WIP) for example, the Sarafina, Jack and the beanstalk.

Consumable stores contain amongst others cleaning materials, grocery items, lighting, tapes, paints and stationery. These items are consumed by the company in the daily business operations. The amount consumed is recognised as an expense when the consumables are requisitioned from the stores. Inventories held for consumption at no charge are measured at the lower of cost and current replacement cost and are fairly valued.

Trading stock - Food and Beverage contains amongst others bar-, restaurant- and hospitality stock. Trading stock is measured at the lower of cost or net realisable value.

The amount of write-offs for inventory in the prior and current years was zero (0).

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Trade debtors	9,601,640	1,988,016
Accrued Income	900,833	12,974
Related Party Debtors	3,332,843	3,332,843
	13,835,316	5,333,833

N/B: Only high level notes have been included on the quarterly report per directive from group governance however full notes available on separate set of annual financial statements.

Joburg Theatre (SOC) Limited 2019

(Registration number 2000/013032/07)

Annual Financial Statements for the ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Rand

	2020	2019
3. RECEIVABLES FROM EXCHANGE TRANSACTIONS (continued)		
Trade and other receivables		
Trade Debtors- represents rent receivable for use of facilities (hospitality and theatre rentals).		
Related party debtors - represents the amounts owed to Joburg City Theatres by the City of Johannesburg and Municipal Owned Entities. Included in the related party receivables is other hospitalit,rental and catering services rendered to CCJ and its MOE's. Joburg City Theatres does not charge interest on related party debtors.		
Debtors are measured at fair value.		
Fair value of trade and other receivables		
Receivables From Exchange Transactions by Class		
Rental of Facilities and Equipment	183,287	90,713
Hospitality and Catering	2,109,416	2,638,848
City of Joburg - CAPEX	4,924,379	-
City of Joburg Entities	175,912	9,082
other	2,208,646	2,597,189
	9,601,640	5,333,832
Debtors Age Analysis		
90 Days +	2,862,016	2,476,352
60 Days	58,856	70,853
30 Days	281,792	80,097
Current	6,819,176	2,706,730
	9,601,640	5,333,832
4. VAT RECEIVABLE		
VAT	2,493,523	2,322,022
The company accounts for VAT on an accrual basis.		
5. CASH AND CASH EQUIVALENTS		
Cash and cash equivalents consist of:		
Cash on hand	144,852	120,747
Nedbank accounts balance	75,430,206	3,240,093
	75,575,058	3,360,840
Current assets	75,575,058	11,052,694
Current liabilities	-	-
	75,575,058	11,052,694

Cash and cash equivalents comprise of cash on hand, current account and deposits on call accounts that are readily convertible into known amounts of cash. The effective interest rates of the cash equivalents investment as at end of the period were between 8% and 8,12%.

Joburg Theatre (SOC) Limited 2019

(Registration number 2000/013032/07)

Annual Financial Statements for the ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Rand

	2020	2019
11. OTHER FINANCIAL LIABILITIES		
12. DEFERRED TAX		
Deferred tax liability		
Property, plant and equipment	(629,190)	(298,732)
Allowance for future expenditure section 24c	(4,826,122)	(6,417,720)
Total deferred tax liability	(5,455,312)	(6,716,452)
Deferred tax asset		
Provisions	1,774,106	1,200,861
Deferred income	500,162	818,656
Deferred tax balance from temporary differences other than unused tax losses	2,274,268	2,019,517
Total deferred tax asset	2,274,268	2,019,517
Deferred tax liability	(5,455,312)	(6,716,452)
Deferred tax asset	2,274,268	2,019,517
Total net deferred tax liability	(3,181,044)	(4,696,935)
13. REVENUE		
Ticketing services	584,977	1,322,786
Catering services	18,430,176	31,926,069
Rental facilities and equipment	3,759,076	6,611,879
Arts Alive	8,695,650	8,700,000
In-house ticket sales	6,413,609	9,282,552
Other income	884,535	966,188
Interest received - investment	3,739,024	5,033,894
Subsidy	64,926,031	116,447,000
	107,433,078	180,290,368
The amount included in revenue arising from exchanges of goods or services are as follows:		
Ticketing services	584,977	1,322,786
Catering services	18,430,176	31,926,069
Rental facilities and equipment	3,759,076	6,611,879
Arts Alive	8,695,650	8,700,000
In-house ticket sales	6,413,609	9,282,552
Other income	884,535	966,188
Interest received - investment	3,739,024	5,033,894
	42,507,047	63,843,368
The amount included in revenue arising from non-exchange transactions is as follows:		
Taxation revenue		
Transfer revenue		
Subsidy from City of Joburg	64,926,031	116,447,000
14. OTHER INCOME		
Other income	884,535	966,188

Joburg Theatre (SOC) Limited 2019

(Registration number 2000/013032/07)

Annual Financial Statements for the ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Rand

	2020	2019
15. INTEREST RECEIVED - INVESTMENT		
Interest revenue		
Bank	3,739,024	5,033,894

Interest income is calculated using the effective interest rate between 6% to 8%

The table below shows the interest received from two bank accounts :

Bank	2020	2019
Investec Bank Limited	29,472	3,237,675
Nedbank Limited	3,709,552	1,796,219
	3,739,024	5,033,894

16. SUBSIDY

Operating Grants and Subsidies

Joburg Theatre	51,983,979	89,537,245
Roodepoort Theatre	4,454,333	8,828,305
Soweto Theatre	8,487,718	18,081,450
	64,926,030	116,447,000

The subsidy received from the City of Johannesburg Metropolitan Municipality is in terms of the service delivery agreement to provide services in accordance with the agreed obligations for operating Joburg Theatre; Roodepoort Theatre and Soweto Theatre.

17. EMPLOYEE RELATED COSTS

Salaries and Wages	43,232,237	76,413,254
Employee costs included in other expenses	336,000	1,112,373
	43,568,237	77,525,627

Chief Executive Officer

Annual Remuneration	1,110,901	1,390,800
Performance Bonuses	-	234,207
Contributions to UIF, SDL, Medical Aid and Pension Funds	12,199	15,122
	1,123,100	1,640,129

Chief Operating Officer

Annual Remuneration	666,050	1,250,798
Discretionary Bonuses	-	163,658
Contributions to UIF, SDL, Medical Aid and Pension Funds	191,904	381,659
Other	73,622	198,058
	931,576	1,994,171

Chief Financial Officer

Annual Remuneration	761,377	1,535,092
Performance bonus	-	201,160
Contributions to UIF, SDL, Medical Aid and Pension Funds	212,807	412,585
Other	68,219	100,103
	1,042,403	2,248,940

Executive Producer Company Secretary

Joburg Theatre (SOC) Limited 2019

(Registration number 2000/013032/07)

Annual Financial Statements for the ended 31 December 2019

Notes to the Annual Financial Statements

Figures in Rand

	2020	2019
17. EMPLOYEE RELATED COSTS (continued)		
Annual Remuneration	571,949	1,074,083
Performance Bonuses	-	140,534
Contributions to UIF, SDL, Medical Aid and Pension Funds	7,145	14,238
Other	6,000	12,000
	585,094	1,240,855
18. DEPRECIATION AND AMORTISATION		
Property, plant and equipment	976,989	1,641,029
19. GRANTS AND SUBSIDIES PAID		
Other subsidies		
Grants Paid	15,903,442	20,466,500
Subsidies comprises of:		
Joburg Ballet	4,741,555	9,331,147
	11,161,884	11,135,354
	15,903,442	20,466,501

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Section 4: Ratio Analysis

Financial Ratios	31-Dec-19	31-Dec-18	Movement %	Target	Norm	Interpretation
Current Ratio	0.97	1.12	-14%	> 1.00	1.5 to 2.1	The current ratio is below the norm of between 1.5 to 2.1, however in as much as it is below the target of 1 it does not pose any challenge as some of the payables relates to subsidy and future shows.
Solvency Ratio	1.11	1.24	-10%	> 2.00	02:01	Solvency Ratio is also below the norm of 2:1 and again this is not a challenge for the entity as more than 90% of the payables relates to deferred income received for future shows and subsidy.
Debt: Revenue	93%	83%	13%	< 45%	45%	The ratio is above the target as the entity does not raise its funds from borrowings.
Remuneration	38%	36%	5%	At least 30%	25% - 40%	The ratio is within the accepted range and JCT will continue to monitor this ratio and put measures in place to ensure it does not go outside the norm.
Repairs & Maintenance	9%	8%	10%	8%	8%	The ratio is above the norm of 8% , which is great and even more better than the previous year.
Interest: Expenditure	0%	0%	0%	< 7%	<7%	The entity is really not financed by interest bearing borrowings hence a lower ratio on interest hence target was achieved.
Net Operating Expenditure	-7%	-3%	164%	At least 15%	= or > 0%	The entity is sitting at a position of less than 0% which implies that the entity is operating at a deficit; the entity will optimise revenue to improve the bottom line.
Cost Coverage Ratio	10	150	-1%	> 45 Days	1 - 3 Months	The entity is above the norm of 1 - 3 months which means the entity will be able to meet its obligations to provide basic services

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

Irregular Expenditure

During the quarter under review, there was no irregular expenditure that was incurred.

Fruitless and wasteful expenditure

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

Section 6: Pending Litigations and Possible Liabilities

No litigations during the quarter under review. However the litigation that was reported in the previous quarter is still underway - JCT has received a letter of demand from one law firm, Brugmans Incorporated acting on behalf of Bosch family, the family whose child fell into the pit following a ballet show (Cinderella). They have sent this notice to the City, JCT, JPC and Joburg Ballet.

JCT has engaged Group Legal on the matter since the Group also administers our insurance policy.

Section 7: Insurance Claims against/to MOE/Department

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

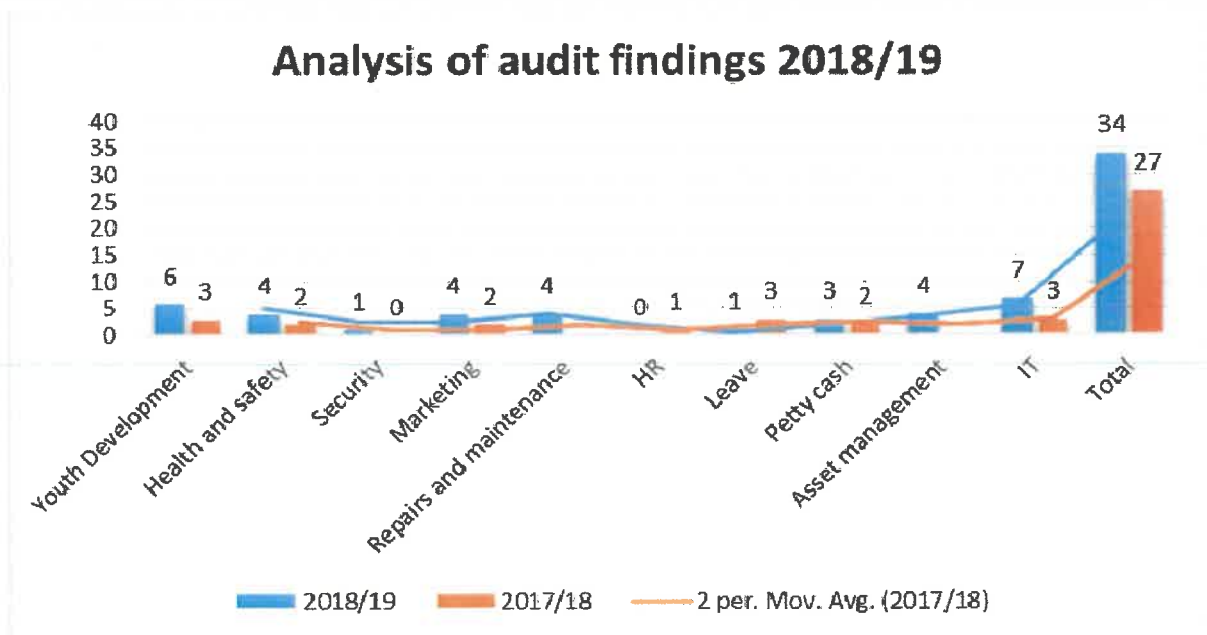
CHAPTER SIX: INTERNAL & EXTERNAL AUDIT FINDINGS

Section 1: Results of Internal Audits

The purpose of this report is to provide status on the internal and external audit findings raised by Group Risk Assurance Services (Internal Auditors) and Auditor General (External Auditors) and progress status of the current financial year (2019/20) coverage plan.

Section 2: Progress on Resolution of Internal Audit Findings.

Internal auditors raised 34 findings in the 2018/19 financial year which represent an increase of 17% increase year on year. The graph below depicts findings by department:



Progress on resolution of internal audit findings.







Out of the 34 audit findings that were issued in the prior financial year (2018/19), only 1 has not been resolved which is the alignment of the disaster recovery plan to the new IT policy. The new IT policy was approved after the disaster recovery plan and testing was conducted in May 2019. The next disaster recovery plan is scheduled for November 2019.














The only one unresolved audit finding for 2017/18 financial year relates to the procurement of the backup generator which the entity does not have funding to purchase. The funding will be made available in the 2020/21 financial year.















Audit for the current financial year 2019/20 has not yet started and is due to commence in the 2nd quarter according to the coverage plan.

Resolution of Internal Audit Findings



# Internal Audit Findings : The audit for the financial year 2018/19 has been completed and Thirty Four (34) findings registered for the projects listed below:		
findings	progress	
Youth development		
1	Participants enrolled into a programme without attending auditions.	The youth development department sent the identification names to the programme facilitators to certify that the learners did attend auditions in 2017. 
2	Participants' agreement and indemnity forms not signed.	Youth development manager contacted the listed learners and their parent to collect and return the 2018 signed indemnity forms. 
3	Lesson plans in line with the approved curriculum not submitted by facilitators throughout the duration of the programme.	Facilitators instructed to submit their reports and lesson plans for 2018. 
4	Non-submission of monthly plans and progress reports by facilitators.	Youth development department and programme facilitators met with JCT Director to help guide the process of creating a curriculum with clear and concise outcome. The curriculum is submitted to the AGM at the end of February. 
5	No signed contract between facilitators and Soweto theatre.	Request a copy of the signed contract from the HR office for Ms Lenesia Meyer of the first quarter of 2017/2018 final year. Created share folder where all youth development documents will be stored and submitted to the HR. Access to the folder is granted for AGM. 
6	Code of conducts not signed	All parents of the learners have been contacted and requested to come sign of return the signed code of conduct. 

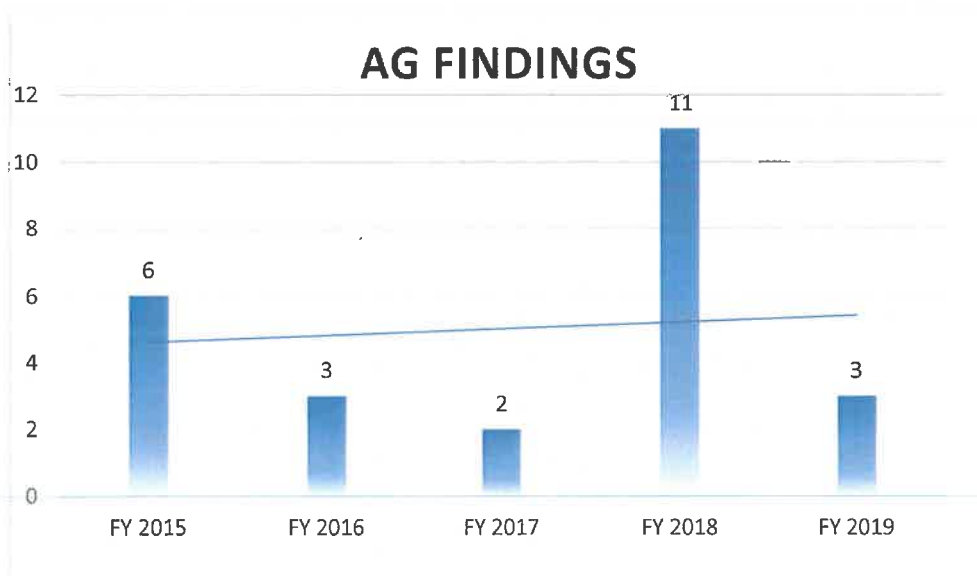
		Health and Safety	
7	There no appointment letters for Health and Safety Representatives	We have all health and safety representatives' appointment letters, for the three theatres signed by 28 February 2019. Modify the original document as per instruction from the inspector of Machinery.	
8	First aid has expired contents	I have moved the first aid box to the desk of Kea Phuti, who is now the first -aider for the 1st and 2nd floor- Updated medical aid boxes.	
9	No signage at Joburg theatre	All the signage for the DB's and Fire Hydrants was installed.	
10	Discrepancies noted during fire drill	The correct reflective jackets will be purchased. All floor warden will be retrained.	
		Security	
11	No proof provided that cameras were taken out for repairs.	Printed a removal permit book and handed to Soweto theatre.	
		Marketing	
12	Inadequate marketing of the mobile theatre truck.	Internal advertising. External advertising sales representatives.	
13	Inadequate marketing at Roodepoort theatre	Poles are installed and posters are placed on these posters inside the theatre.	
14	Not all theatres used to advertise all current shows	Assist with distributions of flyers on a weekly basis.	
15	Stage restaurants at the Joburg zoo has no theatre advertising	Flyers are sent through a flyer distribution plan is created per show which the number of flyers printed are dependant of budget availability.	
		Repairs and maintenance	
16	Defect at Joburg theatre	Repairs are done.	
17	Defect at Roodepoort theatre	All fittings are placed and a par stock of bulbs to be held on premises. Doors are repaired.	
18	No evidence of inspections conducted by building manager on the work conducted by contactors at Roodepoort theatre	These documents are the RCT (Roodepoort city theatre).	
19	Defects at Soweto theatre	Requested filter is replaced.	
20	No evidence of inspections conducted by building manager on the work conducted by contactors at Soweto theatre	All invoices are accompanied by a job card prior to their signature for payment to verify all work completed. A detailed RFQ are sent out and suppliers submitted quotes to deliver the works are requested.	

			Leave Management	
21	Leave management policy not aligned to the sage system	The policy has been aligned to sage system, reviewed and submitted to the board for approval.		
			Petty Cash	
22	No odometer reading for the use of own vehicle	The entity have started the implementation of capturing odometer readings in the claims during the current financial year.		
23	Petty cash exceeding R2000.00	The entity is not using petty cash to pay these adhoc employees when exceeding R2000.		
24	Petty cash not approved by the HOD	The acting GM has now counter signed the documents in question.		
			Assets Management	
25	Asset not found	Management investigated the existence of these assets and made available for verification.		
26	Assets not recorded in asset register	Management has established assets that were not part of asset previously written off, and has conducted valuation for assets still in use.		
27	Incomplete asset transfer	Management will continue to enforce the use of the assets transfer from when assets are moved between locations.		
28	Assets not barcoded and some incorrectly barcoded.	Management investigated the finding of the asset without barcodes and corrected the barcode.		
			IT Department	
29	No user training/ awareness on the IT policies	Training session at all 3 theatres		
30	Physical and environmental controls not adequate	Implementation of controls		
31	Inconsistencies between the ICP policy and the DRP	Align the DRP with the new IT policy, and have the DRP approved by the board		
32	Access right not aligned to employee roles (incompatible right)	Access rights are reviewed in line with the policy.		
33	Security settings are not adequate	Active directory has been enabled however sage does not have time-out or lockout		
34	Administrator activities not reviewed	the policy is effective 01 July 2019		

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

Analysis of AG Audit Findings

In the past years, there has been a reduction on the external audit findings year on year i.e. they moved from 25 in 2013/14 financial year to 6 in 2014/15, from 6 to 3 in 2015/16 then to only 2 in 2016/17 financial year. However in 2017/18 financial year there has been an increase of 9 audit findings year on year. The 2018/19 financial year saw a significant decrease in audit findings year on year with only 3 findings being raised compared to 11 that were raised in 2017/18, this equates to a 72% reduction.



Progress on resolution of external audit findings.

Auditor General of SA raised 11 audit findings in 2017/18 financial year, only 1 has not yet been resolved. The finding not resolved is the point of sale system which is unable to record change logs due to system limitations. All other audit findings coming from the previous years were resolved. Auditor General raised 3 findings in 2018/19 financial year, only 1 finding has not yet been resolved, the unresolved finding relates to the system limitations from the point of sale system.

Resolution of AG findings



ACTION PLAN FOR EXTERNAL AUDIT FINDINGS 2017/18				
Finding #	Department	Description	Status	Managements' comment
1	SCM	Suppliers in which persons in service of other state institutions have an interest were identified through computer assisted audited techniques (CAAT's) and no declarations were made of employees working for state institutions that have an interest in the supplier	Done	Management has investigated the matter, it has confirmed that the service provider is not in service of the state .
2	Finance	Input VAT levied on bank charges was not claimed in the 2017/18 financial year	Done	Audit finding has been noted and its recommendation has been implemented on the vat return.
3	Finance	Proper disclosure has not been made of the building lease agreements with COJ on their buildings.	Done	AFS have been amended to reflect lease transactions under related party note.
4	Finance	Assets assessed as redundant by the theatre have not been written off at year end.	Done	Audit adjustment has been done on the AFS.
5	Finance	Effective steps were not taken to prevent irregular expenditure which could result in material non-compliance with laws and regulations.	Done	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. The contract has been declared irregular at Group level due to non-compliance with section 116 of the MFMA.
6	Strategic Support	Management did not implement a proper system of reviewing the accuracy of the reported performance results.	Done	Annual report has been amended as per auditors recommendation.
7	IT	The entity had adopted the Windows Server Update Services (WSUS) tool to download Microsoft security updates from internet. The tool was configured to automatically deploy the critical security updates to JCT's production IT environment, however weaknesses were noted.	Done	Management is in agreement with the finding. All patch updates that might affect application servers will be evaluated and validated with all service providers concern before implementing.
8	IT	Weaknesses were noted on the design and implementation of IT Governance framework: - The framework did not clearly stipulate the governance structures that exist at political, strategic and operational level and the IT goals were not clearly aligned to the Johannesburg City Theatre's (JCTs) business strategic objectives.	Done	Management is in agreement with the finding. The governance structure has been drafted and included on the framework and the business objectives was brought in on the frame work to highlight the alignment
9	IT	No evidence of review for the IT security policy; the framework did not clearly stipulate the governance structures that does exist at political, strategic and operational level and the IT strategic objectives were stipulated on the IT governance framework, however, the IT goals were not clearly aligned to the Johannesburg City Theatre's (JCTs) business strategic objectives.	done	Management is in agreement with the finding. The policy is updated to consider all key aspects highlighted.
10	H&C	The system generated audit logs on the application systems; (Pilot and Falcon) were not enabled as these systems are off-the shelf system and currently the systems are not designed to log changes	Not yet done	The system currently cannot record change logs due to system limitations, however this limitation will be alleviated by the fact that the entity will be moving over to SAP system in 2019/20 financial year.
11	Finance & Hospitality and Catering	Inadequate user account management processes on Pilot, Falcon and Pastel systems	Done	The new database has been cleaned up and management will continuously review the user listing to ensure all users requiring access are authorised and validated.
12	Finance	During the testing of accounts payable it was noted that they are misstated by an amount of R154,777	Done	Management agreed with the audit finding and the necessary adjustment was done on the Annual Financial Statements
13	SCM	During the audit of SCM, suppliers in which persons in the service of the state institutions have an interest were identified through computer assisted audit techniques and these bidders' declarations of interest were requested.	Done	Management investigated the suppliers and found that the mentioned individuals picked up by CAAT had resigned from state employment, therefore were no longer in the service of the state.
14	H&C	The system generated audit logs on the application systems, (Pilot & Falcon) were not enabled as these systems are not designed to log changes	Not yet done	The system currently cannot record change logs due to system limitations, however this limitation will be alleviated by the fact that the entity will be moving over to the SAP system

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 III report on Corporate Governance. This is achieved by means of regular risk based audit assignments, as well as the identification of corrective actions and suggested enhancements to the controls and processes in respect of key risk areas identified.

In line with best practice and Municipal Management Finance Act (MFMA) requirements, Group Risk and Assurance Services (GRAS) compiled a risk-based audit coverage plan for the Joburg City Theatres which was approved by the Audit and Risk Committee on July 2018. 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.

As at 31 December 2018 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:			July 2019-Sep 2019
ASSESSMENT PERIOD COVERED: (Tick as appropriate)	PFMA	Apr – Jun'19	Jul – Sep'19	Oct – Dec'19	Jan – Mar'20	Apr'19 – Mar'20	
	MFMA	Jul – Sep'19	Oct – Dec'19	Jan – Mar'20	Apr – Jun'20	Jul'19 – Jun'20	

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>Good </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>In progress </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>Intervention required </p>	ASSESSMENT		
				Financial	Performance	Compliance

LEADERSHIP

	Movement from previous assessment:	Financial	Performance	Compliance
		↔	↔	↔
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:	Financial	Performance	Compliance
		↔	↔	↓
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:	Financial	Performance	Compliance
		↔	↔	↔
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored			
3.b	Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively			
3.c	Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment including financial and performance reporting and compliance with legislation.			

AUDITEE NAME:	Joburg City Theatres SOC LTD			ASSESSMENT PERFORMED ON:			July 2019-Sep 2019
ASSESSMENT PERIOD COVERED: (Tick as appropriate)	PFMA	Apr – Jun'19	Jul – Sep'19	Oct – Dec'19	Jan – Mar'20	Apr'19 – Mar'20	
	MFMA	Jul – Sep'19	Oct – Dec'19	Jan – Mar'20	Apr – Jun'20	Jul'19 – Jun'20	

No.	DRIVERS	COMMITMENTS
	LEADERSHIP	
1.a	Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity	Maintain the performance through-out.
1.b	Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	Maintain the performance through-out
1.c	Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored	Maintain the performance through-out
1.d	Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities	Maintain the performance through-out
1.e	Develop and monitor the implementation of action plans to address internal control deficiencies	Maintain the performance-through-out
1.f	Establish an IT governance framework that supports and enables the business, delivers value and improves performance	Maintain the performance-through-out
	FINANCIAL AND PERFORMANCE MANAGEMENT	
2.a	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting	Audit findings related to supporting documents not submitted or not adequately addressing issues raised.
2.b	Implement controls over daily and monthly processing and reconciling of transactions	Maintain the performance through-out
2.c	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information	Some audit findings related to supporting documents not being properly kept or submitted
2.d	Review and monitor compliance with applicable legislation	New internal audit findings that include compliance issues.
2.e	Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information	New IT audit findings under general controls audit report yet to be presented
	GOVERNANCE	
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are 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: DECEMBER 2019
 BranchName: JHB', 'MET', 'RCT', 'SWT', 'Zoo'



Main Account	Sub AccountName	Current Mth			YEAR TO DATE			YTD Var	YTD Var%
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var		
INCOME									
	Rental Of Facilities & Equipment	24 489 038	27 912 182	-3 423 144	107 432 803	116 110 132	-8 677 329	-7%	
	Interest Earned from External Investments	475 713	852 265	-378 552	3 759 076	4 182 521	-423 445	-10%	
	Operating Grants and Subsidies	410 294	467 860	-57 565	3 739 024	3 950 020	-210 996	-5%	
	Arts Alive	16 088 008	16 088 008	0	64 926 031	64 926 031	-0	0%	
	Joburg Film Office	0	0	0	8 695 650	0	8 695 650	0	
	Other Revenue	7 517 023	10 504 050	-2 987 027	26 313 021	43 051 560	-16 738 538	-39%	
	In-House Stage Productions	2 632 875	6 404 673	-3 771 798	6 413 609	14 912 033	-8 498 424	-57%	
	In House Music Programme	0	0	0	0	0	0	-	
	Sponsorships	0	0	0	0	0	0	-	
	Food Beverage And Retail /Stages	4 004 732	4 004 568	164	18 418 916	24 158 287	-5 739 371	-24%	
	Ticketing Services	48 188	45 226	2 961	584 977	1 516 284	-931 306	-61%	
	Management Fees	0	0	0	0	2 000 000	-2 000 000	-100%	
	Special Projects and Other Income	431 228	49 582	381 646	895 519	464 957	430 563	93%	
Expense									
	Employee Related Costs	25 980 493	25 445 437	-545 055	115 117 918	108 732 058	-6 385 860	-6%	
	Directors and Committee Members	7 484 853	7 414 433	-70 420	43 137 055	42 033 307	-1 103 748	-3%	
	Depreciation & Asset Impairment	0	305 812	305 812	336 000	1 461 744	1 125 744	77%	
	Repairs And Maintenance	205 134	261 679	-56 545	976 989	1 635 187	-658 198	40%	
	Contracted Services	124 436	102 849	-21 587	1 408 876	1 241 704	-167 172	-13%	
	Insurance	106 486	152 378	-46 392	1 103 517	827 019	-276 498	-33%	
	Joburg Ballet & Orchestra	33 242	33 242	0	303 663	199 424	-104 239	-55%	
	Joburg Film Office	7 951 721	7 951 721	0	15 903 442	15 903 442	0	0%	
	Arts Alive	0	0	0	0	0	0	-	
	General Expenses	10 117 863	9 222 824	-895 039	42 767 958	45 430 230	-2 662 272	-6%	
	Consumables	120 343	164 272	-43 929	1 663 095	1 190 365	-472 730	-40%	
	Utilities	1 000 360	923 139	-76 221	6 423 820	7 006 622	-582 802	8%	
	Audit Fees	271 376	291 328	-19 951	716 608	979 010	-262 402	27%	
	Security	1 800	204 811	-204 811	599 899	1 058 199	-458 300	43%	
	Telecommunication	30 426	26 371	-4 055	321 661	393 207	-71 546	18%	
	Business Travel	13 650	20 543	-6 893	127 717	559 235	-425 518	77%	
	Entertainment	8 474	14 350	-5 876	141 322	233 908	-92 585	40%	
	Transportation	119 508	177 461	-57 952	1 234 572	805 371	-429 201	-53%	
	Youth Development	56 799	9 217	-47 582	710 027	787 266	-77 240	10%	
	Special and Social Awareness Projects	0	33 333	33 333	806	200 215	-199 409	100%	
	Advertising , Publicity and Marketing	260 522	315 694	-59 172	2 516 937	1 708 279	-808 658	-47%	
	In-House Stage Productions	4 391 528	3 829 387	-562 141	12 957 018	15 597 484	-2 640 466	17%	
	In-House Music Programs	0	0	0	0	0	0	-	
	Contributions to Tenant Productions	0	52 575	52 575	32 932	393 904	-360 972	92%	
	Ticketing	-135 057	192 971	57 915	778 616	936 295	-157 679	17%	
	Miscellaneous	178 862	109 590	-68 972	2 033 724	1 857 795	-175 929	-9%	
	Catering and Hospitality	3 389 272	1 756 271	-1 633 001	11 660 121	10 072 021	-1 588 100	-16%	
	Mobile Theatre Truck	0	0	0	8 434	73 876	-65 442	89%	
	COVIDA	40 037	40 037	0	240 225	241 142	-918	0%	
	EPWP	100 150	62 676	-37 474	595 040	342 037	-253 003	-74%	
	New Years Eve	0	1 000 000	1 000 000	0	1 000 000	1 000 000	100%	
	Finance Costs	0	0	0	0	0	0	-	
	Other	0	0	0	385	0	-385	0%	
TRADING SURPLUS / (SHORTFALL)		-1 501 455	2 466 745	-3 968 200	-7 685 115	7 378 074	-15 063 188	-204%	

COVER SHEET

INCOME STATEMENT

Main Account	Sub AccountName	Current Mth			YEAR TO DATE			YTD Var	YTD Var%
		Actual	Budget	Var	Actual YTD	Budget YTD	YTD Var		
INCOME									
	Rental Of Facilities & Equipment	20 085 514	23 337 372	-3 301 859	83 077 084	89 544 149	-6 467 065	-7%	
	Interest Earned from External Investments	278 706	539 876	-261 169	2 170 863	2 477 210	-306 346	-12%	
	Operating Grants and Subsidies	410 294	467 860	-57 565	3 739 024	3 950 020	-210 996	-5%	
	Arts Alive	13 930 999	13 930 999	0	51 983 979	51 983 979	0	0%	
	Joburg Film Office	0	0	0	8 695 650	8 695 650	0	0	
	Other Revenue	5 415 514	8 398 638	-2 983 124	16 487 567	31 132 940	-14 645 373	-47%	
	In-House Stage Productions	2 632 875	6 295 289	-3 662 413	6 413 609	14 802 648	-8 389 039	-57%	
	In House Music Programme	0	0	0	0	0	0	-	
	Sponsorships	0	0	0	0	0	0	-	
	Food Beverage And Retail /Stages	2 342 031	2 034 602	307 429	8 813 476	12 718 854	-3 905 378	-31%	
	Ticketing Services	9 380	37 740	-28 360	363 116	1 270 050	-906 934	-71%	
	Management Fees	0	0	0	0	2 000 000	-2 000 000	-100%	
	Special Projects and Other Income	431 228	31 008	400 220	897 367	341 389	555 979	163%	
Expense									
	Employee Related Costs	22 613 418	20 754 110	-1 859 308	91 703 815	84 047 474	-7 656 341	-9%	
	Directors and Committee Members	5 643 087	5 811 420	168 334	32 091 795	32 569 142	-477 347	1%	
	Depreciation & Asset Impairment	0	305 812	305 812	336 000	1 461 744	1 125 744	77%	
	Repairs And Maintenance	114 654	131 320	16 666	546 213	866 540	320 327	37%	
	Contracted Services	43 462	43 436	-26	424 374	369 937	-54 437	-15%	
	Insurance	54 559	57 855	3 316	716 315	465 305	-251 010	-54%	
	Joburg Ballet & Orchestra	0	18 049	18 049	167 578	108 267	-59 312	-55%	
	Joburg Film Office	7 851 721	7 951 721	-100	15 903 442	15 903 442	0	0%	
	Arts Alive	0	0	0	0	0	0	-	
	General Expenses	8 805 956	6 434 498	-2 371 458	9 180 448	32 303 098	-23 122 650	-25%	
	Consumables	75 194	117 324	42 130	1 138 558	918 904	-219 654	-24%	
	Utilities	1 000 360	922 139	-78 221	5 865 523	6 005 944	-142 422	2%	
	Audit Fees	271 376	291 328	19 951	716 608	979 010	262 402	27%	
	Security	1 800	47 373	47 373	221 047	283 614	62 567	22%	
	Telecommunication	27 171	23 342	-3 829	188 305	248 308	60 003	24%	
	Business Travel	8 500	0	-8 500	114 365	407 824	293 459	72%	
	Entertainment	0	7 417	7 417	96 724	183 830	87 106	47%	
	Transportation	119 508	98 980	-20 528	1 160 036	494 037	-665 998	-135%	
	Youth Development	15 299	7 387	-7 912	336 060	772 808	436 748	57%	
	Special and Social Awareness Projects	0	20 833	20 833	806	125 215	124 409	99%	
	Advertising , Publicity and Marketing	218 910	252 127	33 217	1 599 110	1 403 794	-195 316	-14%	
	In-House Stage Productions	4 383 928	3 468 250	-915 677	11 924 960	12 980 717	1 055 756	8%	
	In-House Music Programs	0	0	0	0	0	0	-	
	Contributions to Tenant Productions	0	0	0	32 932	78 455	45 523	58%	
	Ticketing	135 057	152 013	16 956	778 616	690 545	-88 071	-13%	
	Miscellaneous	112 382	95 955	-16 427	1 605 214	1 429 061	-176 153	-12%	
	Catering and Hospitality	2 352 099	864 272	-1 487 827	6 110 287	4 873 614	-1 236 672	-25%	
	Mobile Theatre Truck	0	0	0	8 434	73 876	65 442	89%	
	COVIDA	10 774	10 774	0	64 643	65 561	918	1%	
	EPWP	73 600	53 184	-20 416	372 037	287 981	-84 056	-29%	
	New Years Eve	0	0	0	0	0	0	-	
	Finance Costs	0	0	0	0	0	0	-	
	Other	0	0	0	385	0	-385	0%	
TRADING SURPLUS / (SHORTFALL)		-2 577 904	2 583 263	-5 161 167	-8 628 731	5 496 675	-14 123 406	-257%	

COVER SHEET

Main Account	Sub AccountName	Current Mth			YEAR TO DATE				
		Actual	Budget	Var	Var%	Actual_YTD	Budget_YTD	YTD Var	YTD Var%
INCOME									
Rental Of Facilities & Equipment		1 149 853	958 014	191 839	20.02%	6 991 206	6 787 741	203 465	3%
Interest Earned from External Investments		102 152	31 466	70 686	224.64%	794 312	557 927	236 385	42%
Operating Grants and Subsidies		0	0	0	-	0	0	0	-
Arts Alive		742 389	742 389	0	-	4 454 333	4 454 333	0	0
Joburg Film Office		0	0	0	-	0	0	0	0
Other Revenue		305 312	184 159	121 154	65.79%	1 742 560	1 775 480	-32 920	-2%
In-House Stage Productions		0	0	0	-	0	0	0	-
In-House Music Programme		0	0	0	-	0	0	0	-
Sponsorships		0	0	0	-	0	0	0	-
Food Beverage And Retail /Stages		301 072	184 159	116 914	63.48%	1 645 580	1 580 195	65 385	4%
Ticketing Services		4 240	0	4 240	0.00%	96 980	144 059	-47 079	-33%
Management Fees		0	0	0	-	0	0	0	-
Special Projects and Other Income		0	0	0	-	0	51 226	-51 226	-100%
Expense									
Employee Related Costs		837 005	1 363 371	526 366	38.61%	6 032 770	6 655 097	622 326	9%
Directors and Committee Members		574 008	569 999	-4 009	-0.70%	3 539 234	3 358 926	180 308	-5%
Depreciation & Asset Impairment		0	0	0	-	0	0	0	-
Repairs And Maintenance		26 502	46 842	20 340	43.42%	128 310	281 051	152 742	54%
Contracted Services		22 070	35 102	13 032	37.13%	218 681	117 948	100 733	-85%
Insurance		14 187	44 844	30 657	68.36%	135 805	146 784	10 979	7%
Joburg Ballet & Orchestra		0	7 254	7 254	100.00%	67 364	43 525	23 839	-55%
Joburg Film Office		0	0	0	-	0	0	0	-
Arts Alive		0	0	0	-	0	0	0	-
General Expenses		200 238	659 329	459 091	69.63%	1 943 378	2 706 863	763 485	28%
Consumables		21 977	30 980	9 003	29.06%	270 652	200 793	69 859	-35%
Utilities		0	0	0	-	0	0	0	-
Audit Fees		0	0	0	-	0	0	0	-
Security		0	41 077	41 077	100.00%	219 050	196 612	22 438	-11%
Telecommunication		0	0	0	-	47 511	63 213	15 702	25%
Business Travel		3 950	12 168	8 818	72.47%	7 312	73 006	65 694	90%
Entertainment		8 474	4 171	-4 303	-109.18%	37 021	38 807	1 785	5%
Transportation		0	40 793	40 793	100.00%	26 675	177 662	150 987	85%
Youth Development		0	0	0	-	0	0	0	-
Special and Social Awareness Projects		0	6 250	6 250	100.00%	0	37 500	37 500	100%
Advertising, Publicity and Marketing		0	23 809	23 809	100.00%	276 177	199 871	76 306	-38%
In-House Stage Productions		0	361 137	361 137	100.00%	12 793	472 351	459 559	97%
In-House Music Programs		0	0	0	-	0	0	0	-
Contributions to Tenant Productions		0	8 102	8 102	100.00%	0	48 612	48 612	100%
Ticketing		0	25 368	25 368	100.00%	0	152 206	152 206	100%
Miscellaneous		7 000	644	-6 357	-987.25%	160 122	199 317	39 195	20%
Catering and Hospitality		144 635	84 398	-60 237	-71.37%	733 553	724 309	9 244	-1%
Mobile Theatre Truck		0	0	0	-	0	0	0	-
COVIDA		14 802	14 802	0	-	88 813	88 813	0	-
EPWP		0	5 632	5 632	100.00%	63 701	33 792	29 909	-89%
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)		312 848	-405 357	718 205	-177.18%	958 436	132 644	825 791	623%

COVER SHEET

Main Account	Sub AccountName	Current Mth			Var%	YEAR TO DATE			YTD Var%
		Actual	Budget	Var		Actual_YTD	Budget_YTD	YTD Var	
INCOME									
Rental Of Facilities & Equipment		1 895 545	2 131 105	-235 560	-11.05%	10 683 384	11 618 592	-935 208	-8%
Interest Earned from External Investments		92 855	280 924	-188 069	-66.95%	795 900	1 147 984	-353 483	-31%
Operating Grants and Subsidies		1 414 620	1 414 620	0	-	8 487 718	8 487 718	0	-
Arts Alive		0	0	0	-	0	0	0	-
Joburg Film Office		0	0	0	-	0	0	0	-
Other Revenue		388 071	435 562	-47 491	-10.90%	1 401 765	1 983 490	-581 724	-29%
In-House Stage Productions		0	109 985	-109 985	-100.00%	0	109 985	-109 985	-100%
In House Music Programme		0	0	0	-	0	0	0	-
Sponsorships		0	0	0	-	0	0	0	-
Food Beverage And Retail /Stages		353 503	300 116	53 387	17.79%	1 278 732	1 699 589	-420 857	-25%
Ticketing Services		34 568	7 487	27 081	364.73%	124 881	102 175	22 707	22%
Management Fees		0	0	0	-	0	0	0	-
Special Projects and Other Income		0	18 574	-18 574	-100.00%	-1 848	72 342	-74 190	-103%
Expense									
Employee Related Costs		1 423 354	2 385 278	961 923	40.33%	10 151 367	12 792 306	2 640 939	21%
Directors and Committee Members		891 845	795 305	-86 540	-12.14%	4 849 175	4 795 423	-53 752	-2%
Depreciation & Asset Impairment		0	0	0	-	0	0	0	-
Repairs And Maintenance		65 978	88 517	19 539	23.40%	302 466	487 596	185 130	38%
Contracted Services		22 950	28 957	1 007	4.20%	631 258	740 803	109 545	15%
Insurance		37 760	38 720	960	2.46%	174 452	208 472	34 020	14%
Joburg Ballet & Orchestra		0	7 939	7 939	100.00%	73 722	47 633	-26 089	-55%
Joburg Film Office		0	0	0	-	0	0	0	-
Arts Alive		0	0	0	-	0	0	0	-
General Expenses		406 822	1 435 840	1 029 018	71.67%	4 120 295	6 577 379	2 457 084	37%
Consumables		12 405	6 827	-5 578	-81.72%	179 036	30 660	-148 376	-484%
Utilities		0	0	0	-	560 298	1 000 677	440 380	44%
Audit Fees		0	0	0	-	0	0	0	-
Security		0	116 362	116 362	100.00%	159 802	577 974	418 171	72%
Telecommunication		0	130	130	100.00%	70 319	64 962	-5 357	-8%
Business Travel		1 800	8 375	6 575	78.51%	6 040	72 405	66 365	92%
Entertainment		0	2 762	2 762	100.00%	7 577	11 271	3 694	33%
Transportation		0	37 688	37 688	100.00%	47 862	133 671	85 810	64%
Youth Development		41 500	1 850	-39 670	-2168.24%	373 967	14 458	-359 508	-2487%
Special and Social Awareness Projects		0	6 250	6 250	100.00%	0	37 500	37 500	100%
Advertising , Publicity and Marketing		41 612	37 461	-4 151	-11.08%	630 906	102 838	-528 069	-515%
In-House Stage Productions		7 600	0	-7 600	0.00%	1 019 265	2 144 416	1 125 151	52%
In-House Music Programs		0	0	0	-	0	0	0	-
Contributions to Tenant Productions		0	44 473	44 473	100.00%	0	266 837	266 837	100%
Ticketing		0	15 591	15 591	100.00%	0	93 544	93 544	100%
Miscellaneous		35 093	528	-34 565	-6546.65%	129 450	178 472	49 022	27%
Catering and Hospitality		225 800	139 243	-86 557	-62.16%	689 703	740 662	50 959	7%
Mobile Theatre Truck		0	0	0	-	0	0	0	-
COVIDA		14 461	14 461	0	-	86 769	86 769	0	-
EPWP		26 550	3 860	-22 690	-587.87%	159 303	20 264	-139 039	-686%
New Years Eve		0	1 000 000	1 000 000	100.00%	0	1 000 000	1 000 000	100%
Finance Costs		0	0	0	-	0	0	0	-
Other		0	0	0	-	0	0	0	-
TRADING SURPLUS /(SHORTFALL)		472 191	-254 173	726 364	-285.78%	532 017	-1 179 714	1 705 731	-145%



Main Account	Sub AccountName	Current Mth			YEAR TO DATE			YTD Var	YTD Var%
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var		
INCOME									
	Rental Of Facilities & Equipment	4 406 151	4 008 735	397 416	18 686 405	24 183 287	-5 496 882	-23%	
	Interest Earned from External Investments	0	0	0	0	0	0	-	
	Operating Grants and Subsidies	148	2 083	-1 935	8 299	12 500	-4 201	-34%	
	Arts Alive	0	0	0	0	0	0	-	
	Joburg Film Office	0	0	0	247 930	0	247 930	0	
	Other Revenue	4 406 003	4 006 651	399 352	18 430 176	24 170 787	-5 740 611	-24%	
	In-House Stage Productions	0	0	0	0	0	0	-	
	In-House Music Programme	0	0	0	0	0	0	-	
	Sponsorships	0	0	0	0	0	0	-	
	Food Beverage And Retail /Stages	4 404 732	4 004 568	400 164	18 418 916	24 158 287	-5 739 371	-24%	
	Ticketing Services	0	0	0	0	0	0	-	
	Management Fees	0	0	0	0	0	0	-	
	Special Projects and Other Income	1 271	2 083	-812	11 260	12 500	-1 240	-10%	
Expense									
	Employee Related Costs	4 742 525	9 337 969	-1 404 556	20 960 891	18 178 952	-2 781 939	-15%	
	Directors and Committee Members	1 311 806	1 408 898	97 093	8 580 249	7 173 804	-1 406 445	-20%	
	Depreciation & Asset Impairment	0	0	0	0	0	0	-	
	Repairs And Maintenance	47 890	24 755	-23 075	236 969	148 530	-87 839	-59%	
	Contracted Services	53 628	15 564	-38 064	187 895	76 762	-91 134	-119%	
	Insurance	23 293	48 503	25 210	154 242	89 848	-64 394	-72%	
	Joburg Ballet & Orchestra	0	0	0	0	0	0	-	
	Joburg Film Office	0	0	0	0	0	0	-	
	Arts Alive	0	0	0	1 827	0	-1 827	0	
	General Expenses	3 905 969	1 840 249	-1 465 720	11 820 309	10 690 009	-1 130 300	-11%	
	Consumables	26 610	19 059	-7 550	178 329	132 119	-46 211	-35%	
	Utilities	0	0	0	0	0	0	-	
	Audit Fees	0	0	0	0	0	0	-	
	Security	0	0	0	0	0	0	-	
	Telecommunication	3 255	2 898	-357	14 638	17 037	2 399	14%	
	Business Travel	9 250	0	-9 250	33 852	2 989	-30 863	-1035%	
	Entertainment	0	0	0	0	0	0	-	
	Transportation	0	0	0	0	0	0	-	
	Youth Development	0	0	0	0	0	0	-	
	Special and Social Awareness Projects	0	0	0	0	0	0	-	
	Advertising , Publicity and Marketing	0	0	0	0	0	0	-	
	In-House Stage Productions	5 811	4 487	-1 324	57 099	36 374	-20 725	-57%	
	In-House Music Programs	0	0	0	0	0	0	-	
	Contributions to Tenant Productions	0	0	0	0	0	0	-	
	Ticketing	0	0	0	0	0	0	-	
	Miscellaneous	72 942	57 534	-15 409	540 843	429 255	-111 588	-26%	
	Catering and Hospitality	3 188 102	1 756 271	-1 431 831	10 995 549	10 072 021	-923 528	-9%	
	Mobile Theatre Truck	0	0	0	0	0	0	-	
	COIDA	0	0	0	0	0	0	-	
	EPWP	0	0	0	0	0	0	-	
	New Years Eve	0	0	0	0	0	0	-	
	Finance Costs	0	0	0	0	0	0	-	
	Other	0	0	0	0	0	0	-	
TRADING SURPLUS (/ (SHORTFALL)		-336 374	670 766	-1 007 139	-2 274 487	6 004 334	-8 278 821	-138%	

COVER SHEET

Main Account	Sub Account Name	Current Mth			Var%	YEAR TO DATE			YTD Var	YTD Var%
		Actual	Budget	Var		Actual_YTD	Budget_YTD	YTD Var		
INCOME										
	Rental Of Facilities & Equipment	420 518	643 887	-223 369	-34.69%	2 455 210	3 108 824	-653 614	-21%	
	Interest Earned from External Investments	0	0	0	-	0	0	0	-	
	Operating Grants and Subsidies	0	0	0	-	0	0	0	-	
	Arts Alive	0	0	0	-	0	0	0	0	
	Joburg Film Office	0	0	0	-	0	0	0	-	
	Other Revenue	420 518	643 887	-223 369	-34.69%	2 455 210	3 108 824	-653 614	-21%	
	In-House Stage Productions	0	0	0	-	0	0	0	-	
	In House Music Programme	0	0	0	-	0	0	0	-	
	Sponsorships	0	0	0	-	0	0	0	-	
	Food Beverage And Retail /Stages	420 518	643 887	-223 369	-34.69%	2 455 210	3 108 824	-653 614	-21%	
	Ticketing Services	0	0	0	-	0	0	0	-	
	Management Fees	0	0	0	-	0	0	0	-	
	Special Projects and Other Income	0	0	0	-	0	0	0	-	
Expense										
	Employee Related Costs	408 381	495 422	87 042	17.57%	2 678 868	2 527 154	-151 714	-6%	
	Directors and Committee Members	163 023	168 060	5 037	3.00%	1 093 015	951 928	-141 087	-15%	
	Depreciation & Asset Impairment	0	0	0	-	0	0	0	-	
	Repairs And Maintenance	13 808	22	-13 787	-63736.42%	86 347	11 018	-75 329	-684%	
	Contracted Services	0	11 459	11 459	100.00%	22 315	11 459	-10 856	-95%	
	Insurance	0	0	0	-	0	0	0	-	
	Joburg Ballet & Orchestra	0	0	0	-	0	0	0	-	
	Joburg Film Office	0	0	0	-	0	0	0	-	
	Arts Alive	0	0	0	-	0	0	0	0	
	General Expenses	231 549	315 882	84 332	26.70%	1 477 191	1 552 749	75 558	5%	
	Consumables	2 742	7 010	4 268	60.89%	40 002	27 127	-12 874	-47%	
	Utilities	0	0	0	-	0	0	0	-	
	Audit Fees	0	0	0	-	0	0	0	-	
	Security	0	0	0	-	0	0	0	-	
	Telecommunication	3 255	2 898	-357	-12.31%	15 526	16 725	1 199	7%	
	Business Travel	0	0	0	-	0	0	0	-	
	Entertainment	0	0	0	-	0	0	0	-	
	Transportation	0	0	0	-	0	0	0	-	
	Youth Development	0	0	0	-	0	0	0	-	
	Special and Social Awareness Projects	0	0	0	-	0	0	0	-	
	Advertising , Publicity and Marketing	0	0	0	-	0	0	0	-	
	In-House Stage Productions	0	0	0	-	0	0	0	-	
	In-House Music Programs	0	0	0	-	0	0	0	-	
	Contributions to Tenant Productions	0	0	0	-	0	0	0	-	
	Ticketing	0	0	0	-	0	0	0	-	
	Miscellaneous	12 777	12 463	-313	-2.51%	66 001	42 765	-23 236	-54%	
	Catering and Hospitality	242 776	293 510	80 734	27.51%	1 355 662	1 466 133	110 470	8%	
	Mobile Theatre Truck	0	0	0	-	0	0	0	-	
	COIDA	0	0	0	-	0	0	0	-	
	EPWP	0	0	0	-	0	0	0	-	
	New Years Eve	0	0	0	-	0	0	0	-	
	Finance Costs	0	0	0	-	0	0	0	-	
	Other	0	0	0	-	0	0	0	-	
TRADING SURPLUS / (SHORTFALL)		12 137	148 465	-136 327	-91.82%	-223 658	561 670	-805 328	-138%	

COVER SHEET

Main Account	Sub Account Name	Current Mth			Var%	YEAR TO DATE			YTD Var%
		Actual	Budget	Var		Actual_YTD	Budget_YTD	YTD Var	
INCOME STATEMENT									
INCOME									
	Rental Of Facilities & Equipment	987 608	841 804	145 804	17.32%	4 225 919	5 050 826	-824 907	-16%
	Interest Earned from External Investments	0	0	0	-	0	0	0	-
	Operating Grants and Subsidies	0	0	0	-	0	0	0	-
	Arts Alive	0	0	0	0	0	0	0	0
	Joburg Film Office	0	0	0	-	0	0	0	-
	Other Revenue	987 608	841 804	145 804	17.32%	4 225 919	5 050 826	-824 907	-16%
	In-House Stage Productions	0	0	0	-	0	0	0	-
	In-House Music Programme	0	0	0	-	0	0	0	-
	Sponsorships	0	0	0	-	0	0	0	-
	Food Beverage And Retail /Stages	987 608	841 804	145 804	17.32%	4 225 919	5 050 826	-824 907	-16%
	Ticketing Services	0	0	0	-	0	0	0	-
	Management Fees	0	0	0	-	0	0	0	-
	Special Projects and Other Income	0	0	0	-	0	0	0	-
Expense									
	Employee Related Costs	708 395	447 257	-261 078	-58.37%	4 551 098	2 710 028	-1 841 070	-68%
	Directors and Committee Members	212 891	69 648	-143 243	-205.67%	1 563 837	417 889	-1 145 948	-274%
	Depreciation & Asset Impairment	0	0	0	-	0	0	0	-
	Repairs And Maintenance	0	0	0	-	0	0	0	-
	Contracted Services	22 147	333	-21 813	-6548.82%	44 167	1 959	-42 168	-2110%
	Insurance	0	0	0	-	59 649	0	-59 649	0%
	Joburg Ballet & Orchestra	0	0	0	-	0	0	0	-
	Joburg Film Office	0	0	0	-	0	0	0	-
	Arts Alive	0	0	0	0	0	0	0	0
	General Expenses	473 298	377 276	-96 022	-25.45%	2 889 445	2 290 140	-599 304	-26%
	Consumables	8 026	2 132	-5 894	-276.54%	34 847	12 880	-21 967	-171%
	Utilities	0	0	0	-	0	0	0	-
	Audit Fees	0	0	0	-	0	0	0	-
	Security	0	0	0	-	0	0	0	-
	Telecommunication	0	0	0	-	0	0	0	-
	Business Travel	0	0	0	-	0	0	0	-
	Entertainment	0	0	0	-	0	0	0	-
	Transportation	0	0	0	-	0	0	0	-
	Youth Development	0	0	0	-	0	0	0	-
	Special and Social Awareness Projects	0	0	0	-	0	0	0	-
	Advertising, Publicity and Marketing	0	296	296	100.00%	10 744	1 777	-8 967	-505%
	In-House Stage Productions	0	0	0	-	0	0	0	-
	In-House Music Programs	0	0	0	-	0	0	0	-
	Contributions to Tenant Productions	0	0	0	-	0	0	0	-
	Ticketing	0	0	0	-	0	0	0	-
	Miscellaneous	11 310	0	-11 310	0.00%	72 937	8 180	-64 757	-792%
	Catering and Hospitality	453 962	374 848	-79 114	-21.11%	2 770 916	2 267 303	-503 614	-22%
	Mobile Theatre Truck	0	0	0	-	0	0	0	-
	COVIDA	0	0	0	-	0	0	0	-
	EPWP	0	0	0	-	0	0	0	-
	New Years Eve	0	0	0	-	0	0	0	-
	Finance Costs	0	0	0	-	0	0	0	-
	Other	0	0	0	-	0	0	0	-
TRADING SURPLUS / (SHORTFALL)		279 273	394 547	-115 274	-29.22%	-325 179	2 940 798	-2 665 977	-114%