ARTSCAPE ANNUAL REPORT 2020/2021

ARTSCAPE

an agency of the Department of Sport, Arts and Culture

50

CONTENTS

PART A
GENERAL INFORMATION

JazzArt Lunch Hour Concert

A | GENERAL INFORMATION

REGISTERED NAME	ARTSCAPE
BUSINESS ADDRESS	ARTSCAPE Theatre Centre DF Malan Street CAPE TOWN, 8001
POSTAL ADDRESS	P O Box 4107 CAPE TOWN 8000
TELEPHONE NUMBER	+27 21 410 9800
FAX NUMBER	+27 21 421 5448
E-MAIL ADDRESS	artscape@artscape.co.za
WEBSITE ADDRESS	www.artscape.co.za
EXTERNAL AUDITORS	Auditor-General of South Africa
INTERNAL AUDITORS	Nexia SAB&T
BANKERS	Nedbank

LIST OF ABBREVIATIONS/ACRONYMS

AGSA Auditor-General of South Africa
CEO Chief Executive Officer
CFO Chief Financial Officer
DSAC Department of Sport, Arts and Culture
DCAS Department of Cultural Affairs and Sport
TR Treasury Regulations
MEC Member of Executive Council
MTEF Medium Term Expenditure Framework
PFMA Public Finance Management Act
PGWC Provincial Government of the Western Cape
SCM Supply Chain Management

FOREWORD BY THE CHAIRPERSON

It is my pleasure to present the Artscape Annual Report for the 2020 / 2021 financial year.

The traditional way of delivering the performing arts was stalled by the widespread devastation caused by the COVID-19 pandemic. It forced patrons into isolation, requiring Artscape to use different tactics and alternative online platforms to deliver our flagship programmes. We had to raise the bar, as well as think out of the box in finding new ways to tackle this challenge.

While the pandemic will remain a clear and present threat to lives and livelihoods over significant parts of the next financial year, Artscape remains hard-pressed to deliver on its core objective and vision: *To Be the Theatre of Choice.* This is centred around loss of income from venue rental and fewer patrons attending productions.

Artscape is geared to implement government policies, such as promoting access to and participation in arts and culture for all South Africans at the most local level as well as promoting the development of local cultural identities and associated arts and cultural practices in the Western Cape. This entailed improved connection and co-operation between the functions of different spheres of government as they pertain to the performing arts. To improve relations with all our stakeholders, we continue to build on previous successes that strategically align with our stakeholder universe.

Through its endeavours, Artscape is on an ongoing journey of transformation in the overarching context of building a just and equitable society where citizens are enabled to enjoy the social and economic benefits that flow from access to and participation in the creative sector. Our passion is to be an inclusive space for all people.

2021 marks the Golden Anniversary of Artscape. Since democracy, Artscape counts pre-eminently amongst those institutions that are respected for having worked to build and develop the performing arts in our country. I thank and congratulate everyone who has, over many years, dedicated their expertise, time, effort and passion to continually build this wonderful organisation and making it what it is today.

I take this opportunity to thank the new Accounting Authority (Council) for providing guidance during these stressful times. The Council, appointed for a three-year term as of 9 December 2020, placed emphasis on meeting imperatives in the face of the pandemic. The new Council has in a short space of time provided valuable oversight of the strategy, governance, operations and performance at Artscape.

I would like to thank the Artscape executive management and employees for their commitment and positive response to the Council's vision for the organisation. Equally, I want to thank the former Council, who have continuously displayed tremendous tenacity, agility and commitment towards fulfilling Artscape's goals, and wish them well in their future endeavours.

I would also like to extend a special thank you to the Honourable Minister, E N Mthethwa (MP), for lending us an ear and guiding us, as well as appointing me as the Chairperson of Artscape.

Rajesh Jock
Chairperson

ARTSCAPE COUNCIL

Rajesh Jock (Chairperson)

Ndileka Lerato Manana

Karen Meiring

Mongezi Menye

Xoliswa Nduneni-Ngema

Mpho Jerry Pooe

Philip van Ryneveld

CHIEF EXECUTIVE OFFICER'S OVERVIEW

The past financial year has probably been one of the most challenging in the history of the Organisation. Artscape's mandate as a receiving house was greatly impacted by the COVID-19 lockdown. This meant that as a performing arts cultural hub, we have had to reinvent the presentation of the Arts while still ensuring that we complied with respective proclamations governed by the Disaster Management Act which was declared in response to the raging COVID-19 pandemic that had swept the country, and indeed the world.

We had to judiciously follow directives from the South African government to ensure the well-being and safety of all our employees, producers, patrons and artists – the latter who solely depend on our stages as their main source of income.

As a team we researched the best ways in which to approach the "new normal" with respect to productions and programmes. We also looked at how we could continue to support artists during the lockdown as the arts sector was one of the most affected industries due to the various lockdown restrictions that were in place. While some shows had to be cancelled or postponed, we also collaborated with artists and producers by providing them with time on the Artscape stages to record content that they could broadcast and share online.

Despite all the aforementioned challenges we were able to keep the theatre alive. Artscape was able to deliver its Flagship Programmes online with the generous support of funders such as the City of Cape Town, Provincial Government of the Western Cape and National Department of Sport, Arts and Culture. These productions were staged online and on radio to great acclaim locally, nationally and internationally, as we reimagined theatre in new spaces and platforms. As regulations eased we were able to get productions onto the stage, even if it was with a limited audience, so the curtain could go up and artists could proverbially "break a leg".

These were of course done under strict COVID-19 protocols – a measure that necessitated the development of a Standard of Operating Procedure for theatre operations during the pandemic. These regulations were also shared with our Parent Department who, in turn, shared it with our sister entities. Under these conditions we could also avail the theatre not only for productions but also rehearsals, workshops, recordings and live streaming at no cost to the user. This was to ensure that performers could remain active and also have an opportunity to generate some income during lockdown.

During the times when the theatre was dark we continued to work behind the scenes by carrying out maintenance that ensured that the building and stages were kept in full working order.

As Artscape neared the end of the 2020/2021 financial year, we successfully launched the opening celebratory concert, during March 2021, kicking off the 50th anniversary commemoration of the building which opened its doors in 1971. This opening concert was watched live across the world and was a beacon of hope as the COVID-19 pandemic continued to keep audiences away from theatres.

The past year could not have been the success it was without the Department of Sport, Arts and Culture of which we are an agency, the Provincial Government of the Western Cape and the City of Cape Town as the respective government institutions that continue to support the organisation and the arts.

Equally, we were continuously guided by the Artscape Council that kept the organisation on a clear path as we waded through uncharted waters. We must acknowledge the outgoing chairperson, HRH Princess C Dlamini, and her council members whose term came to an end in December 2020, for the professional manner in which they guided the organisation. Thank you also to our current chairperson, Mr Rajesh Jock, and his council members who have ensured a seamless transition and for their continued commitment to making Artscape one of the leading Theatres in the world. Under the guidance of our Council and in the midst of the COVID-19 pandemic Artscape has once again managed to achieve a clean audit outcome.

We cannot talk about a year during a pandemic without noting the impact it has had on the lives and livelihood of all citizens of the world and I want to especially pass on my condolences to those in the arts community, our patrons and staff who have lost loved ones during this time.

I am extremely proud as Artscape's CEO to present this Annual Report. As we enter the next 50 years and beyond we will continue to showcase the Arts as the heart of the Nation that brings about unity, healing and social cohesion.

Marlene Le Roux
Chief Executive Officer

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor-General of South Africa.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the accounting standards applicable to the public entity.

The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in support of this information.

The accounting authority is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2021.

....

Chief Executive Officer
Marlene Le Roux

....

Chairperson
Rajesh Jock

STRATEGIC OVERVIEW

VISION

To be the Theatre of Choice.

MISSION

To provide excellent infrastructure that facilitates the pursuit of diverse arts programmes and contributes to nation building and social cohesion by:

- Providing safe, functional, universal design facilities
- Leveraging on technology and improve Artscape's service to its stakeholders
- Create arts programmes that serves the community
- Create educational programmes that serves the community

ARTSCAPE CORE VALUES

- Inclusiveness
- People Centered
- Excellence
- Innovation

Youth Classical Music Concert

Artscape 50th Celebration Concert

LEGISLATIVE AND OTHER MANDATES

Artscape manages the Artscape Theatre Centre, a complex which belongs to the Provincial Government of the Western Cape. Artscape is a facilitator of stage performances, community arts activities, training programmes, as well as audience development initiatives to sustain all forms of the performing arts.

KEY MANDATE

- Artscape was declared a Cultural Institution in terms of section 3 of the Cultural Institutions Act, 1998 (Act No. 119 of 1998). Artscape is listed as a Schedule 3A (national entity) under the Public Finance Management Act, 1999 (Act No. 1 of 1999).
- Artscape's objects were published in the Government Gazette No 25242, 1 August 2003.
  In addition to this Artscape operates under various legal mandates, including amongst others:
- The Constitution of the Republic of South Africa
- The Public Finance Management Act (PFMA) (Act No. 1 of 1999)
- The Treasury Regulations and Division of Revenue Act, 2010 (Act No. 1 of 2010)
- The Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- The Labour Relations Act, 1995 (Act No. 66 of 1995)
- The Occupational Health and Safety Act, 1993 (Act No. 59 of 1993)

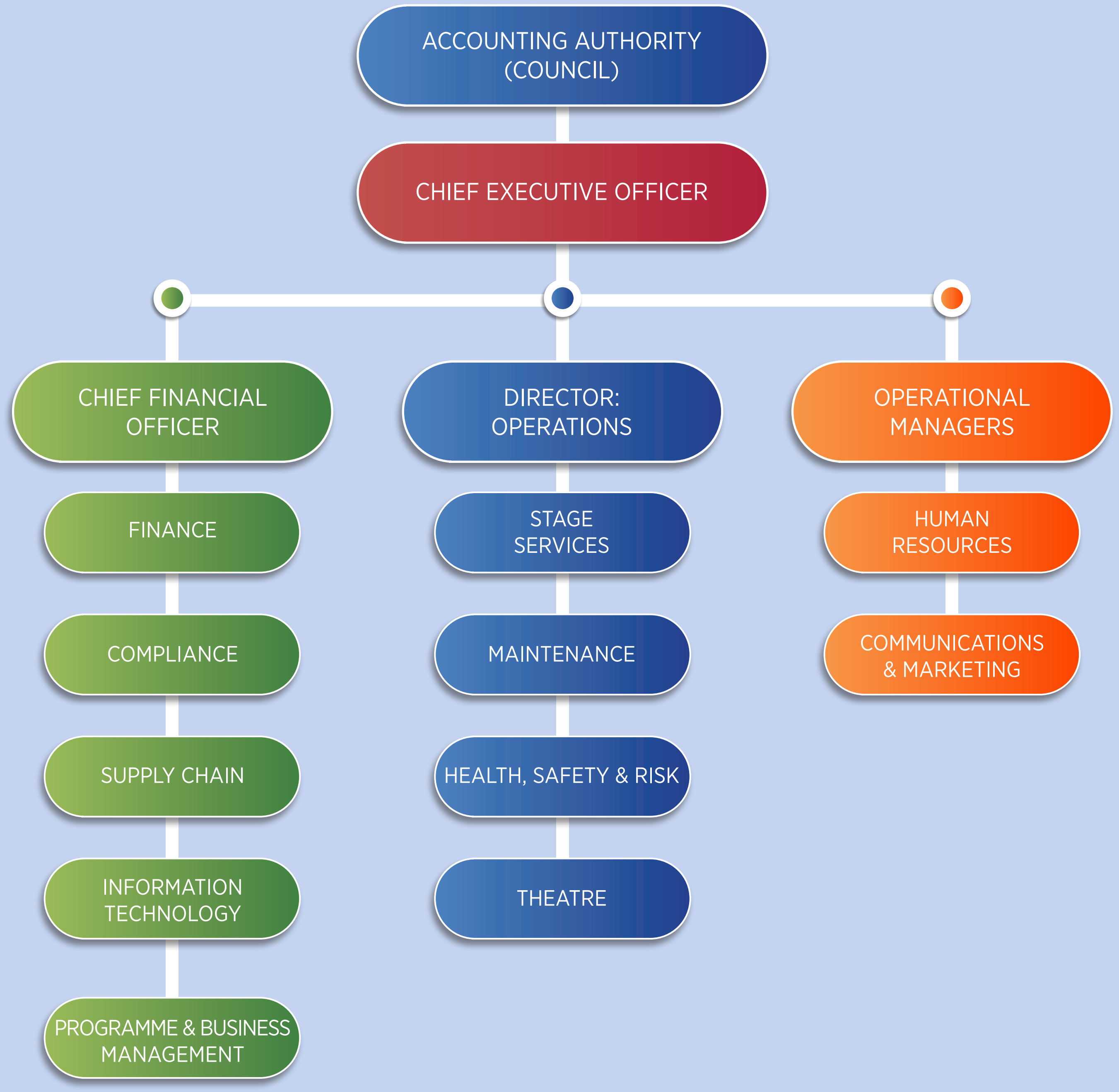
OBJECTIVES **(in terms of Section 8(5) of the Cultural Institutions Act, 1998, Act No 119 of 1998)**

To advance, promote and preserve the performing arts in South Africa, but predominantly in the Western Cape, by, inter alia, and without limiting the generality of the aforesaid:

- Promoting, presenting, co-presenting, co-producing, producing, investing in and sponsoring or entering into partnership for any performing arts initiative;
- Making the performing arts accessible to the general public and ensuring that productions are a true reflection of the cultural diversity of South Africa;
- Evaluating, maintaining and upgrading the Artscape Theatre Centre and its facilities so that the full range of performing arts productions can be presented in a world class environment;
- Making the Artscape Theatre Centre accessible to the general public;
- Promoting the appreciation, understanding and enjoyment of the performing arts among the general public;
- Providing high quality arts education and development with due consideration of the needs of the general public;
- Encouraging artists to adopt the stage and associated arts as their profession;
- Encouraging and promoting the writing and producing of new performing art works for presentation on stage;
- Encouraging indigenous art and creativity, including, but not limited to, script, writing, musical composition and choreography;
- Encouraging tours of performing arts and art products;
- Facilitating manufacturing services for décor and costumes to enable arts practitioners to stage their productions;
- Concluding all such activities as may be considered ancillary to any of the aforesaid.

To be the appropriate legal recipient and accountable reporting body for funding received from the Department of Sport, Arts & Culture and grants received from third parties, and for expending such grants, in accordance with the terms and conditions under which same were received.

ORGANISATIONAL STRUCTURE



PART B
PERFORMANCE INFORMATION

Youth Jazz Concert

B PERFORMANCE INFORMATION

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with no material findings being reported under the heading "Report on the audit of performance information report" of the auditor's report. Refer to page 63 of the Report of the Auditor-General, published under Part E: Financial Information.

2. SITUATIONAL ANALYSIS

Artscape has already achieved significant success as the leading public Performing Arts venue in the Western Cape and the country. Artscape as an entity has distinguished itself as an organisation which has not only presented a diverse artistic programme in its theatre complex but has also taken the arts to communities outside of the complex. We have also distinguished ourselves with regard to disability access and continue to implement measures to further reduce our environmental impact. Artscape has progressively expanded its role in technical training and ensuring that skills transfer take place so that Artscape stage staff are sought after nationally and internationally.

Artscape has achieved this success in spite of the fact that Performing Arts has over the last number of years been significantly underfunded. With increased commitments to fund facilities and the Performing Arts generally, Artscape now finds itself with the opportunity to significantly expand its facilities, activities and contribution to the economy and communities of the Western Cape.

Artscape aims to ensure that the artistic content presented is based on a multicultural consciousness which ensures the promotion of all artistic products which attract and entertain audiences.

The key challenges that Artscape is facing include:

1. Ageing stage equipment – we need to stay abreast with the changes in the industry so as to make the venue attractive for hirers
2. Decreasing funding for productions – this continues to present challenges when trying to present a diverse programme
3. Scarcity of technical skills within the industry – the availability of suitably qualified technical skills places a strain on the resources
4. Competition – the number of entertainment options within the city is increasing and competition for audience is at an all-time high
5. The overall impact of the current macro-economic situation
6. The long-term impact of Covid-19 on the arts industry

Despite these challenges Artscape continues to explore new opportunities such as:

1. Partnering with various education institutions to enhance the technical training opportunities available
2. Exploring new types of theatre performances to remain at the forefront of artistic expression
3. Continuing to find new and innovate ways of attracting audiences
4. Continuing with partnerships that will enhance future funding

3. PERFORMANCE INFORMATION BY PROGRAMME/ACTIVITY/OBJECTIVE

Artscape undertakes all its activities whilst being mindful of the role that we can play in contributing to social cohesion, nation building, education, poverty alleviation and job creation through the arts.

Artscape's Annual Performance Plan for the 2020/2021 financial year identified the following strategic outcome-oriented goals and objectives:

PROGRAMME 1: ADMINISTRATION

Sub programme 1.1: ENSURE A ROBUST AND SUSTAINABLE FINANCIAL FUTURE

OBJECTIVE: Operate on a financially sustainable basis

PERSPECTIVES

Financial sustainability is vital as it will enable Artscape to cover its Admin costs and to prioritise activities in order to achieve its mandate. Financial sustainability also ensures the survival and continuity of the organisation in the long run. Striving for Financial sustainability will encourage effective and efficient planning.

Funding challenges include:

- Funding received from Donors is ear marked for specific programmes
- Funding received from DSAC is not sufficient to cover Fixed administration costs
- DSAC funding does not increase at the same rate as the expenditure
- Economic conditions affect third stream income predictions and the organisation has no control on these conditions
- Continuity of programmes that are successful as far as achieving our mandate are concerned cannot be maintained due to lack of funds
- We are currently not registered as a PBO and therefore cannot attract Donations from private companies so that they can get Tax benefits as per section18 A

The need to achieve financial sustainability is achievable in the long run, however the challenge is the tough decisions that need to be made to get there. These decisions may not be ideal, but necessary.

Artscape is feeling the crunch as business is not improving from the third-stream income's point of view. In 2016/2017 financial year this Income category was 12% of total income received by the organisation, in 2017/2018 it remained at 12% and 2018/2019 this has gone down to 7%. This clearly highlights the magnitude of the problem. Artscape commit to In-house programmes which are financially viable and adhere to DSAC objectives. This does not always yield the result we based our planning on. Funds therefore have to be sourced from funds ear-marked for administration costs, and that is one of the reasons why we are operating at a deficit. It is imperative that, as mentioned above, we only roll out programmes that have been funded, and use Third stream income as funds to bridge the current deficit gap as well as work toward future financial sustainability.

The following aspects have to be attended to, in order to ensure **financial sustainability:**

- Ensure continuous monitoring of the Budget vs Actual costs, and have acceptable commentary on the variances and take action where necessary.
- Ensure that all programmes that are rolled out, are fully funded.
- Ensure that Artscape has a financial plan over and above the annual budget. A financial plan that is dynamic and can be changed depending on the circumstances, in order to meet short term and long term goals without compromising the long term goals
- Ensure that we continue to implement measures in place that encourage costs savings throughout the organisation.
- Ensure that the positive attitude towards cost savings starts from Senior management in the organisation and drills down the employee in the lower levels of the organisation
- Ensure that we set realistic Third stream income goals.
- Ensure that we have set deadlines of how much income should be generated before committing to Transformation Programmes.
- Ensure that we adopt an attitude that clearly shows that we cannot spend funds we do not have.
- Engage with current and future partners well in advance, so as to manage financial expectations.
- Continuous monitoring of the various business areas to ensure that they will contribute to achieving Artscape mandate and are not detrimental to Artscape's long term Financial sustainability goal.

LINKING TO GOVERNMENT PRIORITIES

PRIORITY 1: ECONOMIC TRANSFORMATION AND JOB CREATION - Establish partnerships for corporate social investments and/or capital raising – along the value chain

Sub programme 1.2: SUSTAINING EMPLOYEE COMPETENCE AND CULTURE
OBJECTIVE: Competent and motivated workforce achieving their performance targets
PERSPECTIVES:

To achieve Artscape's mandate and vision, will require a competent workforce. Competency development is a crucial driving force for increasing employee effectiveness and employability in the industry. Mature entities develop their employees not only for self, but for serving in the industry or any organ of the state. Artscape will therefore partake on initiatives that will stimulate competency development as well as creating a conducive environment for performance. Focusing on developing and sustaining employee competence is very important for Artscape and this will result in the following:

- The creation and sustaining of a high-performance culture
- Unleashing employee interest on continuous learning/ self-development
- Superior service by employees thereby position Artscape as a theatre of choice
- Trust and confidence in the entity by all relevant stakeholders
- Improve staff morale and improving staff retention rate

In order to ensure employee competence is sustained, Artscape must ensure a clear functional and post structure, ensure role clarity for all employees through signed job profiles, ensure a functional performance management system is implemented and sustained. Artscape must create the understanding by all that Performance Management is a journey and not a destination, and create a conducive environment for performance management. Artscape should prioritise employee wellness and ethics of care as key business deliverables

Excellence in Leadership and Staff - Artscape will continue to strive to maintain strong leadership in its executive management and continue to develop excellence within its management and staff at all levels. Artscape should have a competent, motivated and client centred work force which is representative of the South African and Provincial demography

LINKING TO GOVERNMENT PRIORITIES

Artscape operates within the ambit of the broader DSAC priorities and Artscape's HR objective are linked to the following Government priorities:

PRIORITY 2: EDUCATION, SKILLS AND HEALTH - Develop skills along the value chain (human capital development pipeline) – core and support functions

PRIORITY 6: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE - Honest and capable state with professional, ethical and meritocratic public servants contributing to an improved level of trust in the public sector and credibility of public institutions

Sub programme 1.3: ENSURE EFFECTIVE AND SUSTAINABLE OPERATIONS AND GOVERNANCE
OBJECTIVE: Efficient and compliant operations and processes
PERSPECTIVES:

Artscape received unqualified audit opinions for the 6 years leading up to the year ending 31 March 2018. An unqualified audit report provides current and potential funders the assurance that internal controls are in place and that their donations will be managed in terms of the conditions applicable, and in terms of the Public Finance Management Act.

For the year that ended 31 March 2019, Artscape received a qualified audit opinion on the following items.

- Property, plant and equipment - The entity did not recognise all items of property, plant and equipment in accordance with GRAP 17, specifically costumes used in productions were not recognised as property, plant and equipment. The entity did not assess the residual value and useful life of plant and equipment at the reporting date
- Revenue from exchange transactions: Other operating revenue – lack of audit evidence relating to revenue from cafeteria, restaurant and bars, included in other operating revenue
- Other operating expenditure – Lack of audit evidence for catering expenditure (cafeteria, restaurant and bars), included in other operating expenditure

The challenges to ensure an Unqualified Audit Opinion

- Inconsistent interpretation and application of GRAP standards by the Auditor General from year to year
- Inconsistent interpretation of GRAP by different offices of the AG
- Non-compliance by staff of SCM policies and the PFMA
- Failure of systems of Internal Control
- Artscape not being a going concern if it is unable to reduce its operating expenses in line with its income, resulting in Artscape not being able to pay its suppliers and staff on time
- Implement improvements on audit findings of previous year
- Ensure that audit findings for new year are managed and not material to result in a qualification
- Ensure that lack of evidence of Fedics operating expenses and income is significantly addressed so as to enable the AG not to raise a material finding on the matter

LINKING TO GOVERNMENT PRIORITIES

PRIORITY 6: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE - Compliance with regulations and organisations that operate in a fair and transparent manner

Sub programme 1.4: DEVELOP ARTSCAPE BRAND
OBJECTIVE: Enhanced Artscape Brand
PERSPECTIVES:

Artscape will continue to strive to develop its brand to be known in both the local and international tourism markets. Artscape will strive to be a must-see attraction for any visitor to Cape Town. Its appearance, atmosphere and character should support its attraction through its distinctive and African culture.

LINK TO GOVERNMENT PRIORITIES

PRIORITY 5: SOCIAL COHESION AND SAFE COMMUNITY - Promoting social cohesion across society through increasing interaction across race and class - Sharing of space across race and class – winning nation and active nation

Explanation of Planned Performance over the Five Year Planning Period

PROGRAMME 2: BUSINESS DEVELOPMENT

Sub-programme 2.1: DIVERSE PROGRAMMES
OBJECTIVE: Create arts programme that serves the community
PERSPECTIVES:

Artscape's vision is to create a platform for emerging arts practitioners and so enrich the collective art and culture experience. The various Artscape programmes encompasses development, inclusivity and outreach. Participants are given opportunities to develop and showcase their skills through workshops, mentorships and productions. The programmes that have been presented to date have contributed greatly to youth development, social cohesion, job creation and nation building. The programmes continue to have an impact on both those that participate and those that attend the performances. It is important to continue to create opportunities, through the arts, for everyone.

- Education & development – this will include workshops, mentorship programmes and productions with a strong focus on youth
- Inclusivity – to ensure that there is a platform for marginalised art forms and artists, this includes the encouragement of new works
- Social cohesion – a focus on nation building through the celebration of national days
- Outreach – to enable accessibility and exposure to the opportunities that exist within the arts industry.

This will include roadshows that will engage those in rural and peri-urban areas.

The current economic climate has meant that funding for the various programmes have continued to become scarce. The impact of this is that decisions need to be made with regard to the programmes that are to be done as well as the extent of these programmes.

The following concepts will underpin the programme offering at Artscape:

Multicultural Programme - Artscape has in both its vision statement and mission statement the focus on multicultural performing arts to achieve growth and transformation. The primary strategic objective of Artscape will be to fulfil this vision and mission by ensuring an artistic programme in its complex which achieves transformation and growth in the performing arts while acknowledging, supporting and developing the multiple cultures of its stakeholders. The focus on multiculturalism must ensure that the sum of the individual performing arts programme creates a whole which is more than the sum of the individual parts. In other words, Artscape will focus, on a holistic approach to ensure a multicultural performing arts programme where Western arts, Indigenous Arts, and other cultural programmes do not just co-exist, but in fact contribute to one another.

Aspirational Artscape - Artscape will focus its development activities on developing itself as an aspirational venue in which to perform. This will focus on developing multiple art forms and programmes where the objective will eventually be to present and perform these programmes in the Artscape facilities. The aspiration of excellence in Artscape should mean that performers have "not arrived" until they have performed at Artscape.

Diverse Educational Programmes - Artscape should continue to place a significant strategic emphasis on the participation of the younger generations in the performing arts.
Diverse Programmes- The development of the programmes and the delivery through the facilities should continually balance the objectives of quality product with development and the provision of opportunities for growth and transformation.

Rural Outreach Programme - In Artscape's endeavours to embrace all communities in the Western Cape, Artscape embarks on an annual programme of structured community outreach programmes, in partnership with local government. Through these programmes the interest in the performing arts is enhanced in non-urban areas.

LINK TO GOVERNMENT PRIORITIES

PRIORITY 1: ECONOMIC TRANSFORMATION AND JOB CREATION - Creating job opportunities for youth within the arts sector
PRIORITY 5: SOCIAL COHESION AND SAFE COMMUNITY - Equal opportunities, inclusion and redress - honour men and women, fast track the promotion and implementation of indigenous languages, as well as active citizenry and leadership - Celebrate National Days on an intercultural basis and ensure that they are fully inclusive of all South Africans.

Sub-programme 2.2: DIVERSE EDUCATIONAL PROGRAMME
OBJECTIVE: Create educational programme that serves the community
PERSPECTIVES:

Artscape's vision is to create a platform for emerging arts practitioners and so enrich the collective art and culture experience. The various Artscape education programmes also encompasses development, inclusivity and outreach. Participants are given opportunities to develop and showcase their skills through workshops, mentorships and productions. The programmes that have been presented to date have contributed greatly to youth development, social cohesion, job creation and nation building. It is important to continue to create opportunities, through the arts, for everyone. Specific activities to achieve this include:
Internship Programme - The internship programme provides training and skills transfer in arts administration and management and is fully dependent on dedicated funding.

Continental Exchange - Artscape should aim to develop its Academy as the leading and aspirational location for technical performing arts training and should establish links with festivals and theatres across the continent to develop technical exchange programmes and establish the demand for the technical training and education through the Academy.

Resource Centre - In order to ensure that emerging artists, arts practitioners and arts organisations have access to the necessary resources, Artscape's Resource Centre facilitates training programmes and workshops to build capacity and in some instances, a base from which to operate administratively.

The Artscape Resource Centre aims to be at the centre of the artistic network and artistic community of the Western Cape while improving the overall arts administration skills of the industry through various workshops, training programmes and access to resources. The Resource Centre also provides the following services to the arts community:

- Physical space – a place to work and meet
- IT infrastructure – access to computers, printing and internet
- Networking events – opportunities to meet and engage with others in the arts community (including professionals) as well as those in business
- Library - access to various media
- Career guidance – expos and help desk sessions

LINKING TO GOVERNMENT PRIORITIES

PRIORITY 2: EDUCATION, SKILLS AND HEALTH - Place young people in international internship and or exchange programmes established through bilateral and multilateral partnerships and develop and implement cultural programmes in schools and communities that raise awareness of career opportunities in the creative industries.

PROGRAMME 3: INFRASTRUCTURE (New Programme)

Sub-programme 3.1: INFRASTRUCTURE EXCELLENCE
OBJECTIVE: Safe, functional, universal design facilities

Over the years, the Artscape leadership has strived to achieve Infrastructure Excellence by adopting a strong maintenance ethic and has systems in place to ensure effective and efficient maintenance of the building infrastructure. The failure of, or a lack of maintenance, could have serious economic, social, health, safety or security consequences.

We have developed and implemented asset management plans for our building infrastructure, which includes strategic infrastructure that Artscape cannot do without to achieve its mandate. Maintenance plays an important role as it ensures that limited maintenance and capital works resources achieve the best possible outcome for the organisation.

It is also mandatory for the accounting officer of a public entity, in terms of the GIAMA (Government Immovable Asset Management Act), the PFMA and Public Service Act, 1994, to assess the utilisation and functional performance of its immovable assets in terms of service delivery objectives and to prioritise the need for repair, upgrade or refurbishment of state-owned immovable assets. The Accounting authority should also ensure appropriate steps are taken to implement the provisions of the OHSA.

LINK TO GOVERNMENT PRIORITIES:

In line with the Government's overarching priorities, we have identified PRIORITY 4: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT which will be addressed by ensuring that the building is accessible to all communities including persons with disability

---

Sub-programme 3.2 LEVERAGE TECHNOLOGY
OBJECTIVE: Leverage on Technology to achieve its mandate and objectives and improve Artscape's service to its stakeholders

PERSPECTIVES:

The ICT function plays and important role in supporting the various business strategies and activities of Artscape. It is the enabler within the organisation ensuring that the organisation remains effective and efficient.
Leveraging Information technology faces a number of challenges, including the rapidly changing technology and the fact that most stage technology developers are in the USA and Europe and Asia and few of these products have distributors in South Africa. This means that while we may be aware of new products we do not always have the opportunity to see them in operation and if they will be useful to Artscape. The financial constraints mean that certain projects take longer to implement.

The diagram alongside highlights the key business areas on which ICT needs to focus:

LINK TO GOVERNMENT PRIORITIES

Government Priority 4 (Spatial Integration, Human Settlements and Local Government) will be addressed by:

- A spatially integrated sport, arts, culture and heritage infrastructure space
- Using technology to enhance the experience of arts facilities and programmes.
- Leveraging technology to engage with audiences

STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION
for the year ended 31 March 2021

The Chief Executive Officer, together with the Chief Financial Officer, is responsible for the preparation of the public entity's performance information and for the judgements made in this information.
These include the responsibility for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

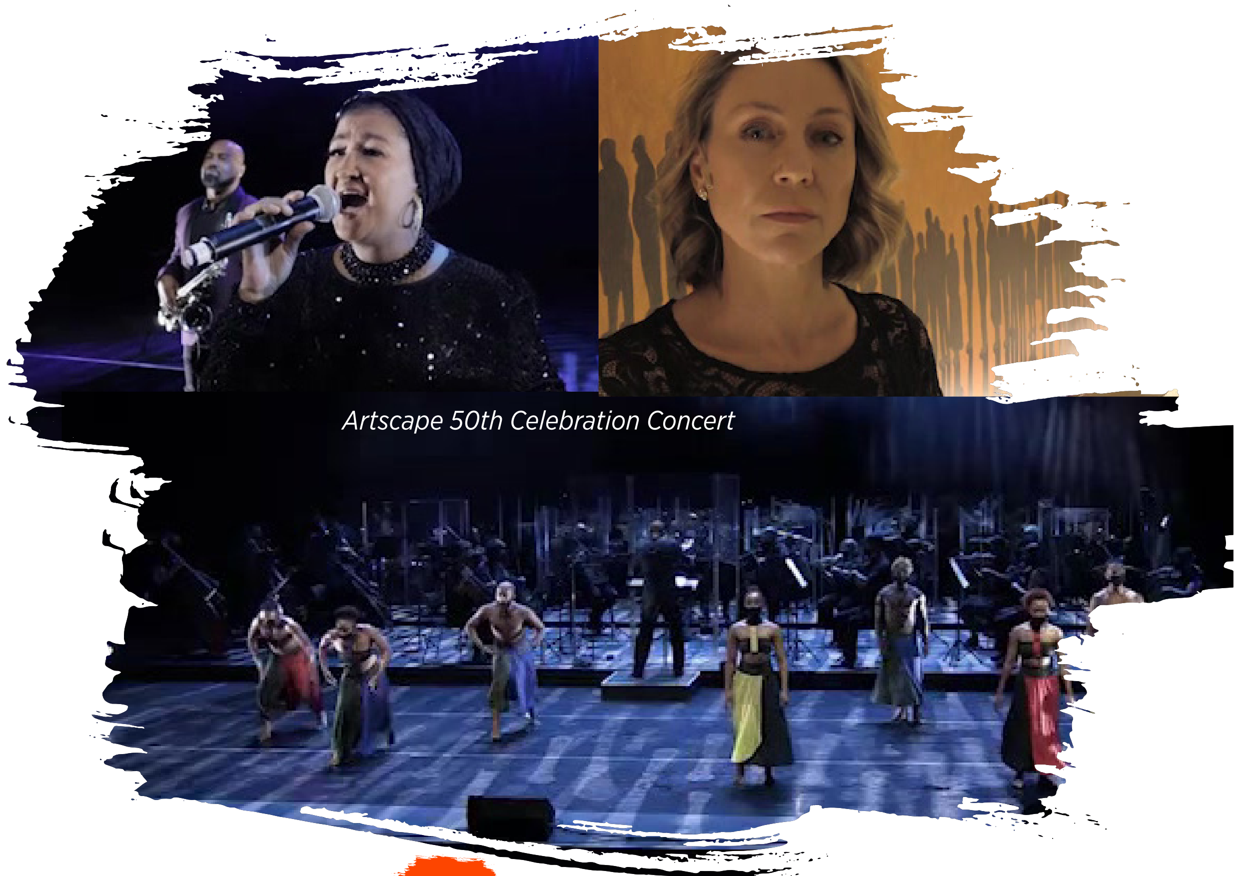
In our opinion, the performance information fairly reflects the actual achievements against planned objectives, indictors and targets as per the strategic and annual performance plan of the public entity for the financial year ended 31 March 2021.

Artscape's performance information for the year ended 31 March 2021 has been examined by the external auditors and their report is presented on page 63.

The performance information of the entity is set out on page 21 to page 29 were approved by the Council.

Marlene le Roux
CHIEF EXECUTIVE OFFICER

Vernon van der Linde
CHIEF FINANCIAL OFFICER


Artscape 50th Celebration Concert

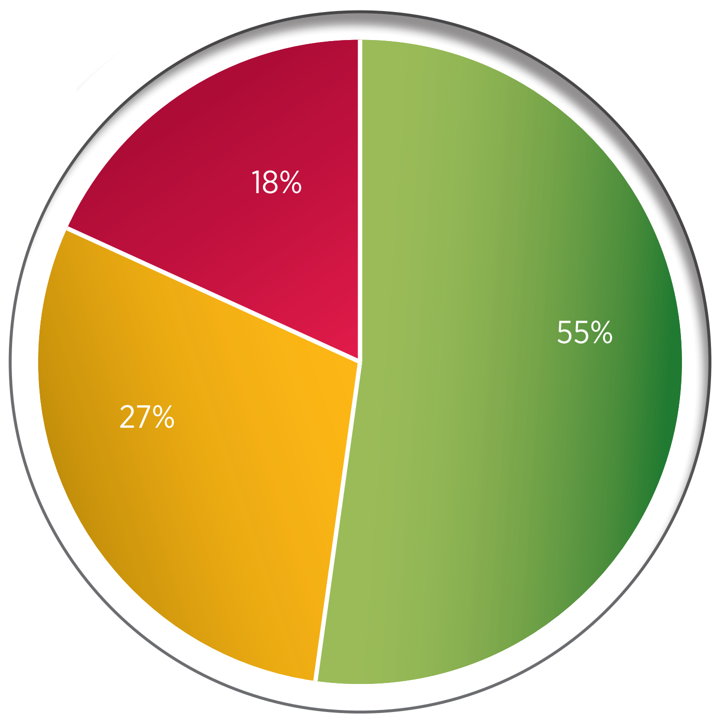
PERFORMANCE INFORMATION BY PROGRAMME
Summary of actual performance as at 31 March 2021

		Total Targets	Achieved	Partially Achieved	Not Achieved
Programme 1	Administration	6	3	1	2
Programme 2	Business Development	2	2	0	0
Programme 3	Infrastructure	3	1	2	0
		11	**6**	**3**	**2**
			55%	27%	18%

Achieved indicates that the annual target was achieved or exceeded.

Partially Achieved indicates that the annual target was not fully achieved, but progress was made towards achieving the target.

Not Achieved indicates that the annual target was not achieved or that the level of achievement was not significant. Reasons for non-achievement to be noted.



ACTUAL PERFORMANCE AGAINST TARGETS
- Achieved
- Partially Achieved
- Not Achieved

PROGRAMME 1: **ADMINISTRATION**
SUB PROGRAMME 1.1: **Operate in a financially sustainable organisation**
PURPOSE: To Ensure a robust and sustainable financial future for the Artscape

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
Ensure a robust & sustainable financial future	To operate on a financially sustainable basis	Achieve a breakeven surplus/deficit	Achieve breakeven or better	Budget for and achieve breakeven	The budget submitted for the 2020/2021 fy was a balanced budget. However during the 2020/2021 fy, an overall accounting deficit was recorded.		The reason for the accounting deficit is as a result of depreciation which is a non-cash entry	No

PROGRAMME 1: **ADMINISTRATION**
SUB PROGRAMME 1.2: **Competent and motivated workforce achieving their performance targets**
PURPOSE: To develop and sustain an employee competent culture

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
Sustaining Employee Competence and Culture	Competent and motivated workforce achieving their performance targets	Performance Management Agreements (PMA) signed	Achievement of performance targets	PMA to all management.	PMA's for all EXCO Management were signed by 30 Nov 2020			No
				80% achievement of targets	Final assessments were not concluded		The final assessments were deferred so that they could include the audit outcome of the 2020/2021 fy which will be finalised in July 2021	No
			No of skills training and development programs per year	2	3 training course were attended by staff during 2020/2021 fy		An additional training course related to COVID-19 management was required to be done	Yes - was changed from 4 to 2 as it was not clear when and how training would take place under the COVID-19 lockdown regulations

PROGRAMME 1: **ADMINISTRATION**
SUB PROGRAMME 1.3: **Efficient and compliant operations and processes**
PURPOSE: To develop and sustain compliance throughout Artscape

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
Effective and Sustainable Operations and good Governance	Efficient and compliant operations and processes	Unqualified audit and no material non-compliance or fraud events	Clean audit and no material non-compliance or fraud	Unqualified Audit	For the 2019/2020 financial year Artscape received an Unqualified Audit outcome		The reason for the accounting deficit is as a result of depreciation which is a non-cash entry	No

PROGRAMME 1: **ADMINISTRATION**
SUB PROGRAMME 1.4: **To ensure that Artscape is a venue of choice**
PURPOSE: To develop Artscape Brand

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
To ensure that Artscape is a venue of choice	Enhanced Artscape Brand	Engagement with audience via print and electronic media	Effective public events events	Approved Communications and Marketing Strategy	The Communications and Marketing Strategy has been drafted and approval is pending		The appointment of a new Council resulted in additional inputs into the strategy and thus temporarily delaying the final approval	No

PROGRAMME 2: **BUSINESS DEVELOPMENT**
SUB PROGRAMME 2.1: **Diverse and Inclusive Programmes**
PURPOSE: To generate Artscape Programmes that are Diverse and Inclusive

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
Diverse Arts Programme	Annual arts programme that serves the entire community	Annual arts programme	Achievement of annual programme	Present diverse arts programme - 20 productions - 2 festivals	29 Productions and 3 festivals were presented during the 2020/2021 fy		The changing of productions from physical to online and on air platforms meant that more productions than original estimated could be presented	No

PROGRAMME 2: **BUSINESS DEVELOPMENT**
SUB PROGRAMME 2.2: **Diverse Educational Programme**
PURPOSE: To evolve Artscape's offering to include more Diverse and Inclusive Educational Programmes

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
Diverse Educational Programme	Educational programme that serves the entire community	Diverse educational programme	Present educational programme	Develop diverse educational programme	6 educational programmes were completed (4 x setwork Q&A's and 2 x video			No

PROGRAMME 3: **INFRASTRUCTURE**
SUB PROGRAMME 3.1: **Infrastructure Excellence**
PURPOSE: To ensure that Artscape facilities are safe, functional and accessible to all.

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
Infrastructure Excellence	Safe, functional and Universal Design facilities	All theatre goers regardless of abilities to have an equal theatre going experience	No of Events Annual	154	62	😐	The lockdown as a result of the COVID-19 pandemic meant that there were no events from April to June and events were limited thereafter	Yes - reduced from 450 to 154 because theatres were closed under the COVID-19 lockdown regulations
			Maintenance Plan	Achieve tasks as per annual maintenance plan	87.5% of tasks completed as per the Annual Maintenance Plan	😐	Additional approvals were required from the landlord and there were delays experienced with availability of service providers.	No

PROGRAMME 3: **INFRASTRUCTURE**
SUB PROGRAMME 3.2: **Leverage on Technology**
PURPOSE: To develop and leverage on existing digital technology to promote digital engagements, interactions and ticketing

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT	TARGET
Leverage on Technology	Effective IT systems that supports all business operations	Annual IT Plan	Tasks completed as per the Annual IT Plan	Achieve targets as per plan	100% of tasks were completed as per the Annual IT Planseries workshops	🙂		No


Youth Jazz Concert

TARGETS INCLUDED IN ORIGINAL APP REMOVED FROM REVISED APP

PROGRAMME 2: **BUSINESS DEVELOPMENT**
SUB PROGRAMME 2.2: **Diverse Educational Programme**
PURPOSE: To evolve Artscape's offering to include more Diverse and Inclusive Educational Programmes

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	REASON FOR OVER/ UNDER ACHIEVEMENT	QUARTER 1 TARGET	QUARTER 1 ACTUAL PERFORMANCE
Diverse Educational Programme	Educational programme that serves the entire community	Diverse educational programme	Relevant quality Partnerships	Conclude 2 partnerships	Target removed. The impact on COVID-19 on the education sector will require different engagement once the sector has stabilised.	NONE	N/A

PROGRAMME 3: **INFRASTRUCTURE**
SUB PROGRAMME 3.1: **Infrastructure Excellence**
PURPOSE: To ensure that Artscape facilities are safe, functional and accessible to all.

OBJECTIVE	OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	REASON FOR OVER/ UNDER ACHIEVEMENT	QUARTER 1 TARGET	QUARTER 1 ACTUAL PERFORMANCE
Infrastructure Excellence	Safe, functional and Universal Design facilities	All theatre goers regardless of abilities to have an equal theatre going experience	No of patrons	250 000	With theatres being closed due to the COVID-19 lockdown and the uncertainty with regards to audiences we are removing this target for this year	60 000	0 - This was as a result of the COVID-19 lockdown which did not permit audiences in venues in quarter 1


JazzArt and Cape Town Philharmonic Orchestra - Jerusalema

PERFORMANCE INFORMATION BY PROGRAMME

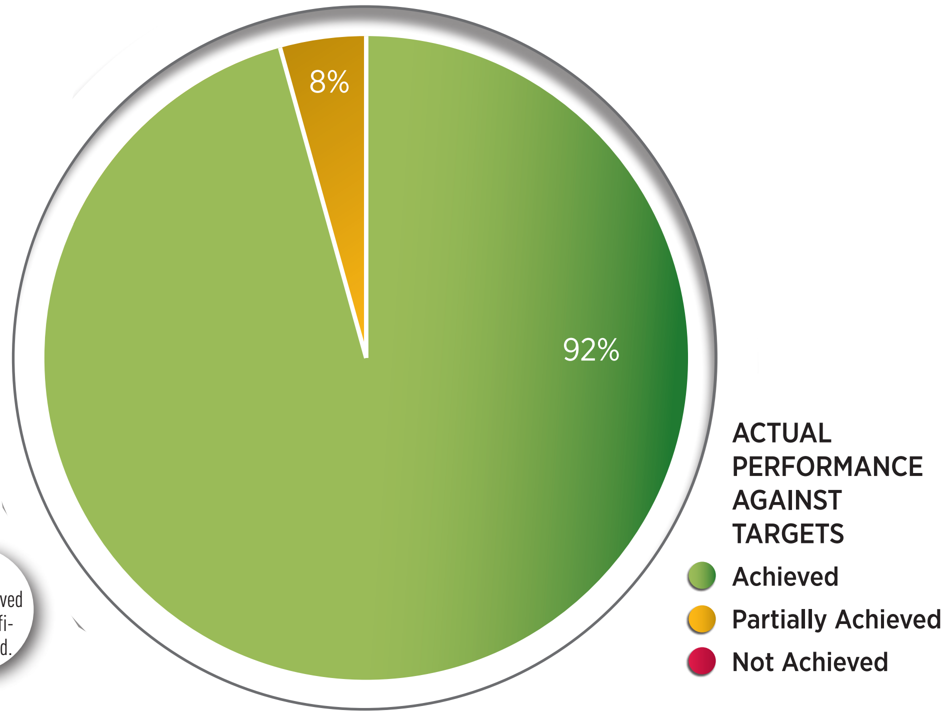
Summary of actual performance
as at 31 March 2020

		Total Targets	Achieved	Partially Achieved	Not Achieved
Programme 1	Administration	11	10	1	-
Programme 2	Arts & Education	3	3	-	
Programme 3	Public Awareness	1	1	-	-
		5	4	1	0
			93%	7%	0%

Achieved indicates that the annual target was achieved or exceeded.

Partially Achieved indicates that the annual target was not fully achieved, but progress was made towards achieving the target.

Not Achieved indicates that the annual target was not achieved or that the level of achievement was not significant. Reasons for non-achievement to be noted.



PROGRAMME 1: ADMINISTRATION
SUB PROGRAMME 1.1: ADMINISTRATION
GOAL: To provide management, administrative and support services that will create an enabling environment for the achievement of overall objectives in an efficient and cost effective manner.

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
Indicator: Maintenance								
Definition: Maintenance expenditure to ensure that Artscape's physical infrastructure and equipment is properly maintained.								
Unit of measure: As per service delivery indicator and target								
To maintain the physical infrastructure and equipment to the highest possible	On-going refurbishment and maintenance of the physical infrastructure.	Annual maintenance of infrastructure in order to minimise disruptions due to equipment and plant breakdown	To maintain the physical infrastructure (building and related equipment) to the highest possible standard.	Maintenance performed in terms of the Annual Maintenance Plan	Produce a quarterly report of maintenance carried out in and around Artscape facilities in respect of the Annual Maintenance Plan	83% of tasks completed		Due to financial constraints and the COVID-19 lockdown certain tasks could not be completed

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
Indicator: Stage Services								
Definition: Departmental spend on all aspects of stage services, including sound and lighting, to ensure excellence in the presentation of artistic productions, through skilled technical staff.								
Unit of measure: As per service delivery indicator and target								
Successful staging of productions, meeting the producer or hirer's expectation. standard.	To enhance appropriate service provision to the desired quality and safety standards through an efficient and productive service delivery.	Providing stage equipment, infrastructure and services that enable the presentation of any artistic production.	To ensure appropriate stage equipment is available.	Venues are appropriately equipped for the staging of productions meeting the producer or hirer's expectation	Annually assess the condition and relevance of stage equipment	The annual assessment was conducted during April 2019		

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
Indicator: Security (Health & Safety)								
Definition: Expenditure necessary to ensure security of Artscape facilities, staff and patrons								
Unit of measure: As per service delivery indicator and target								
To create an environment that meets effective and efficient health and safety requirements.	To monitor the adherence to the Artscape health and safety strategy and plan.	Adherence to the health and safety strategy and plan.	To create an environment that meets effective and efficient health and safety requirements..	Monitor health and safety of facilities and disaster management testing	Quarterly (4) health & safety meetings to monitor adherence to health and safety in the workplace.	Quarterly health and safety meetings were held on 13 June 2019, 12 September 2019, 5 December 2019 and 10 March 2020		
					Annual testing of disaster management plan at each facility occupied by Artscape	The fire evacuation drill was conducted at Artscape Theatre Complex on 13 March 2020 and at the Epping warehouse on 25 March 2020		

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
Indicator: Information Technology								
Definition: Expenditure necessary to ensure that Artscape has reliable and efficient information technology systems to support the operational requirements								
Unit of measure: As per service delivery indicator and target								
To ensure that IT supports the overall business objectives.	To develop an IT strategy that supports the overall business objectives.	Reliable and efficient information technology services.	To ensure that IT supports the overall business objectives.	IT infrastructure that meets the operational business requirements.	Report on IT Plan.	All tasks on the plan were addressed.		

SUB PROGRAMME 1.2: ADMINISTRATION

GOAL: Effective management of organisational management through an effective human resources department. Ensure sufficient spending on staff expenditure that will enhance employee wellness and staff morale.

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
To retain staff with the potential to be promoted into key management positions.	To identify and develop employees with the potential to be promoted into key management positions.	Retention of staff with the potential to be promoted.	To sustain employee competence that will deliver on Artscape's mandate.	Develop Annual training plan.	Annual assessment and development of training plan.	9 training initiatives were attended during the 2019/2020 fy and the training plan for 2020/2021 was drafted.		
				Annual assessment of performance.	Conduct annual performance assessments.	Mid year performance assessments were completed for all executives who had performance agreements in place.		

SUB PROGRAMME 1.2: GOVERNANCE

GOAL: As a public entity Artscape continuously strives to ensure that a system of good corporate governance exists and is being adhered to.

(No specific budget as this is done within the budget allocation for administration and general expenses)

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
Ensure good corporate governance.	To ensure compliance with Public Finance Management Act.	Compliance with the PFMA and relevant treasury regulations.	Ensure good corporate governance.	Unqualified Audit Report.	Retain unqualified audit report status.	Recommendations of Auditor-General & Internal Auditors were implemented during the 2019/2020 fy and the progress was report at the Audit & Risk Committee meetings held during the financial year		
		Maintain a risk register of Artscape's major operational and strategic risks.		Annual risk assessment.	Review and report on risk register.	The risk register was reviewed and updated as required and presented at each Audit & Risk Committee meeting held during the year.		
A proper supply chain management strategy and system that ensures best practice.	To maintain a supply chain management system that meets the Treasury Regulations.	Supply chain management policies and practices that complies with Treasury Regulations.	A proper supply chain management strategy and system that ensures best practice.	A quarterly updated contract register Supply chain policies that meet Treasury requirements.	Updated contract register. Review and update supply chain policies and procedures in line with Treasury regulations.	Contract register was kept up to date during the financial year Policies and procedures were reviewed through the year and the SCM Policy was updated and approved by Council in November 2019.		

PROGRAMME 2: ARTS & EDUCATION

PERFORMING ARTS PROGRAMME

GOAL: To present a diverse artistic programme that caters for the diverse needs of all Western Cape communities.

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
To develop, promote and present an inclusive artistic audience development and education programme	To introduce a differentiated programme mix that correlates with the diverse audience preferences..	A well-differentiated arts programme that best reflects the diversity of audience preferences.	To facilitate an artistic programme that addresses inclusivity and education.	Annual programme that addresses inclusivity, development and education	Present 40 in-house productions addressing education, development and inclusivity.	43 in-house productions addressing education, development and inclusivity were presented during the 2019/2020 fy		As a result of savings on some projects and adjustment of budgets we were able to do additional productions
			To facilitate training programmes for arts practitioners	Productions or events aligned to National Days	Present at least 3 programmes aligned to National Days.	Presented programmes for 4 National days (Youth, Women, Heritage and Disability).		As a result of savings on some projects and adjustment of budgets we were able to do additional programmes
				Training programmes and information sessions for arts practitioners conducted.	Annually present 4 sessions/programmes for arts practitioners	Presented 4 sessions/ programmes for arts practitioners		

PROGRAMME 2: PUBLIC AWARENESS

GOAL: To actively engage the public in order to achieve Artscape's objectives of promoting the appreciation, understanding and enjoyment of the performing arts among the general public through marketing and advertising, performing arts education and rural outreach programmes.

KEY OBJECTIVE	STRATEGY	OUTPUT	APP KEY OBJECTIVE	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT	REASON FOR OVER/ UNDER ACHIEVEMENT
To ensure public awareness of Artscape, its products and services through public relations and communication.	To increase brand awareness through correct positioning in print and electronic media.	Coverage in print and electronic media to publish productions and events.	To ensure public awareness of Artscape, its products and services through public relations and communication.	Promotion of events via print, social and electronic media	Monthly promotion of productions/ events via print or electronic or social media.	Promotion of production/events was done monthly (12 months) during the financial year. This was done via print, social and electronic media.		

SUMMARY OF FINANCIAL INFORMATION

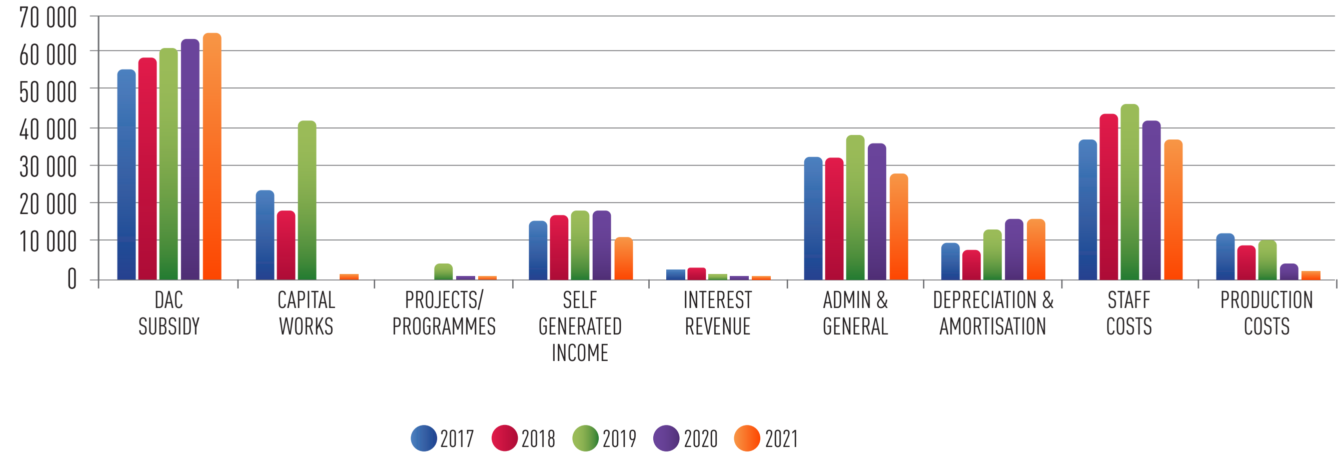
	2016/2017 R'000	2017/2018 R'000	2018/2019 R'000	2019/2020 R'000	2020/2021 R'000
REVENUE					
State contribution	55 904	58 699	60 914	63 915	65 269
State contribution – essential capital works	23 711	18 455	42 217	133	1 459
State contribution - projects	1 487	1 229	3 363	683	667
Provincial contribution	474	577	811	175	188
Local government contribution		154	1 846	2 000	2 000
Venue rentals	5 874	6 144	6 698	6 493	632
Sponsorships & Donations	5 809	8 613	8 813	9 449	10 225
Other income	644	1 129	770	833	169
Performing Arts Programme	3 019	1 124	2 186	1 239	-
Investment revenue	2 358	2 827	1 358	640	641
TOTAL	**99 280**	**98 951**	**128 976**	**85 560**	**81 250**
EXPENDITURE					
Administrative expenses (excluding capitalised maintenance expenditure)	32 117	32 506	38 486	36 274	28 229
Amortisation and Depreciation	9 385	7 793	13 500	16 322	16 164
Compensation of employees	37 251	43 687	46 550	42 253	37 305
Performing arts programme	12 180	9 202	10 367	4 378	2 745
TOTAL	**90 933**	**93 188**	**108 903**	**99 227**	**84 443**
SURPLUS/(DEFECIT)	**8 347**	**5 763**	**20 073**	**(13 667)**	**(3 193)**

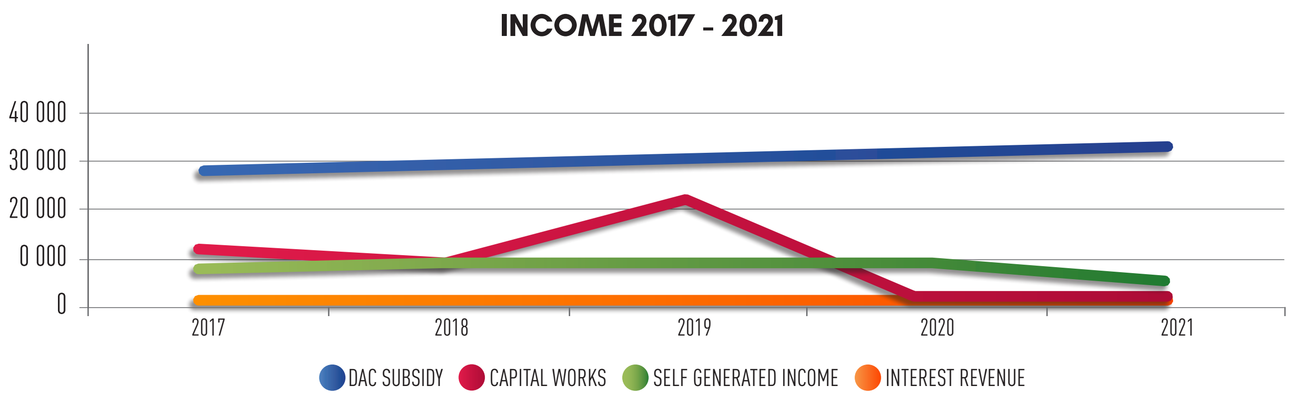

Ukuwa Kwe Nkaba

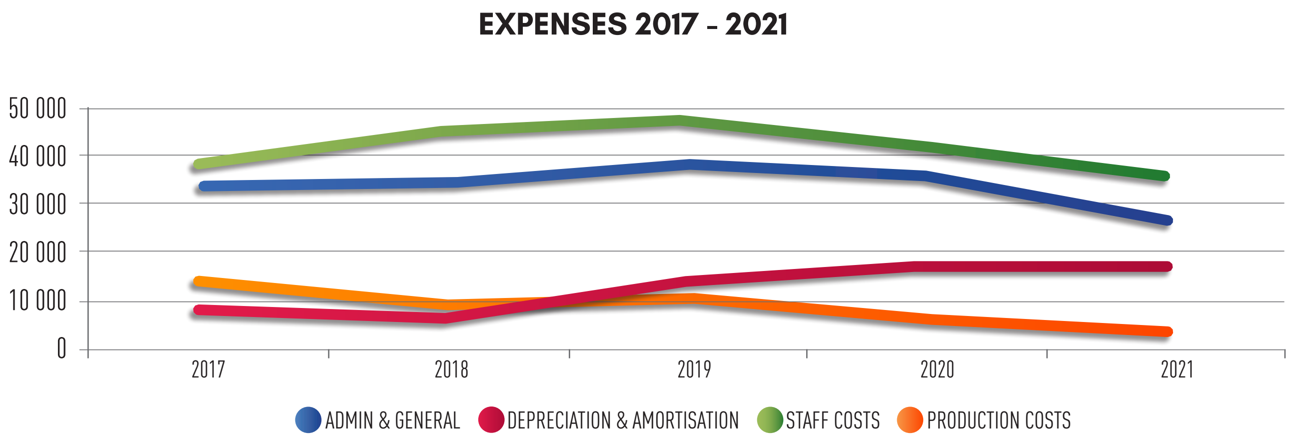
REVENUE AND EXPENDITURE TRENDS

	2016/2017 R'000	2017/2018 R'000	2018/2019 R'000	2019/2020 R'000	2020/2021 R'000
REVENUE					
Annual subsidy	56%	60%	48%	75%	80%
Essential maintenance contribution	24%	19%	33%	2%	2%
Internship programme	0%	2%	1%	1%	1%
Other revenue	18%	20%	15%	23%	17%
TOTAL	100%	100%	97%	101%	100%
EXPENDITURE					
Administrative expenses	35%	35%	35%	37%	34%
Amortisation and Depreciation	10%	8%	12%	17%	19%
Compensation of employees	41%	47%	43%	43%	44%
Performing arts programme	13%	11%	10%	4%	3%
Other non – operating expenses	0%	0%	0%	0%	0%
TOTAL	100%	100%	100%	100%	100%

CLUSTERED FINANCIAL PERFORMANCE 2017 - 2021



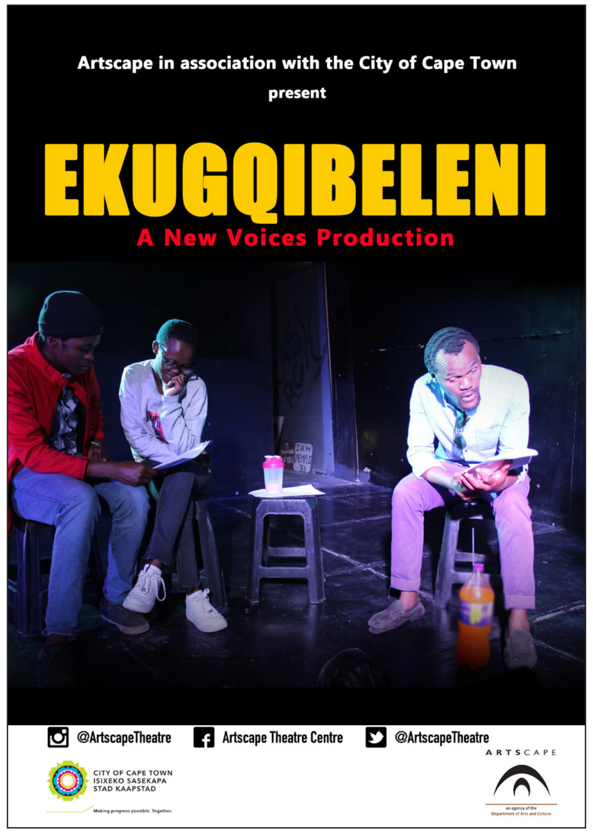





Cape Town Opera Lunch Hour Concert

PRODUCTIONS & EVENTS

The 2020/2021 financial year came with the challenge of how to ensure that we could still stage our productions/programmes amidst the COVID-19 pandemic. One of our most successful programmes of 2020/2021 was the New Voices Programme, which annually provides the opportunity for playwrights to showcase new works. With COVID-19 regulations making it impractical to present this programme to an in-theatre audience, the team reviewed how to present it effectively and decided to turn the plays into radio dramas. With great enthusiasm the playwrights spent time with mentors adapting their scripts to be presented on radio. The Artscape technical team also had to jump in to ensure that these radio dramas could be properly recorded for broadcasting. In the end we presented 4 radio dramas, Close Call (English), Die Aasvoël (Afrikaans), Ekugqibeleni (isiXhosa) and Miela Se Box (Mixed Language). These radio dramas were broadcast on community and commercial radio stations across the country and were extremely popular with the listeners.



PART C

GOVERNANCE

Unmute Lunch Hour Concert

C | GOVERNANCE

INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled and held to account. In addition to legislative requirements based on the enabling legislation of the public entity and the Companies Act, corporate governance is applied through the principles of the PFMA and the King Report.

Parliament, the Executive and the Accounting Authority of Artscape are responsible for corporate governance. Artscape's Council, appointed by the Minister of Sport, Arts & Culture, acts as the accounting authority in terms of the Public Finance Management Act.

THE ACCOUNTING AUTHORITY

The Artscape Council and Management continued their commitment to the principles of good corporate governance as prescribed by the King IV Report, and constantly strive for the highest standards of professionalism, integrity and ethics. Council is satisfied that the institution has applied adequate corporate practices of transparency, integrity and accountability for the year.

Council conducted a strategic workshop in October 2020 to agree on transformation objectives and strategy for Artscape. Council met 6 times during the review period and has reviewed systems of internal control, risk management, budgets and strategic plans to maximise efficiencies in fulfilling its statutory mandate.

Council continued its risk management oversight through the Audit and Risk Committee. The Human Resources Committee continued to monitor employee-related policies and practices and reported to Council on its work and functioning. The overall staff demographics have shown a positive advance towards the set targets. The Social, Ethics and Transformation Committee performed its duties in terms of the Companies Act and approved a Transformation Strategy for the entity.
The Human Resources and Social, Ethics and Transformation Committees were combined in January 2021 and is now known as the Social Ethics and Human Resources Committee.

During the current year, the following reports were submitted to the Department of Sport, Arts & Culture
- Annual Performance Plan 2021/2022
- Quarterly Reports for the quarters ending June 2020, September 2020, December 2020 and March 2021

Women and Humanity Arts Festival

COUNCIL CHARTER

1 INTRODUCTION

1.1 The Entity manages the Artscape Theatre Centre and is a facilitator of stage performances, community arts activities, training programmes and audience development initiatives to sustain all forms of performing arts.

1.2 The Entity was declared a Cultural Institution in terms of section 3 of the Cultural Institutions Act, 1998. It is also listed as a Schedule 3A (national entity) under the Public Finance Management Act, 1999 (The FPMA).

1.3 The PFMA regulates public entities and in terms of section 49 of the said Act, every public entity must have an accounting authority, which must be accountable for the purposes of this Act.

2 PURPOSE

The purpose of these terms of reference is to set out the Council's role and responsibilities, its relationship with the Department of Sport, Arts and Culture ("the Shareholder") as well as the requirements for its compo sition and meeting procedures.

3 COUNCIL AND SHAREHOLDER RELATIONSHIP

3.1 The relationship between the Shareholder and the Entity is governed by the Shareholder Compact. The targets to be achieved by the Entity in any financial year are determined in the Shareholder Compact. It is the joint responsibility of the Shareholder and the Council to ensure that the Shareholder Compact is developed.

3.2 The Council shall, when reporting to the Shareholder, present a balanced and understandable assessment of the Entity's position. The Executive Authority must immediately be provided with any information that may have a material effect on the value of the Entity as soon as the Entity becomes aware of that information.

4 ROLE AND RESPONSIBILITIES OF THE COUNCIL

4.1 In addition to their duties and responsibilities as stipulated in sections 50, 51 and 55 of the PFMA, Council Members are responsible for the governance of the Entity and has a duty of care, a fiduciary duty and a duty to act only within their powers and authority.

4.2 Every Member of the Council shall:

4.2.1 At all times conduct himself/herself in a professional manner, having due regard to his/her fiduciary duties and responsibilities.

4.2.2 Uphold the core values of confidentiality, integrity and independence in all dealings on behalf of the Entity;

4.2.3 Ensure that he/she has sufficient time available to devote to his duties as a Council Member;

4.2.4 Be diligent in discharging his/her duties and seek to acquire a broad knowledge of the Entity's business so as to be able to provide meaningful direction to it;

4.2.5 Keep abreast of changes and trends in the business environment and markets, including changes and trends in the economic, political, social, technology and legal climate generally, which may impact on the Entity's business;

4.2.6 Use their best endeavours to attend all Council meetings, to read all necessary documentation and prepare themselves thoroughly in advance of Council meetings.

4.2.7 The Council shall allow every Member to play a full and constructive role in its affairs. Members shall accordingly participate fully, frankly and constructively in Council discussions and other activities and shall endeavor to bring the benefit of their particular knowledge, skills and abilities to Council discussions;

4.2.8 As Members are individually and collectively accountable for compliance with its statutory and regulatory obligations, every Member should endeavour to be conversant with the statutory and regulatory framework within which the Entity operates;

4.2.9 Members are required to inform the Council through the Secretariat in advance, of any conflicts or potential conflicts of interest they may have in relation to particular items of business to be transacted at a meeting and members should recuse themselves from discussions or decisions on matters in which they have a conflict of interest;

4.2.10 Members may not vote and must not be counted in the quorum of a meeting to pass a resolution in respect of any business where they have a direct or indirect interest;

4.2.11 Members may not formally communicate or comment on behalf of the Council and/or the entity unless being formally mandated to do so by the Chairperson.

5 ROLE OF THE CHAIRPERSON

5.1 The Chairperson's role is to lead and manage the Council and ensure that it discharges its responsibilities.

5.2 The responsibilities of the Chairperson include:

5.2.1 ensuring that all Council Members are fully involved and informed of any business issue on which a decision has to be taken;

5.2.2 ensuring that management play an effective management role and participate fully in the operation and governance.

5.2.3 ensuring that the Council Members monitor the business and contribute to the business decisions

5.2.4 exercising independent judgment, acting objectively and ensuring that all relevant matters are placed on the agenda and prioritised properly;

5.2.5 working closely with the council members in ensuring that at all times the Council Members fully understand the nature and extent of their responsibilities as Council Members in order to ensure the effective governance.

5.3 The Chairperson will act as a facilitator at meetings of the Council to ensure that no member dominates the discussion, that relevant discussion takes place, that the opinions of all members relevant to the subject under discussion are solicited and freely expressed and that Council discussions lead to appropriate decisions.

5.4 The Chairperson will seek a consensus amongst the Council but may, where considered necessary, call for a vote, in which event the decision of an ordinary majority of members will prevail and dissenting views will be recorded. The Chairperson shall have a casting vote.

5.5 In the event of any matter arising, which the Chairperson, or the majority of the Council, feel that the Chairperson may not be able to deal with objectively, the Chairperson shall temporarily relinquish the chair to the Deputy Chairperson or any other Non-Executive Member for the duration of the discussion on such issue. In such event, the Chairperson shall be entitled to enter into discussion and to vote as any other member present at the meeting.

5.6 Communication with the Shareholder will take place through the Chairperson of the Council. At his discretion, the Chairperson may invite the CEO or any other Council Members to meetings with the Shareholder.

5.7 The CEO may communicate with the Director General of the Department of Sport, Arts and Culture provided, that the Chairperson is informed prior to the meeting and its purpose. The CEO shall report to the Chairperson the outcome of such meetings.

6 CONFLICT OF INTERESTS

6.1 Council Members should declare all interests and minimise circumstances which may give rise to conflicts of interest, misinterpretation, misunderstanding and breach of ethics. Council Members should also declare any possible conflict of interest in any matter under discussion at a Council meeting.

6.2 The Council should consider all declarations after the facts are fully disclosed and should make a ruling whether a conflict exists based on the following principles:

6.2.1 That the duty of loyalty to the entity is strict;

6.2.2 That a breach is based on conflict between duty and interest;

6.2.3 That there should not be any connections or other conditions which could affect, or appear to affect the independence of the decisions of the Council Member;

6.2.4 That the Council Members is not receiving any benefit as a result of his/her other position or connection that is being disclosed;

6.2.5 The onus is on the Council Member to show that there is no conflict.

6.3 If any Council Member willfully or negligently fail to disclose an interest as required above or if he/she participates in the proceedings of the Council notwithstanding any conflict of interest, the relevant proceed ings of the Council may, at the discretion of the other Members be declared null and void. This shall be in addition to any other sanction that the Council may collectively apply in respect of the errant Member, which sanction may include a recommendation to the Minister that such Member be removed from the Council.

7 COMMITTEES OF THE COUNCIL

7.1 The Council must form Committees to assist the Council to discharge its duties. The Committees must have their responsibilities set out in a formal terms of reference.

7.2 Council committees will observe the same rules of conduct and procedures as the Council, unless the Council specifically determines otherwise in the Committee's terms of reference and the Shareholder will be informed if any Committee Member is absent from two consecutive Committee meetings without a compelling reason and a recommendation will be made to the Minister that such Member be removed from the Council.

7.3 Such Committees as may be formed may take independent professional advice at the Entity's cost as and when necessary. The Committee structure, membership and mandates must be reviewed regularly.

7.4 The Chairperson, considering the desires of individual Members, will propose the assignment of Members to various Committees.

7.5 Council Committees must be constituted having regard to the skills, expertise and experience of Members propose the respective Committees' mandates. Where appropriate or necessary, independent external professionals with relevant skills and expertise may be co-opted as Advisors to the Committees to assist or bolster the Committees where there is a shortage of such skills or expertise. Such co-opted professionals shall have the status of invitees to the Committee, shall not form part of the quorum for meetings and shall have no voting rights.

7.6 The Council shall have the power, at all times, to alter the size of any of its Committees, to remove any Member or Members from a Committee and to fill any vacancies created by such removal.

7.7 Committees must have due regard to the fact that they do not have independent decision-making powers. They make recommendations to the Council except in situations where the Council authorizes the Committee to take decisions and implement them. Thus, in undertaking its duties, each Committee must have due regard to its role as an advisory body to the Council, unless specifically mandated by the Council to make decisions.

7.8 A formal report back, either orally or in writing, shall be provided by the Chairperson of each Committee to all Council meetings following the Committee meetings to keep the Council informed and to enable the Council to monitor the Committee's effectiveness.

8 COUNCIL MEETINGS

8.1 The Council should meet regularly, at least once a quarter, but could meet more frequently if circumstances require as such and must disclose in the Annual Report the number of Council and Committee meetings held in the year and the details of attendance of each Member.

8.2 The Council must institute efficient and timely methods for informing and briefing Council Members prior to meetings while each Council member is responsible for being satisfied that, objectively, they have been furnished with all the relevant information and facts before making a decision.

8.3 Council Members shall use their best endeavours to attend Council meetings and to prepare thoroughly for them. Council Members must participate fully, frankly and constructively in Council discussions and other activities to bring the benefit of their particular knowledge, skills and experience to the Council.

8.4 Council Members who are unable to attend a meeting must advise the Chairperson or the Entity Secretary at the earliest possible time and a record should be kept to that effect.

8.5 A Council member should at least attend two thirds of a meeting to be regarded as having attended the meeting.

8.6 The Shareholder will be informed if any Council Member is absent from two consecutive Council meetings without a compelling reason and a recommendation will be made to the Minister that such Member be removed from the Council.

8.7 Five (5) members of the Council will constitute a quorum at any meeting of the Council. The five (5) Members of the Council must be present in person or through electronic media.

8.8 The Chairperson, with the assistance of the responsible official, shall develop the agenda for each Council meeting and in doing so may consult with the CEO and other Members. The agenda for each meeting shall provide an opportunity for the Chairs of the Committees to report orally on any matters of importance.

8.9 The Chairperson must also place on the agenda any item that is proposed in writing by a Member. The agenda and other relevant documents shall be circulated to Council members at least five (5) days in advance.

8.10 The Company Secretary shall cause information and data that is important to the Council's understanding of the business to be distributed in writing at least five (5) days before the Council meets. This material should be as brief as possible while still providing the essential information.

8.11 Presentations, wherever possible, should be sent to the Council Members at least five (5) days in advance so that the Council's meeting time can be conserved, and the discussion time focused on questions that the Council has about the material distributed. On those occasions when, in the opinion of the Chairperson, the subject matter may be too sensitive to record, the presentation will be discussed at the meeting.

8.12 The Council and its Committees may, subject to this being sanctioned by the Chairperson in the case of the Council and by the respective Committee Chairperson in the case of the Committees, take decisions on urgent and non-contentious issues, by means of the round robin resolution method. The approval of the round robin resolution should be by at least the majority of the Council members.

9 SECRETARY

9.1 The Company Secretary shall be the secretary of the Council and shall ensure that minutes are kept of all meetings. The minutes must be completed as soon as possible after the meeting and circulated to the Chairperson and members of the Council for review thereof. The minutes must be formally approved by the Council at its next scheduled meeting.

9.2 The Company Secretary is also responsible for providing legal guidance to the Council and the Entity and must act in good faith and avoid any conflicts of interest between the interests of the Council and the Entity.

10 SELF- ASSESSMENT

The Council should conduct continual self-assessment or self-evaluation and the Council must perform an evaluation of the effectiveness of the Council every year.

Zip Zap Circus
Lunch Hour Concert

COUNCIL

The following Council members, appointed by the Minister of Sport, Arts & Culture on 1 December 2017 until 8 December 2020, were in office during the year:

Princess Celenhle Dlamini (Chairperson)
Dr Marian Jacobs
Mr Rajesh Jock
Dr Niel Le Roux
Advocate Penelope Magona
Ms Xoliswa Nduneni-Ngema
Dr Tebogo Ngoma
Dr Ayanda Vilakazi
Mr Mjikisile Vulindlu

The following Council members were appointed by the Minister of Sport, Arts and Culture on 9 December 2020 and were in office at 31 March 2021.

Mr Rajesh Jock (Chairperson)
Ms Ndileka Lerato Manana
Ms Karen Meiring
Mr Mongezi Menye
Ms Xoliswa Nduneni-Ngema
Mr Mpho Jerry Pooe
Mr Philip van Ryneveld

Ukuwa Kwe Nkaba

COUNCIL MEMBERS' ATTENDANCE OF MEETINGS

1 April 2020 – 8 December 2020

COUNCIL MEETINGS

Member	Number of Meetings	Number of Meetings attended
Dlamini, C	6	6
Jacobs, M	6	5
Jock, R	6	6
Le Roux, N	6	4
Magona, P	6	1
Nduneni-Ngema, X	6	3
Ngoma, T	6	2
Vilakazi, A	6	3
Vulindlu, M	6	5

HUMAN RESOURCES COMMITTEE MEETINGS

Member	Number of Meetings	Number of Meetings attended
Jock, R	3	3
Le Roux, N	3	3
Magona, P	3	3
Vulindlu, M	3	3

AUDIT & RISK COMMITTEE MEETINGS

Member	Number of Meetings	Number of Meetings attended
Jock, R (Chair)	5	4
Vilakazi, A	5	3
Jacobs, M	1	5
Magona, P (appointed from 31 August 2019	5	1
Rhoda, R (External Member)	5	4
Maharaj, T (External Member)	5	2

SOCIAL ETHICS & TRANSFORMATION COMMITTEE MEETINGS

Member	Number of Meetings	Number of Meetings attended
Jacobs, M	3	3
Nduneni-Ngema, X	3	3
Ngoma, T	3	2

STRATEGIC SESSION

Member	Number of Sessions	Number of Sessions attended
Dlamini, C	1	1
Jacobs, M	1	1
Jock, R	1	1
Le Roux, N	1	1
Magona, P	1	-
Nduneni-Ngema, X	1	1
Ngoma, T	1	1
Vilakazi, A	1	1
Vulindlu, M	1	1
Rhoda, R (External member)	1	1
Maharaj, T (External member)	1	-

COUNCIL MEMBERS' ATTENDANCE OF MEETINGS

9 December 2020 – 31 March 2021

COUNCIL MEETINGS

Member	Number of Meetings	Number of Meetings attended
Rajesh Jock (Chairperson)	2	2
Ndileka Lerato Manana	2	2
Karen Meiring	2	2
Mongezi Menye	2	2
Xoliswa Nduneni-Ngema	2	2
Mpho Jerry Pooe	2	2
Philip van Ryneveld	2	2

SOCIAL ETHICS & HUMAN RESOURCES COMMITTEE MEETINGS

Member	Number of Meetings	Number of Meetings attended
Karen Meiring	1	1
Xoliswa Nduneni-Ngema	1	1
Mpho Jerry Pooe	1	-

AUDIT & RISK COMMITTEE MEETINGS

Member	Number of Meetings	Number of Meetings attended
Ndileka Lerato Manana	1	1
Mongezi Menye	1	1
Philip van Ryneveld	1	1

Youth Jazz Concert

REMUNERATION OF COUNCIL MEMBERS

Artscape is a schedule 3A National Public Entity, subject to the Public Finance Management Act and Treasury regulations.

In terms of Treasury Regulation 20.2.2, National Treasury determines the maximum remuneration tariffs of Non-official members. Official members, i.e. employees of National, Provincial and Local Government and Entities of Government serving on Councils or Committees are not entitled to additional remuneration. Artscape is classified as a Category E2 Public Entity.

In terms of Chapter 3, paragraph 3.1.6 of Treasury Regulations, these remuneration tariffs are also applicable to Audit Committee members who are not in the full-time employment of the State.

Rates payable per official meeting attended:

	Meeting Rate	Comment
Chairperson	R2109 x 2	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.
Vice-Chairperson	R 1440 x 2	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.
Member	R 1308 x 2 R 1742 x 2 (out of town)	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.

Members of committees, other than the audit committee are remunerated on the same basis as council members. Committee and Council members are paid a preparation rate which is equivalent to the meeting rate.

Remuneration of Audit Committee Members payable per official meeting attended:

	Meeting Rate	Comment
Chairperson	R2109 x 2	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.
Vice-Chairperson	R 1440 x 2	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.
Member	R 1308 x 2 R 1742 x 2 (out of town)	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.

REMUNERATION OF COUNCIL AND COMMITTEE MEMBERS

	2021 R	2020 R
Emoluments of Non-Executive Management and Members of Accounting Authority/Committee		
Council Members: (1 April 2020 - 08 December 2020)		
Princess C Dlamini (Chairperson)	17 664	15 554
Dr M Jacobs	10 900	15 910
Mr R Jock	14 626	27 150
Dr N le Roux	9 155	11 332
Adv P Magona	1 349	12 630
Ms X Nduneni-Ngema (employed by JHB Theatre, City of JHB - no fee payable)	0	-
Ms T Ngoma	3 702	15 924
Dr A Vilakazi (employed by Coega - no fee payable)	0	-
Mr M Vulindlu (employed by City of Cape Town - no fee payable)	0	-
	57 396	**98 500**
Audit and Risk Committee Members: (1 April 2020 - 08 December 2020)		
Mr R Jock (Chairperson)	30 660	18 396
Adv P Magona (Chairperson) until 16 August 2018	-	6 132
Dr M Jacobs	18 600	11 160
Ms T Maharaj	11 160	7 322
Mr R Rhoda	18 600	21 184
Dr A Vilakazi (employed by Coega - no fee payable)	-	-
	79 020	**64 194**
Human Resources Committee Members: (1 April 2020 - 08 December 2020)		
Mr M Vulindlu (Chairperson)(employed by City of Cape Town - no fee payable)	-	-
Mr R Jock	10 415	8 710
Dr N le Roux	7 848	6 540
Adv P Magona	8 911	3 924
	27 174	**19 174**
Social, Ethics and Transformation Committee: (1 April 2020 - 08 December 2020)		
Dr M Jacobs (Chairperson)	7 848	2 616
Ms X Nduneni-Ngema (employed by JHB Theatre, City of JHB - no fee payable)	-	-
Ms T Ngoma	6 968	3 484
	14 816	**6 100**
Council Members: (09 December 2020 - 31 March 2021)		
Mr R Jock - (Chairperson)	25 308	-
Ms N Manana	7 848	-
Ms X Nduneni-Ngema (employed by JHB Theatre, City of JHB - no fee payable)	-	-
Ms K Meiring	7 848	-
Mr M Menye	5 232	-
Mr J Pooe	7 848	-
Mr P van Ryneveld	15 696	-
	69 780	**-**
Audit and Risk Committee Members: (09 December 2020 - 31 March 2021)		
Mr P van Ryneveld (Chairperson)	6132	-
Ms N Manana	3 720	-
Mr M Menye	3 720	-
	13 572	**-**
Social Ethics and Human Resources Committee Members: (09 December 2020 - 31 March 2021)		
Ms X Nduneni-Ngema (Chairperson)(employed by JHB Theatre, City of JHB - no fee payable)	-	-
Ms K Meiring	2 616	-
Mr J Pooe	-	-
	2 616	**-**
Total emoluments of Council and Committees	**264 374**	**187 968**

RISK MANAGEMENT

Artscape annually conducts a risk management workshop. This workshop is attended by management and key members of staff. Management utilises the Risk Intelligence Map to assist in the categorisation and identification of key risk areas.

Once all pertinent risks have been identified each risk is assessed in terms of its impact on achieving the business objectives as well as the likelihood of the risk occurring. This is done on an inherent risk basis, i.e. before considering existing systems, processes, controls and people in place to manage the risk. The outcomes of the risk management workshop are presented to the Audit and Risk Committee and form the basis for the internal audit coverage plan. The Audit and Risk Committee as well as the Council may wish to include/incorporate additional risks if deemed necessary.

Management ensures that existing controls and processes are in place to sufficiently address risks and will implement specific action plans to manage the residual risk exposure to an acceptable level. The risk register is updated on a quartely basis.

INTERNAL CONTROL UNIT

Artscape has limited resources and the size of the organisation does not justify having and internal control unit. Instead, Management has appointed Nexia SAB & T Consultants as Artscape's internal auditors on the 1st of November 2018.

The management of Artscape monitors compliance to internal policies and procedures.

AUDIT AND RISK COMMITTEE RESPONSIBILITY

The Audit and Risk Committee is mandated by Council to provide the necessary oversight to ensure that the governance, risk management and control environment is sound and effective through the processes facilitated by management and the assurance obtained by internal and external audit.

The report of this committee appears on page 48 of the Annual Report.

COMPLIANCE WITH LAWS AND REGULATIONS

The system of internal control is considered effective as the various reports of the Internal Auditors and the Auditor-General have not reported any significant or material non-compliance with prescribed policies and procedures and laws and regulations in the current year.

FRAUD AND CORRUPTION

Artscape has a fraud prevention plan and strategy based on prevention, detection, response and investigation and a Fraud Prevention Committee.

Staff guilty of misconduct are disciplined in term of Artscape's disciplinary code. All disciplinary matters are reported to Council's Human Resources Committee and also included in the Annual Report (see page 54).

The Audit and Risk Committee also considers fraud at each quarterly meeting.

MINIMISING CONFLICT OF INTEREST

All staff members are required to make annual declarations of interest to avoid conflict of interest.

Council and external Audit and Risk Committee members are also required to submit annual declarations of interest and to declare their possible interests at every meeting.

CODE OF CONDUCT

A code of conduct is in place for all staff members. Any breaches of the code of conduct may result in disciplinary action being taken against staff members. Artscape also has a code of conduct for Council members, which is included in the Council Charter.

HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

In order to ensure safety on stage, Artscape provides all the hirers with a copy of the theatre rules and regulations as part of the venue rental agreement.

As part of the building and renovation projects, an outside health, safety and environmental company was appointed as consultants to ensure that health, safety and environmental requirements are considered and adhered to.

COMPANY SECRETARY

The Company Secretary is responsible for ensuring the proper compilation and timely circulation of Council documents and accurate recording of meetings and resolutions. She assists the Council and its committees with drafting of annual work plans and provides Council members collectively and individually with guidance as to their duties, responsibilities and powers. The Company Secretary has a key role to play in ensuring that Council procedures are both followed and regularly reviewed and that Council members are aware of any law relevant to or affecting the entity.

SOCIAL RESPONSIBILITY

Artscape has an internship programme to provide on the job training to interns from schools, universities and arts organisations. In addition to this Artscape also has exchange programmes with organisations. However, due to the Covid-19 pandemic these programmes could not be realised in the 2020/2021 financial year.

B-BBEE COMPLIANCE PERFORMANCE INFORMATION

IN TERMS OF SECTION 13(G)(1) OF THE BROAD-BASED BLACK ECONOMIC EMPOWERMENT ACT 53 OF 2003 AS AMENDED BY ACT 46 OF 2013

Name of Sphere of Government / Public Entity / Organ of State :	Artscape
Registration Number (If Applicable):	N/A
Physical Address:	1 DF Malan Street, Foreshore, Cape Town
Type of Sphere of Government / Public Entity / Organ of State:	Schedule 3A Public Entity
Organisation Industry / Sector	Performing Arts

Has the Sphere of Government / Public Entity / Organ of State applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:

Criteria	Response (Yes/No)	Discussion *(include a discussion on your response and indicate what measures have been taken to comply)*
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law	**No**	Not applicable to Artscape
Developing and implementing a preferential procurement policy	**Yes**	The Preferential Procurement requirements are included in the Supply Chain Policy of Artscape
Determining qualification criteria for the sale of state-owned enterprises	**No**	Not applicable to Artscape
Developing criteria for entering into partnerships with the private sector	**No**	Not applicable to Artscape
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment	**No**	Not applicable to Artscape

Artscape's Supply Chain Management process ensures that the entity enforces the preference points system and thus provides the platform to implement its socio-economic objectives at correcting the imbalances of the past. Artscape's policy is intended to address the Preferential Procurement Policy Framework Act (PPPFA) objectives. Artscape has recently been verified and is non-compliant but is addressing this issue to ensure compliance in the future.

Report of the Audit and Risk Committee

MEMBERS AND ATTENDANCE

The Audit and Risk Committee (the Committee) consists of the members listed hereunder and meets at least twice per annum as required by the Public Finance Management Act and as per its approved terms of reference. Six meetings were held during the 2020/2021 financial year.

Members: 1 April 2020 – 8 December 2020	Number of meetings attended
Mr R Jock (Chairperson)	5
Adv P Magona (appointed from 31 August 2020)	1 of 2
Dr M Jacobs	5
Mr R Rhoda	4
Ms T Maharaj	3
Dr A Vilakazi	3

Members: 9 December 2020 – 31 March 2021	Number of meetings attended
Ms N Manana	1
Mr M Menye	1
Mr P van Ryneveld(Chairperson)	1

AUDIT AND RISK COMMITTEE RESPONSIBILITY

The Committee reports that it has complied with its responsibilities arising from section 51(1)(a)(ii) of the PFMA and Treasury Regulation 27.1.10. The Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

RISK MANAGEMENT

The Committee ensured that risks identified through its risk management workshop, facilitated by Internal Audit, are continuously monitored and that the risk register is updated on a regular basis.

INTERNAL AUDIT

The internal audit function is outsourced to Nexia SAB&T. Through its reports, Internal Audit makes recommendations to assist in the establishment and maintenance of an effective system of internal control to manage the risks associated with Artscape and its activities. The Audit and Risk Committee has reviewed and approved the internal audit charter and the audit coverage plans for the year ended 31 March 2021. Internal audit reports were presented to the committee during the year under review.

The following internal audits were approved by the Audit and Risk Committee and completed by Internal Audit during the financial year:

(1) Asset Management;
(2) Contract management; and
(3) IT Strategy review

The areas for improvement, as noted by Internal Audit during the performance of their work, were agreed to by management. The Audit and Risk Committee monitors the implementation of the agreed actions on a quarterly basis.

THE EFFECTIVENESS OF INTERNAL CONTROL

In their management letter for the current year the Auditor-General South Africa (AGSA) reported findings on supply chain management in relation to non-compliance with prescribed policies and procedures and laws and regulations. An unqualified AGSA Audit Report was issued with an emphasis of matter relating to unspent government grants. The supply chain management weaknesses will be addressed by management and monitored by the Committee and Internal Auditors in the next financial year. Based on the AGSA management letter and reports of the Internal Auditors the overall system of internal control requires improvement.

THE QUALITY OF QUARTERLY REPORTS

Quarterly reports on performance information and Artscape's finances are presented and reported at Committee meetings. The Committee is satisfied with the content and quality of quarterly reports prepared and issued by the institution during the year under review.

COMPLIANCE

The Audit and Risk Committee reviewed the entity's compliance with legal and regulatory provisions on a quarterly basis. Management will review its current compliance management processes and introduce improvements as required.

FRAUD AND CORRUPTION

No matters of fraud or corruption were brought to the Committee's attention during the year under review.

FOCUS AREAS FOR 2021 -2022 FINANCIAL YEAR

The Audit and Risk Committee has identified the following focus areas for the year ahead:

1. Risk management
2. Combined assurance
3. Information and Technology governance

AUDITOR'S REPORTS

We have reviewed the entity's implementation plan for audit issues raised in the prior year and we are satisfied that the matters have been adequately resolved.

EVALUATION OF FINANCIAL STATEMENTS AND PREDETERMINED OBJECTIVES

The Committee has reviewed the:

- Audited annual financial statements to be included in the annual report;
- Report on predetermined objectives to be included in the annual report;
- AGSA management letter and management's response and
- Report of the Auditor-General for the year ended 31 March 2021.

The Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the AGSA.

Philip van Ryneveld
Chairperson of the Audit & Risk Committee
16 August 2021

PART D

HUMAN RESOURCE MANAGEMENT

Zinzi Nogavu

D HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The Artscape Human Resource Committee (HRC) meets on a quarterly basis to provide oversight over human resource management at the public entity.

The key highlights of the past financial year include:

- Performance Management – the performance agreements with the key executives were implemented during the year.
- Job profile updates – all employees' job profiles were updated.
- Staff Wellness - The appointment of an employee wellness service provider remains an important value add to employees and their immediate family by offering counselling services.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

HUMAN RESOURCES MANAGEMENT

As at 31 March 2021 Artscape employed 77 (2020: 88) persons on a permanent basis and 12 (2020: 12) persons on an annual contractual basis. Depending on operational requirements, additional staff is appointed on a part-time or casual basis.

	Operating expenses	Compensation of employees	Training & capacity building	Other staff overheads	Total Staff cost	Total staff cost as a percentage of operating expenses
	R'000	R'000	R'000	R'000	R'000	
2021	84 374	37 113	45	192	37 350	44%
2020	99 483	41 086	79	1 167	42 332	43%

Analysis of staff compensation (excluding part-time wages)

	Salary & other benefits		Overtime		Provident fund		Medical assistance		Cost of employment	
	R'000	% Staff cost	R'000	% Staff cost	R'000	% Staff cost	R'000	% Staff cost	Staff compensation (excluding part time)	Average staff expenditure (R'000)
2021	**29 472**	80.20%	52	0.14%	4315	11.6%	2983	8%	36 822	414
2020	**30 590**	79.04%	1070	2.67%	4391	10.96%	2939	6.96%	38 990	397

Employment and vacancies as at 31 March 2021

	Number of posts	Number of posts filled	Vacancy
Permanent staff	81	77	4
Annual contractual staff	12	12	0
TOTAL	93	89	4

Staff turnover for the period 1 April 2020 - 31 March 2021

	Staff as at 31 March 2020	New appointments	Transfer from contract to permanent	Terminations	Staff as at 31 March 2021
Permanent staff	81	0	0	4	77
Annual contractual staff	12	0	0	0	12
TOTAL	93	0	0	4	89

Reasons for leaving the Institution

Termination type	Number of employees	% of total terminations	% of total number of employees
Resignations	1	25%	1.12%
Dismissed	0	0%	0%
Contract ended	0	0%	0%
Death	0	0%	0%
Ill Health	2	50%	2.25%
Retired	1	25%	1.12%
TOTAL	**4**	**100%**	**4.49%**

STAFF PROFILE

PERMANENT HEADCOUNT AS AT THE 31 MARCH 2021

Occupation Levels	Male				Female				Foreign Nationals		Total	Persons with disabilities	
	A	C	I	W	A	C	I /A	W	Male	Female		Male	Female
Top management (gr.20 -25)	1	2	0	0	0	2	0	1	0	0	6		1
Senior management (gr.16 – 19)	0	2	0	0	1	1	0	0	0	0	4		
Professionally qualified and experienced specialists and mid-management (gr.11 – 15)	0	7	0	1	0	3	0	1	0	0	12		
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents(gr.6 – 10)	6	23	0	4	3	8	0	3	0	0	47	2	
Semi-skilled and discretionary decision making (gr.3 -5)	1	6	0	0	3	4	0	1	0	0	15	1	
Unskilled and defined decision making (gr.1 & 2)	1	3	0	0	0	1	0	0	0	0	5		
GRANT TOTAL	**9**	**43**	**0**	**5**	**7**	**19**	**0**	**6**	**0**	**0**	**89**	**3**	**1**
PERMANENT	**9**	**40**	**0**	**4**	**4**	**16**	**0**	**4**	**0**	**0**	**77**	**2**	
CONTRACT	**0**	**3**	**0**	**1**	**3**	**3**	**0**	**2**	**0**	**0**	**12**		**1**

PERCENTAGES / PERMANENT HEADCOUNT AS AT THE 31 MARCH 2021

Occupation Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I /A	W	Male	Female	
Top management (gr.20 -25)	1.12%	2.25%	0.00%	0.00%	0.00%	2.25%	0.00%	1.12%	0	0	6.74%
Senior management (gr.16 – 19)	0.00%	2.25%	0.00%	0.00%	1.12%	1.12%	0.00%	0.00%	0	0	4.49%
Professionally qualified and experienced specialists and mid-management (gr.11 – 15)	0.00%	7.87%	0.00%	1.12%	0.00%	3.37%	0.00%	1.12%	0	0	13.48%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents(gr.6 – 10)	6.74%	25.84%	0.00%	4.49%	3.37%	8.99%	0.00%	3.37%	0	0	52.81%
Semi-skilled and discretionary decision making (gr.3 -5)	1.12%	6.74%	0.00%	0.00%	3.37%	4.49%	0.00%	1.12%	0	0	16.85%
Unskilled and defined decision making (gr.1 & 2)	1.12%	3.37%	0.00%	0.00%	0.00%	1.12%	0.00%	0.00%	0	0	5.62%
GRANT TOTAL	**10.11%**	**48.31%**	**0.00%**	**5.62%**	**7.87%**	**21.35%**	**0.00%**	**6.74%**	**0**	**0**	**100.00%**
PERMANENT	**10.11%**	**44.94%**	**0.00%**	**4.49%**	**4.49%**	**17.98%**	**0.00%**	**4.49%**	**0**	**0**	**86.52%**
CONTRACT	**0.00%**	**3.37%**	**0.00%**	**1.12%**	**3.37%**	**3.37%**	**0.00%**	**2.25%**	**0**	**0**	**13.48%**
WESTERN CAPE EAP	**19.30%**	**25.40%**	**0.60%**	**7.70%**	**17.30%**	**22.20%**	**0.40%**	**7.20%**	**0**	**0**	**100.00%**
VARIANCE	**-9.19%**	**22.91%**	**-0.60%**	**-2.08%**	**-9.43%**	**-0.85%**	**-0.40%**	**-0.46%**	**0**	**0**	

HEALTH PROMOTION AND HIV/AIDS PROGRAMMES

Artscape annually hosts programmes aimed at promoting employee wellness and health. Amongst others a corporate wellness day, a programme on financial wellness as well as counselling sessions were arranged. This financial year no corporate wellness day was arranged due to the COVID-19 pandemic. However, continued wellness communication via the CEO video messages, email messages and line manager engagements were communicated to the staff.

MISCONDUCT AND DISCIPLINARY HEARINGS FOR PERMANENT AND ANNUAL CONTRACTUAL EMPLOYEES FINALISED

Permanent and Contractual Staff: 3
Part-time employees: None

South African International Ballet Competition

SKILLS DEVELOPMENT

Artscape's skills development programme included ongoing training to permanent and contractual staff. There was no internship programme for the 2020 – 2021 financial year due to the COVID-19 pandemic.

Training needs identified and provided to permanent and annual contractual employees for the period 1 April 2020 to 31 March 2021

	Number of attendees trained	Training needs identified and provided
2021	129	9
2020	127	16

Analysis of training costs (Excluding part time)

	Staff compensation	Training & capacity building	Training &capacity building as % of staff compensation	Training needs identified and provided	Average training & capacity building cost per training provided
2021	37 305	50	0.13%	9	5.56
2020	42 253	79	0.19%	16	4.94

There were no internships for the financial period 1st April 2020 to 31 March 2021.

Performance rewards

None in the current year.

Dizu Plaatjies in Concert

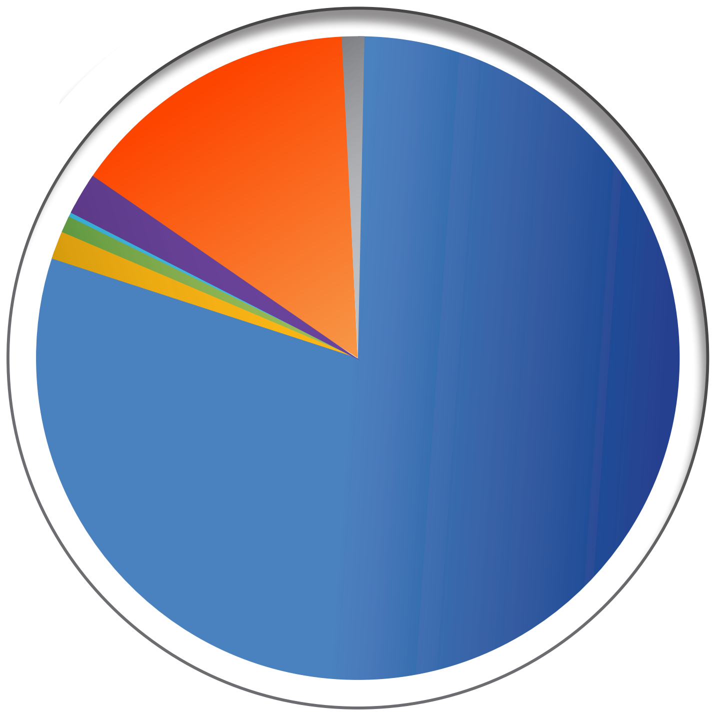
PART E
FINANCIAL INFORMATION

Youth Classical Music Concert (Blind Pianist)

E FINANCIAL INFORMATION

OVERVIEW OF THE YEAR ENDED 31 MARCH 2021

Total revenue decreased by 5,0% from R85,6m to R81,3m, mainly due to a significant decrease in Venue Rental income resulting from the COVID-19 lockdown which did not make the staging of performances viable for producers. The total government grants for 2021 increased slightly by 4,5% from 2020 to 98% of total revenue (2020: 89%), while other operating income generated contributed 0,2% of total revenue. Interest revenue contributed 0,8% of total revenue.

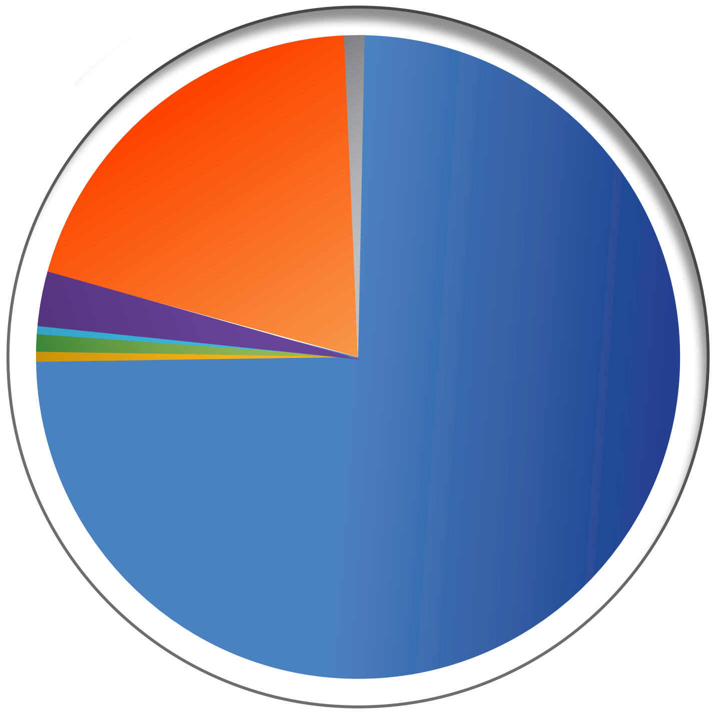


REVENUE SPLIT 2021

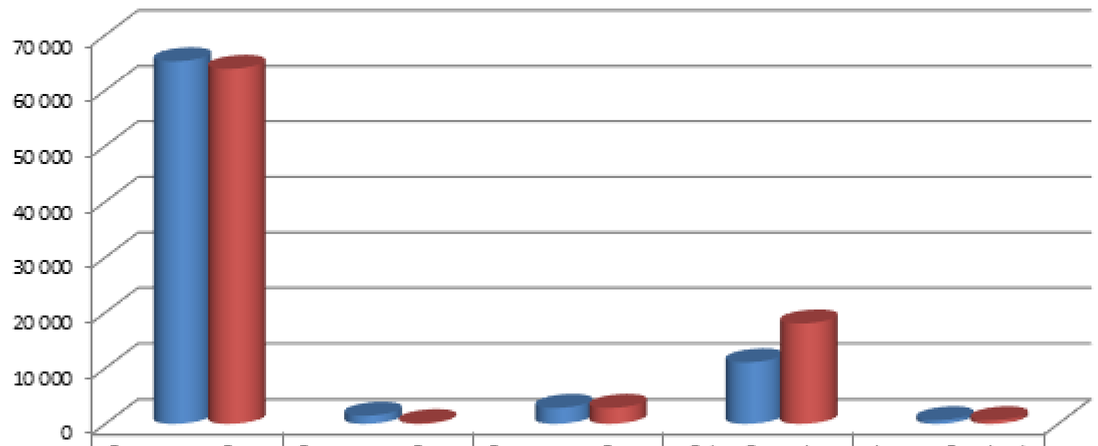
- 80.33% Government Grant - Operational (DAC)
- 1.80% Government Grant - Capital Works (DAC)
- 0.82% Government Grant - Programmes (DAC)
- 0.23% Government Grant - (PGWC)
- 2.46% Government Grant - City of Cape Town
- 13.57% Operating Revenue
- 0.79% Interest Received

REVENUE SPLIT 2020

- Government Grant - Operational (DAC) 74.70%
- Government Grant - Capital Works (DAC) 0.16%
- Government Grant - Programmes (DAC) 0.80%
- Government Grant - (PGWC) 0.20%
- Government Grant - City of Cape Town 2.34%
- Operating Revenue 21.05%
- Interest Received 0.75%



The graph below reflects a comparison of revenue between 2021 and 2020.

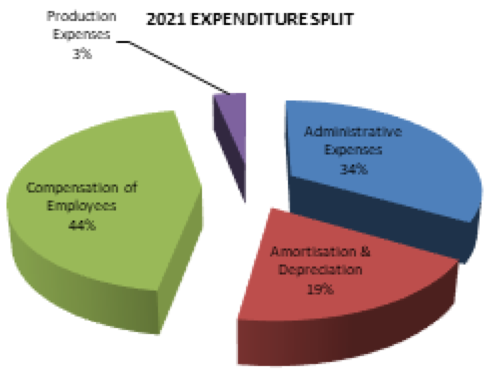


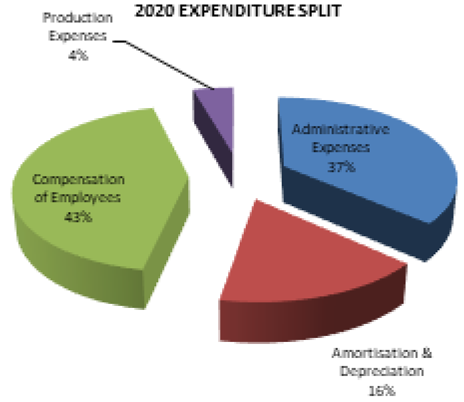
	Government Grant - Operational	Government Grant - Capital Works	Government Grant - Other	Other Operating Revenue	Interest Received
2021	65 269	1 459	2 855	11 026	641
2020	63 915	133	2 858	18 014	640

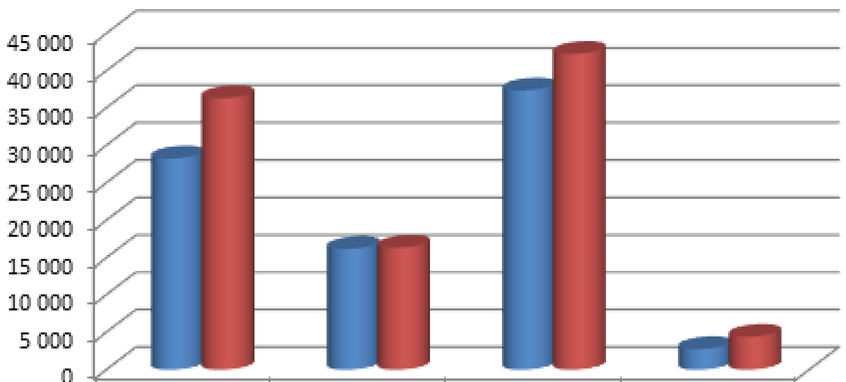
- The annual grant from the Department of Sport, Arts and Culture (DAC) increased by 2% from R63,9m to R65,3m.
- Other Government Grants utilised in the current year included R1,5m from DSAC for Capital Works, R0,7m for the Incubator Programme and R2 m from the City of Cape Town.
- Other operating revenue increased by 38% from R18,0m to R11,0m, mainly as a result of reduced box office and production revenue.
- Interest received remained constant from R0,6m to R0,6m despite lower interest rates which was compensated for by improved cash flows for short-term investment.

OPERATING EXPENSES

A comparison between 2021 and 2020 shows a decrease of R14,9 million in total expenses incurred.







	Administrative Expenses	Amortisation & Depreciation	Compensation of Employees	Production Expenses
2021	28 229	16 164	37 305	2 745
2020	36 274	16 322	42 253	4 378

ADMINISTRATIVE EXPENSES (excluding amortisation and depreciation) decreased from R36,4m to R28,2m.

Substantial decreases include:

- Repairs and maintenance increased by 303% to R1,6m due to the appointment of the infrastructure facilities management facilitator.
- Electricity and water consumption reduced by R5 million from R8,6 m to R3,6 m due to the theatre not being operational for productions for a substantial period during the COVID-19 pandemic.
- Transport related expenses decreased by 94% due to COVID-19 which resulted in a major shutdown in operations and performances, and most governance meetings being held on a virtual platform instead of physical meetings.

Compensation of employees decreased by 11% from R42,2m to R37,5. This was mainly as a result of no annual salary adjustment for the 2021 financial year, no overtime worked, and where positions became vacant, no replacements were appointed..

Production costs decreased by 35,6% to R2,7m. This was mainly as a result of reduced theatre activities.

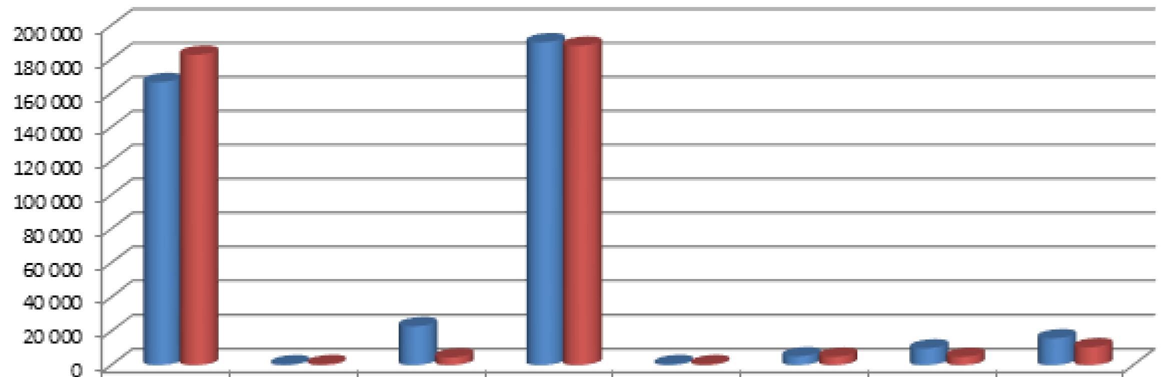
OPERATING DEFICIT

An operating deficit of R3,2m (2020 deficit of R13,7m) was achieved for this financial year. The operating deficit is mainly the result of the high depreciation charge as a result of the significant increase in the leasehold improvements and capital equipment acquired over the past few years. We have however managed to turn things around by managing costs much more effectively through our turnaround strategy.

Provision for post-retirement medical benefit

The actuarial valuation, as well as current contributions paid, resulted in a liability being increased from R0,767m in 2020 to R0,836 million in 2021.

FINANCIAL POSITION (R'000)



	Non-current assets	Current assets - non cash	Current assets - cash resources	TOTAL ASSETS	Non-current liabilities	Current liabilities - other	Current liabilities - deferred government grant	TOTAL LIABILITIES
2021	166 586	545	22 943	190 073	696	5 250	9 894	15 839
2020	182 710	709	4 637	188 056	636	5 016	4 978	10 630

The decrease in non-current assets is due to the very few additions to property, plant and equipment and a significant depreciation charge of R16,1 m for the year.

The decrease in non-cash current assets is due to the decrease in receivables mostly as a result of mimimal production activities for the year due to COVID-19.

The increase in cash resources is as a result of a reduction in expenditure due to our turnaround strategy which improved cash flows.

Non-current liabilities increased slightly due to the increase in the actuarial valuation of the post-retirement medical benefit.

Current liabilities (other) increased primarily due to an increase in unspent government grants.

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON ARTSCAPE

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of Artscape set out on pages 68 to 99, which comprise the statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of Artscape as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act of South Africa Act No. 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.

4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of this matter.

Unspent government grants

7. As disclosed in note 9 to the financial statements, the entity reported a materiall underspending of the grant received from the Department of Sport, Art and Culture for capital works of R9,5 million (2020: R4,0 million).

Responsibilities of the accounting authority for the financial statements

8. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

9. In preparing the financial statements, the accounting authority is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

10. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

12. In accordance with the Public Audit Act No. 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

13. My procedures address the usefulness and reliability of the reported performance information, which must be based on the entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the entity's annual performance report for the year ended 31 March 2021:

Programmes	Pages in the annual performance report
Programme 2 – Business Development	23

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

16. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
    - Programme 2: Business Development

17. I draw attention to the matter below.

Achievement of planned targets

18. Refer to the annual performance report on page 23 for information on the achievement of planned targets for the year and explanations provided for the over achievement of targets.

Report on the audit of compliance with legislation

Introduction and scope

19. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

20. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

21. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report, which includes the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in this auditor's report.

22. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

23. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

24. If based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact.

25. I have nothing to report in this regard.

Internal control deficiencies

26. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

27. I did not identify any significant deficiencies in internal control.

Auditor - General

Cape Town
16 August 2021

AUDITOR-GENERAL
SOUTH AFRICA

Annexure – Auditor-General's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the entity's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
   - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
   - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
   - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the the accounting authority.
   - conclude on the appropriateness of the accounting authority use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Artscape to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a entity to cease operating as a going concern
   - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

4. I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

ANNUAL FINANCIAL STATEMENTS

STATEMENT OF RESPONSIBILITY

The Public Finance Management Act 1999 (Act No 1 of 1999) requires the Accounting Authority to ensure that Artscape keeps full and proper records of its financial affairs. The annual financial statements should fairly present the state of affairs of Artscape, its financial results, its performance against predetermined objectives and its financial position at year end.

The Annual Financial Statements are the responsibility of the Accounting Authority. The Auditor-General South Africa is responsible for independently auditing and reporting on the financial statements.

The financial statements have been prepared in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board. The annual financial statements are based on appropriate accounting policies, supported by reasonable and prudent judgements and estimates.

The Accounting Authority is responsible for the Institution's internal controls and risk management. These controls are designed to provide reasonable, but not absolute assurance as to the reliability of the financial statements, and to adequately safeguard, verify and maintain accountability for assets and to prevent and detect material misstatements and loss. Nothing has come to the attention of the Accounting Authority to indicate any material breakdown in the functioning of these controls, procedures and systems during the year under review.

In view of our current financial position, the Accounting Authority has every reason to believe that Artscape will be a going concern in the year ahead and has continued to adopt the going concern basis in preparing the financial statements.

Submission of Annual Financial Statements
The annual financial statements for the year ended 31 March 2021 set out on pages 68 to 99, were submitted for auditing on 31 May 2021 in terms of section 51(1)(f) of the Public Finance Management Act, 1999 (Act 1 of 1999).

....
Marlene le Roux
CHIEF EXECUTIVE OFFICER

....
Vernon van der Linde
CHIEF FINANCIAL OFFICER

ACCOUNTING AUTHORITY REPORT
for the year ended 31 March 2021

Artscape is a declared Cultural Institution in terms of Section 3 of the Cultural Institution's Act 1998, (Act 119 of 1998). The entity is listed as a schedule 3A entity (national entity) under the Public Finance Management Act, 1999 (Act 1 of 1999).
Artscape's Council acts as the Accounting Authority in terms of the Public Finance Management Act.

COUNCIL

The term of office of the following Council members, appointed by the Minister of Sport, Arts & Culture on 1 December 2017, ended on 8 December 2020:

Princess C Dlamini (Chairperson)
Dr M Jacobs
Mr R Jock
Dr N le Roux
Adv P Magona
Ms X Nduneni-Ngema
Ms T Ngoma
Dr A Vilakazi
Mr M Vulindlu

The following Council members were appointed by the Minister of Sport, Arts & Culture on 9 December 2020:

Mr R Jock (Chairperson)
Ms N Manana
Ms K Meiring
Mr S Menye
Ms X Nduneni-Ngema
Mr J Pooe
Mr P van Ryneveld

EXECUTIVE MANAGEMENT

The executive management are responsible for the day-to-day management of the Institution and are in full-time employ of the institution. As at 31 March 2020, the Executive Management consisted of the following:

Chief Executive Officer (CEO)	Marlene le Roux
Chief Financial Officer (CFO)	Vernon van der Linde
Manager: Human Resources	Lungisani Nkomo
Director: Operations	Marius Golding
Company Secretary	Ilze-Marie De Wet

NATURE OF BUSINESS

The main objective is to advance, promote and preserve the performing arts in South Africa, but predominantly in the Western Cape.

CONTROLLING ENTITY

The Department of Sport, Arts and Culture is the controlling entity and has ownership control of Artscape.

ADDRESSES

The Institution's business and postal addresses are as follows:

Business Address:	ARTSCAPE Theatre Centre, DF Malan Street, Cape Town, 8001
Postal Address:	P O Box 4107, Cape Town, 8000
Country of incorporation:	Republic of South Africa
Banker:	Nedbank Limited
Internal Auditors:	Nexia SAB&T Chartered Accountants Inc.
External Auditors:	Auditor-General South Africa

STATEMENT OF FINANCIAL POSITION
as at 31 March 2021

	Note(s)	2021 R	2020 RESTATED R
ASSETS			
Current assets			
Cash and cash equivalents	3	22 942 580	4 636 746
Trade and other receivables from exchange transactions	4	334 517	498 786
Inventory	5	210 170	210 170
		23 487 267	5 345 702
Non-current assets			
Property, plant and equipment	6	166 579 146	182 693 232
Intangible assets	7	6 362	17 210
		166 585 508	182 710 442
TOTAL ASSETS		**190 072 775**	**188 056 144**
LIABILITIES			
Current liabilities			
Trade and other payables from exchange transactions	8	4 828 616	4 824 048
Unspent government grants and receipts	9	10 174 551	5 038 452
Current portion of post-retirement medical aid liability	10	140 403	131 413
		15 143 570	**9 993 913**
Non-current liabilities			
Post-retirement medical benefit	10	695 830	635 678
		695 830	**635 678**
TOTAL LIABILITIES		**15 839 400**	**10 629 591**
Net assets		**174 233 375**	**177 426 553**
Accumulated Surplus		174 233 375	177 426 553
TOTAL NET ASSETS AND LIABILITIES		**190 072 775**	**188 056 144**

STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2021

	Note(s)	2021 R	2020 RESTATED R
REVENUE			
Revenue from non-exchange transactions			
Government grants - Operational (DSAC)		65 269 000	63 915 000
Government grants - Capital Works (DSAC)	9	1 459 925	132 540
Government grants - Incubator Programme (DSAC)	9	666 582	683 418
Government grants - PGWC	9	188 036	175 000
Government grants - City of Cape Town	9	2 000 000	2 000 000
Sponsorship - General	11	78 400	139 417
Lease (Service-in-kind)	25	10 147 243	9 309 397
Total Revenue from non-exchange transactions		**79 809 186**	**76 354 772**
Revenue from exchange transactions			
Venue rental		631 659	6 492 993
Production revenue		-	1 239 329
Other operating revenue	11	168 473	833 078
Interest earned - external investments	12	640 690	639 633
Total Revenue from exchange transactions		**1 440 822**	**9 205 033**
TOTAL REVENUE		**81 250 008**	**85 559 805**
EXPENSES			
Employee related costs	13	37 305 131	42 252 779
Repairs and maintenance	14	1 636 850	405 775
Depreciation and amortisation expense	15	16 164 259	16 322 160
Other operating expenses	16	2 745 239	4 378 812
Administrative expenses	17	26 522 565	34 413 421
Net loss from service concession agreement with Fedics	28	-	1 710 791
TOTAL EXPENSES		**84 374 044**	**99 483 738**
OTHER (LOSSES) / GAINS		**(69 142)**	**257 214**
(Loss) / Gain on provision for post-retirement medical benefit	10	(69 142)	354 909
(Loss) on sale of assets	18	-	(97 695)
CONTINUING OPERATIONS (DEFICIT)		**-3 193 178**	**-13 666 719**
TOTAL (DEFICIT) FOR THE PERIOD		**-3 193 178**	**-13 666 719**

STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2021

	ACCUMULATED SURPLUS R	TOTAL NET ASSETS R
FOR THE YEAR ENDED 31 MARCH 2019	191 093 272	191 093 272
BALANCE AT 1 APRIL 2019	191 093 272	191 093 272
Deficit for the period	-13 666 719	-13 666 719
		-
FOR THE YEAR ENDED 31 MARCH 2020	**177 426 553**	**177 426 553**
BALANCE AT 1 APRIL 2020	**177 426 553**	**177 426 553**
Deficit for the period	-3 193 178	-3 193 178
		-
FOR THE YEAR ENDED 31 MARCH 2021	**174 233 375**	**174 233 375**

Indigenous Orchestra Concert

CASH FLOW STATEMENT
for the year ended 31 March 2021

	Note(s)	2021 R	2020 RESTATED R
Cash flows from operating activities			
Receipts		**76 424 585**	**84 341 805**
Cash received from customers		1 284 927	16 287 172
Cash received from government grants		74 498 968	67 415 000
Interest received - investment	12	640 690	639 633
Payments		**58 079 425**	**82 116 385**
Cash paid to suppliers		20 650 831	40 793 599
Cash paid to employees		37 428 594	41 322 786
Net cash flows from operating activities	20	**18 345 160**	**2 225 419**
Cash flows from investing activities			
Purchase of Property, Plant and Equipment		(39 326)	(140 323)
Net cash flows from investing activities.		**(39 326)**	**(140 323)**
Net increase in cash and cash equivalents		**18 305 834**	**2 085 097**
Cash and cash equivalents at the beginning of the year		4 636 746	2 551 649
Cash and cash equivalents at the end of the year	3	**22 942 580**	**4 636 746**

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

RESTATED Actual 2020 R		Actual amounts on comparable basis 2021 R	Original Approved Budget R	Adjustment R	Final Approved Budget R	Difference between final budget and actual R
85 559 805	**INCOME**	**81 250 008**	**108 184 000**	**(21 809 000)**	**86 375 000**	**(5 124 992)**
76 215 356	Government grants	79 730 786	91 211 000	(5 330 000)	85 881 000	(6 150 214)
8 704 816	Rendering of services	878 531	15 473 000	(15 473 000)	0	878 531
639 633	Investment revenue	640 690	1 500 000	(1 006 000)	494 000	146 690
99 483 738	**OPERATING EXPENDITURE**	**84 374 043**	**108 184 000**	**(5 309 000)**	**102 875 000**	**(18 500 959)**
36 124 212	Administrative expenses	26 522 565	53 304 000	(10 265 000)	43 039 000	(16 516 435)
16 322 160	Amortisation and depreciation	16 164 259	6 372 000	10 128 000	16 500 000	-335 741
42 252 779	Compensation of employees	37 305 131	46 400 000	(6 456 000)	39 944 000	(2 638 869)
405 775	Repairs and maintenance	1 636 850	1 022 000	(300 000)	722 000	914 850
4 378 812	Production expenses	2 745 239	1 086 000	1 584 000	2 670 000	75 238
(13 923 933)	**OPERATING SURPLUS / (DEFICIT)**	**(3 124 035)**	**-**	**(16 500 000)**	**(16 500 000)**	**13 375 965**
(97 695)	Gain/(Loss) on sale of assets	-				-
354 909	Gain/(loss) on provision for post-retirement medical benefit	(69 142)				(69 142)
(13 666 719)	**SURPLUS / (DEFICIT)**	**(3 193 177)**	**-**		**(16 500 000)**	**13 306 823**
	Capital Works	**-**	**14 974 000**	**(8 000 000)**	**6 974 000**	**(6 974 000)**
(13 666 719)	**NET SURPLUS / (DEFICIT)**	**(3 193 177)**	**(14 974 000)**	**8 000 000**	**(23 474 000)**	**20 280 823**
132 540	**CAPITAL EXPENDITURE**	**1 459 925**	**14 974 000**	**(8 000 000)**	**6 974 000**	**(5 514 075)**

STATEMENTS OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS
as at 31 March 2021

Reconciliation of approved budget (deficit)/surplus with the (deficit)/surplus in the statement of financial performance

		2021 R	2020 R
Net (Deficit) per the statement of financial performance		**(3 193 177)**	**(13 666 719)**
Adjusted for:			
Decrease in capital works grant utilised	1*	6 150 214	7 782 644
(Increase)/Decrease in other operating revenue	2*	(878 531)	18 229 184
(Increase)/Decrease in interest received	3*	(146 690)	2 430 367
(Decrease) in administrative expenses	4*	(16 516 435)	(9 321 298)
(Decrease)/Increase in amortisation and depreciation	5*	(335 741)	8 839 471
(Decrease) in compensation of employees	6*	(2 638 869)	(8 647 222)
Increase/(Decrease) in repairs and maintenance	7*	914 850	(586 224)
Increase/(Decrease) in other production expenses	8*	75 238	(4 802 989)
Increase/(Decrease) in provisions for post-retirement medical benefit		69 142	(354 909)
Increase in loss on sale of fixed assets		-	97 695
Net (Deficit) per approved budget		**(16 500 000)**	**(0)**

Differences between budget and actual amounts basis of preparation and presentation

The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by functional classification to be on the same basis as the final approved budget. In addition, adjustments to amounts in the financial statements for timing differences associated with the continuing appropriation and differences in the entities covered (government business enterprises) were made to express the actual amounts on a comparable basis to the final approved budget. The amounts of these adjustments are identified in the above table.

The effect of Covid-19 had a tremendous impact on the operations of Artscape.

Explanation of differences between budget and actual amounts for the current year.

1. Capital works funds were received during the year, however, due to the national lockdown, these funds could not be spent in the year under review.
2. *- Operating revenue decreased as a result of the suspension of theatre productions as a result of the national lockdown.
3. *- The interest income increased slighly due to savings as a result of cost cutting, resulting in an improved cash position, despite lower interest rates.
4. *- Administrative expenses decreased as a result of the suspension of theatre productions due to the Covid-19 national lockdown.
5. *- Depreciation and Amortisation costs are slightly below the budgeted amount.
6. *- Employee cost is below the budgeted amount primarily due to the implementation of Artscape's cost containment actions, which resulted in the delay in filling certain vacancies, curtailment of overtime and no salary increases for the year.
7. *- Increase in repairs and maintenance is as a result of the Facilities Management expenditure, for which the funds were received and budgeted for in the prior years, but only expended in the current year.
8. 8*- Production expenses are in line with the budget.

Accounting Policies

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations, guidelines and directives issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand. All figures have been rounded to the nearest Rand. Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP. The principal accounting policies adopted in the preparation of these annual financial statements are set out below. The accounting policies applied are consistent with those used to present the previous year's financial statements, unless explicitly stated.

1.1 Going concern assumption

The financial statements have been prepared on a going concern basis in accordance with Standards of Generally Recognised Accounting Practice on a basis consistent with the prior year.

1.2 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Impairment of trade receivables

Artscape assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the management makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

Fair value estimation

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values due to the short term nature of these assets and liabilities.

Provisions and contingencies

Management judgement is required when recognising and measuring provisions and when measuring contingent liabilities. Provisions are discounted where the time value effect is material.

Property, plant and equipment and intangible assets

Artscape assesses the useful life and residual values of these assets based on the condition of the assets and the current practice for the replacement.

1.3 Property, Plant and Equipment

Land and buildings are registered in the name of the Provincial Government of the Western Cape (PGWC) and are made available to Artscape on a permanent basis. Such land and buildings not belonging to Artscape are not recognised as property, plant and equipment.

Property, plant and equipment are stated at historical cost less accumulated depreciation. Improvements to the property belonging to PGWC are capitalised and are stated at cost less accumulated depreciation. Work in progress on improvements to leased property are capitalised and are stated at cost and transferred to improvements to leased property upon completion. Vehicles, equipment, music instruments, furniture and fittings and computers are depreciated on a straight-line basis over their estimated useful lives to their residual value.

The useful life of an item of property, plant and equipment is the period over which the assets are expected to be available for use by Artscape. The residual value is the estimated amount that Artscape would obtain from the

disposal of the asset, after deducting the estimated costs of disposal, if the asset was already of the age and in the condition expected at the end of its useful life.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets, or over the term of the lease, where the lease period is shorter (as listed in note 1.6.1 below).

Surpluses and losses on disposal of property, plant and equipment are credited or charged to the statement of financial performance and is recognised as a profit or loss on disposal.

Depreciation is calculated on the straight-line method, to write off the cost of each asset to estimated residual values over its estimated useful life as follows:

Improvement to leasehold property	10 - 25 years
Motor vehicles	14 – 51 years
Cellular phones	2 years
Equipment	2 - 60 years
Musical instruments, furniture and fittings	10 - 60 years
Computer equipment	3 - 25 years

Artworks are not depreciated as their current residual value is expected to be greater than their carrying amount. Stage props and costumes are written off on acquisition. Work in progress is not depreciated and is transferred to improvement to leasehold property upon completion.

Annual reassessment of useful life

The useful life of an item of property, plant and equipment is the period over which the asset is expected to be available for use by Artscape.

The useful life of assets is reassessed on an annual basis to ensure that the estimated useful lives are still appropriate.

Where a change in the estimated useful life is identified, the change is accounted for as a change in accounting estimate on a prospective basis. In other words, the remaining value is written off on a straight-line basis over the remaining newly assessed useful life.

Residual values

Residual values are reviewed each year and, where estimates differ from those previously determined, the difference is accounted for as a change in accounting estimates on a prospective basis.

Impairment

The carrying amount of assets, other than inventories, is reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, the condition of the asset is evaluated to ascertain its value in use. Where the asset is damaged beyond repair, the fair value of the asset is its scrap value.

An impairment loss is recognised if the carrying amount of the asset exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

Reversals of impairment

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined net of depreciation or amortisation, if no impairment loss has been recognised.

1.4 Intangible Assets

Intangible assets, being identifiable non-monetary assets without physical substance, are accounted for in terms of the cost model, at cost less accumulated amortisation and any accumulated impairment losses.
Intangible assets comprise of computer software and have been assessed as having a useful life of 3 years with the amortisation charge thereon recognised on a straight line basis.
The residual value of an intangible asset is assumed to be zero as there is no expectation of disposing of it before the end of its economic life.
The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, the condition of the asset is evaluated to ascertain its value in use. Where the asset is damaged beyond repair, the fair value of the asset is its scrap value.

1.5 Inventory

Inventory is valued at the lower of cost, determined on the first-in first-out basis, and net realisable value (the estimated selling price in the ordinary course of business, less the costs necessary to make the sale).

1.6 Leases

1.6.1 Financial Leases

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to Artscape. Assets subject to finance lease agreements are capitalised at their cash equivalent and the corresponding liabilities are raised. The cost of the assets is depreciated at appropriate rates using the straight-line basis over the estimated useful lives of the assets. Lease payments are allocated between finance costs and the capital repayments using the effective interest rate method. Lease finance costs are expensed when incurred.

1.6.2 Operating Leases

Operating leases are those leases, which do not fall within the scope of the above definition. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the period of the lease.

1.7 Financial Instruments

Financial instruments recognised on the statement of financial position include cash and cash equivalents, trade and other receivables and trade and other payables. Management determines the classification of its financial assets and financial liabilities at initial recognition. The classification depends on the purpose for which the financial assets were acquired.

1.7.1 Trade and other receivables

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for doubtful debts. Trade and other receivables are assessed individually for impairment in terms of recoverability.

1.7.2 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at bank, as well as deposits held on call with banks and are stated at cost. Interest on cash in bank and call accounts are accrued on a monthly basis and disclosed as interest received in the statement of financial performance.

1.7.3 Trade and other payables

Trade and other payables comprise trade payables, accruals and amounts owed to third parties in relation to employee costs. Trade and other payables are categorised as a financial instrument under current liabilities and recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method, where applicable.

1.8 Provisions and contingencies

Provisions are recognised where the Artscape has a present legal or constructive obligation as a result of a past event; a reliable estimate of the obligation can be made and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation at the reporting date.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Contingent assets and contingent liabilities are not recognised.

1.9. Commitments

Commitments represent capital goods/services that have been approved and/or contracted, but where no delivery has taken place at the reporting date. Commitments are thus not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

1.10. Related party

Related party transaction is a transfer of resources or obligations between related parties, regardless of whether a price is charged. Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions or if the related party entity and another entity are subject to common control. The disclosure note details the related party relationships and transactions.

Individual as well as their close family members and/or entities are related parties if one party has the ability, directly or indirectly, to control or jointly control the other party or exercise significant influence over the other party in making financial and/or operating decisions.

Key management personnel are defined as the Chief Executive Officer and all other management reporting directly to the Chief Executive Officer or as designated by the Chief Executive Officer.

Artscape operates as a National Public Entity with its parent department being the Department of Sport, Arts & Culture and it is therefore regarded as a related party. As a consequence of the constitutional independence of the three spheres of government in South Africa, all entities commonly controlled by the Department of Arts & Culture are considered to be related parties.

Only transactions and balances with related parties not at arms length or not in the ordinary course of business are disclosed.

National Department of Sport, Arts & Culture (DSAC) has ownership control over Artscape. DSAC provides Artscape with an operational grant, additional funding for essential maintenance and funding for special projects and events. All public entities under the control of DSAC are also regarded as related parties.
The Provincial Government of the Western Cape (PGWC) owns the Artscape Theatre Centre. No rental for the use of the premises is being charged to Artscape.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions. Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with the entity. Only transactions with related parties not at arm’s length or not in the ordinary course of business are disclosed.

1.11 Employee benefits

1. 11.1 Short-term employee benefit

The cost of all short term employee benefits is recognised during the period in which the employee renders the related service. The provisions for employee entitlements to salaries, wages and annual leave represents the amount which Artscape has a present obligation to pay as a result of employees' service provided for at the reporting date. The provisions have been calculated at undiscounted amounts based on current salary rates.

1.11.2 Defined contribution plans

Prior to 30 September 2009 employees could elect to join either the existing pension fund, a defined benefit fund, or the newly formed Provident Fund for the Performing Arts Institutions, a defined contribution fund. Since this date, all qualifying employees had to join the defined contribution fund.
Contributions in respect of defined contribution plans are recognised as an expense in the year to which they relate.

1.11.3 Post-retirement medical benefits

With effect from 31 March 2000 the Institution changed its accounting policy relating to post-retirement medical benefit costs. Provision is made for post-retirement benefits in the form of medical aid benefits for certain employees who were pensioned prior to 1997 and employees approved by Council subsequent to this date. The total cost is assessed in accordance with the advice of qualified and independent actuaries. The amount accrued for post-retirement medical benefits are included as provisions.

The cost of providing benefits under this plan is determined using the projected unit credit actuarial valuation method. The current service in respect of the defined benefit plan is recognised as an expense in the current period. Past service costs and actuarial gains and losses relating to the above-mentioned retired employees are charged to the statement of financial performance in full in the current period.

1.12 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Interest

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:
it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; andthe amount of the revenue can be measured reliably.
Interest is recognised, in surplus or deficit, using the effective interest rate method.

Other operating revenue

Other operating revenue comprises marketing and publicity services, costume manufacturing, hiring of costumes, contributions by ticketing agent towards employee costs of Artscape's Box office staff.

1.13 Revenue from non-exchange transactions

Revenue from non-exchange transactions arises when an entity receives value from another entity without directly giving approximately equal value in exchange. An asset acquired through a non-exchange transaction shall initially be measured at its fair value as at the date of acquisition.
This revenue will be measured at the amount of increase in net assets recognised by the entity.
An inflow of resources from a non-exchange transaction recognised as an asset shall be recognised as revenue, except to the extent that a liability is recognised for the same inflow. As an entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it will reduce the carrying amount of the liability recognised as an amount equal to that reduction.
Grants received from Government are recognised as per note 1.14.
Artscape has entered into a lease agreement for the free use of certain land and buildings belonging to the Provincial Government of the Western Cape.
Sponsorship received is recognised as revenue, on a systematic basis, over the period necessary to match them with the related costs, which they are intended to compensate.

1.14 Grants and Donations

Grants related to operational expenditure is recognised as revenue when it is probable that the transfer payment will be received and the amount can be estimated reliably, unless, an obligation exists to use the transferred resources in a certain way or return the resources to the transferor. Where it is a requirement to only use the resources in a certain way with no corresponding requirement to return those resources, then no obligation exists and the revenue is recognised. Where an obligation exists, the resource is recognised as deferred revenue until the obligations are met and then recognised as revenue.

Grants related to the acquisition or construction of an asset is recognised as revenue when it is probable that the transfer payment will be received and the amount can be estimated reliably, unless, an obligation exists to use the transferred resources in a certain way or return the resources to the transferor. Where it is a requirement to only use the resources in a certain way with no corresponding requirement to return those resources, then no obligation exists and the revenue is recognised. Where an obligation exists, the resource is recognised as deferred revenue until the obligations are met and then recognised as revenue.

Donations are recognised when the expenditure relating to the donation, is incurred.

1.15 Unauthorised, Irregular and fruitless and wasteful expenditure

Unauthorised expenditure means:
overspending of a vote or a main division within a vote; and expenditure not in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.
In terms of section 55(2)(b)(i) of the Public Finance Management Act, 1999 the financial statements must include particulars of any unauthorised, irregular, fruitless and wasteful expenditure.
All unauthorised expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.
Irregular expenditure means expenditure incurred in contravention of, or not in accordance with a requirement of any applicable legislation, including the PFMA.
Irregular expenditure as defined in section 1 of the PFMA as expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including
(a) the PFMA; or
(b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act;
(c) any provincial legislation providing for procurement procedures in that provincial government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008):
Irregular expenditure that was incurred and identified during the current financial year and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.
Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required

with the exception of updating the note to the financial statements.
Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.
Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.
Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised.
All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.
All irregular and fruitless and wasteful expenditure is charged against income in the period in which they were incurred.

1.16 Budget information
The approved budget is prepared on a cash basis and presented by functional classification linked to performance outcome objectives, where possible. The approved budget covers the fiscal period from 1 April to 31 March.
The financial statements and the budget are not on the same basis of accounting. The actual financial statement information is presented on a comparable basis to the budget information. The comparison and reconciliation between the statement of financial performance and the budget for the reporting period have been included in Statement of Comparison of Budget and Actual Amounts.
The net surplus per the statement of financial performance is reconciled to the budget surplus and the material differences, as determined by the materiality and significance framework, are explained in Statement of Comparison of Budget and Actual Amounts.

1.17 Comparative figures
Comparative figures have been adjusted to conform to changes in the presentation of the current year, where necessary.

2. New Standards and interpretations

2.1 Standards and interpretations effective and adopted in the current year
In the current year, Artscape has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

	Effective Date	Expected Impact
Amendments to GRAP 34 on Separate financial statements	01-Apr-20	Not applicable
Amendments to GRAP 35 - Consolidated financial statements	01-Apr-20	Not applicable
Amendments to GRAP 36 - Investments in associates and joint ventures	01-Apr-20	Not applicable
Amendments to GRAP 37 - Joint arrangements	01-Apr-20	Not applicable
Amendments to GRAP 38 - Disclosure of interests in other entities	01-Apr-20	Not applicable
Amendments to GRAP 104 - Financial Instruments (revised)	To be determined	Not material
Amendments to GRAP 110 - Living and non-living resources	01-Apr-20	Not applicable
Amendments IGRAP 2 on Accounting for adjustments to revenue	01-Apr-20	Not material
GRAP 109 - Accounting by Principals and agents	01-Apr-20	Not material

All applicable standards will be adopted at its effective date.

2.2 Standards and interpretations issued, effective 1 April 2021
At the date of authorisation of the financial statements for the year ended 31 March 2021, the following standards were issued but not yet effective and management is of the opinion that the impact of the application of the standards will be as follows:

Directive 14 on The application of Standards of GRAP by public entities that apply IFRS standards:
This will not have an effect on the financial position and performance or disclosure of Artscape as the statement will not apply to Artscape.

Guideline on Accounting for landfill sites:
This will not have an effect on the financial position and performance or disclosure of Artscape as the statement will not apply to Artscape.

Guideline on the application of materiality to financial statements:
This will not have a material effect on Artscape.

Improvements to the Standards of GRAP (2020)

	2021 R	2020 R
3. Cash and Cash Equivalents		
Cash and cash equivalents consist of the following:		
Cash on hand	**17 365**	**23 423**
Cash at bank - Nedbank	1 016 340	1 002 224
Call deposit and investments - Nedbank	21 908 875	3 611 099
Total Cash and cash Equivalents	**22 942 580**	**4 636 746**
Bank balances held in respect of unutilised grants	10 174 551	5 038 452
Bank balances excluding unutilised grants	12 768 029	-401 706
	22 942 580	**4 636 746**

Cash and cash equivalents held by the entity in respect of unutilised grants are not available for use for any other purpose other than that specified by the funder.

4. Trade and Other Receivables from Exchange Transactions

	Balance as at 31 March 2021		
	Gross Balances R	Impairment R	Net Balance R
Trade receivables	457 680	(159 798)	297 882
Prepayments	-	-	-
Other sundry debtors	36 635	-	36 635
Total	**494 315**	**(159 798)**	**334 517**

	Balance As At 31 March 2021		
	Gross Balances R	Impairment R	Net Balance R
Trade receivables	604 053	(120 073)	439 980
Other sundry debtors	14 806	-	14 806
Total	**618 859**	**(120 073)**	**498 786**

	2021 R	2020 R
Ageing of trade receivables		
Current (0 – 30 days)	9 249	259 613
31 - 60 Days	29 100	77 489
61 - 90 Days	-	195 079
91 + Days	419 331	71 871
Impairment of debts	(159 798)	(120 073)
Total	**297 882**	**483 980**
Reconciliation of the doubtful debt provision		
Balance at beginning of the year	120 073	40 669
Contributions to provision	39 725	79 404
Doubtful debts written off against provision	-	-
Reversal of provision	-	-
Balance at end of year	**159 798**	**120 073**

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above.

The amounts are subject to the Artscape's standard credit terms and are due within a maximum of either 30 days after month end or the payment terms stated on the initial contract with the debtor.

	2021 R	2020 R
At 31 March 2021, trade and other receivables can be analysed as follows:		
Neither past nor due	9 249	259 613
Past due but not impaired	288 633	224 367
Past due and impaired	159 798	120 073
	457 680	**604 053**
The ageing of amounts past due but not impaired is as follows:		
30 days past due	288 633	224 367

5. Inventory

	2021	2020
Costumes	210 170	210 170
	210 170	**210 170**

6. Property, Plant and Equipment

	2021			2020		
	Cost R	Accumulated Depreciation & Impairment R	Carrying Value R	Cost R	Accumulated Depreciation & Impairment R	Carrying Value R
Motor Vehicles	785 492	(740 713)	44 779	785 492	(698 551)	86 941
Equipment	40 405 541	(25 876 231)	14 529 310	40 405 541	(19 657 067)	20 748 474
Musical instruments	457 802	(405 086)	52 716	457 802	(389 977)	67 825
Furniture & Fittings	10 993 670	(6 504 682)	4 488 988	10 993 670	(5 561 888)	5 431 782
Computer Equipment	2 218 836	(1 993 773)	225 063	2 179 512	(1 801 425)	378 087
Improvement to leased property	212 062 051	(65 046 205)	147 015 846	212 062 051	(56 304 372)	155 757 679
Artworks	222 444	-	222 444	222 444	-	222 444
Total	**267 145 836**	**(100 566 690)**	**166 579 146**	**267 106 512**	**(84 413 280)**	**182 693 232**

Reconciliation of Property, Plant and Equipment - 2021

	Carrying Value Opening Balance R	Additions R	Disposals R	Depreciation R	Transfer in/out R	Carrying Value Closing Balance R
Motor Vehicles	86 941	-	-	-42 162	-	44 779
Equipment	20 748 476	-	-	(6 219 165)	-	14 529 310
Musical instruments	67 825	-	-	(15 109)	-	52 716
Furniture & Fittings	5 431 782	-	-	(942 793)	-	4 488 988
Computer Equipment	378 087	39 326	-	(192 348)	-	225 065
Improvement to leased property	155 757 679	-	-	(8 741 833)	-	147 015 846
Artworks	222 444		-	-	-	222 444
Total	**182 693 232**	**39 326**	**-**	**(16 153 411)**	**-**	**166 579 148**

Reconciliation of Property, Plant and Equipment - 2020

	Carrying Value Opening Balance R	Additions R	Disposals R	Depreciation R	Transfer in/out R	Carrying Value Closing Balance R
Motor Vehicles	130 428	-	-	-43 486	-	86 941
Equipment	27 082 610	15 262	(97 695)	(6 251 703)	-	20 748 474
Musical instruments	82 969	-	-	(15 145)	-	67 825
Furniture & Fittings	6 374 381	-	-	(942 600)	-	5 431 782
Computer Equipment	695 985	-	-	(317 898)	-	378 087
Improvement to leased property	164 367 047	125 062	-	(8 734 431)	-	155 757 679
Artworks	222 444		-	-	-	222 444
Total	**198 955 864**	**140 324**	**(97 695)**	**(16 305 263)**	**-**	**182 693 232**

Included in Property, Plant and equipment are service concession assets to the value of R 91,670 (2020: R 343,756) - refer to note 28

7. Intangible Assets

Reconciliation of Carrying Value

	2021			2020		
	Cost R	Accumulated Depreciation & Impairment R	Carrying Value R	Cost R	Accumulated Depreciation & Impairment R	Carrying Value R
Computer Software	840 572	(834 210)	6 362	840 572	(823 362)	17 210
Total	**840 572**	**(834 210)**	**6 362**	**840 572**	**(823 362)**	**17 210**

Reconciliation of Intangible Assets - 2021

	Carrying Value Opening Balance R	Additions R	Disposals R	Amortisation R	Impairment R	Carrying Value Closing Balance R
Computer Software	17 210	-	-	(10 848)	-	6 362
Total	**17 210**	**-**	**-**	**(10 848)**	**-**	**6 362**

Reconciliation of Intangible Assets - 2020

	Carrying Value Opening Balance R	Additions R	Disposals R	Amortisation R	Impairment R	Carrying Value Closing Balance R
Computer Software	34 107	-	-	(16 897)	-	17 210
Total	**34 107**	**-**	**-**	**(16 897)**	**-**	**17 210**


Women and Humanity Arts Festival

	2021	2020 RESTATED
	R	R
8. Trade and Other Payables from Exchange Transactions		
Trade payables	3 089 541	3 112 411
Staff leave accrual	980 683	1 136 408
Payables to third parties	758 392	575 229
	4 828 616	**4 824 048**
9. Unspent government grants and donations		
DEPARTMENT OF SPORT, ARTS&CULTURE		
Capital works		
Carrying amount at beginning of year	4 029 161	2 186 701
Amount received for capital works	6 974 000	1 975 000
Amount utilised for capital works	(1 459 925)	(132 540)
Carrying amount at end of year	**9 543 236**	**4 029 161**
Incubator Programme		
Carrying amount at beginning of year	666 582	-
Amount received for incubator programme	-	1 350 000
Amount utilised for incubator programme	(666 582)	(683 418)
Carrying amount at end of year	**-**	**666 582**
Total carrying amount at end of year	**9 543 236**	**4 695 743**
PROVINCIAL DEPARTMENT OF THE WESTERN CAPE		
Maintenance		
Carrying amount at beginning of year	-	-
Amount received for maintenance	200 000	175 000
Amount utilised for maintenance	(136 113)	(175 000)
Carrying amount at end of year	**63 887**	**-**
EPWP		
Carrying amount at beginning of year	2 625	2 625
Amount received for sponsored projects (EPWP)	55 968	-
Carrying amount at end of year	**58 593**	**2 625**
Arts		
Carrying amount at beginning of year	280 000	-
Amount received for Arts Organisations/Programmes	-	280 000
Amount utilised	(51 923)	-
Carrying amount at end of year	**228 077**	**280 000**
CITY OF CAPE TOWN		
Arts Programmes		
Carrying amount at beginning of year	-	-
Amount received for Arts Programmes	2 000 000	2 000 000
Amount utilised	(2 000 000)	(2 000 000)
Carrying amount at end of year	-	-
Total carrying amount of unspent government grants at end of year	**9 893 793**	**4 978 368**
Unspent sponsorship	**280 758**	**60 084**
Total Unspent Grants and Donations	**10 174 551**	**5 038 452**

In terms of GRAP 23 the unspent government grants and sponsorships will be recognised to revenue as and when the conditions of the grants and sponsorships have been complied with. Refer to note 24.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2021	2020 RESTATED
	R	R
10. Post-Retirement Medical Benefit		

Provision is made for certain post-retirement medical benefit by funding a portion of the medical contributions of eligible retired employees. Refer to note 22.

	2021	2020 RESTATED
Gross carrying amount at beginning of year	767 091	1 122 000
Interest cost	66 825	79 918
Expected benefit payment	(245 868)	(250 884)
Actuarial (gain)/loss	248 185	(183 943)
Gross carrying amount at end of year	**836 233**	**767 091**
Accounted for as follows:		
Non-current liabilities	695 830	635 678
Current liabilities	140 403	131 413
	836 233	**767 091**
Movement of Post-retirement medical benefit liabilities		
Expected benefit payment	(245 868)	(250 884)
Interest cost	66 825	79 918
Actuarial loss/(gain)	248 185	(183 943)
Total actuarial loss/ (gain)	**69 142**	**(354 909)**

11. Other operating revenue

	2021	2020 RESTATED
	18 840	416 771
Revenue from exchange transactions	-	10 200
Manufacturing services	149 633	406 107
Marketing and advertising	**168 473**	**833 078**
Other revenue *		
Total		

* Included in Other revenue, is the agent's contribution towards Artscape's Box office costs, as well as it's contributions towards collection and transportation of cash resulting from ticket sales (refer to note 30)

	2021	2020 RESTATED
Revenue from non-exchange transactions		
Sponsorship - General	**78 400**	**139 417**

12. Interest Earned - External Investments

	2021	2020 RESTATED
Bank - Call account and Short term investments	640 690	639 633
Total	**640 690**	**639 633**

13. Employee Related costs

	2021	2020 RESTATED
UIF contributions	158 604	183 342
Provident fund contributions	4 315 240	4 391 363
Medical aid contributions	2 983 858	2 939 221
Post retirement medical aid contribution	315 055	242 160
Overtime and shift allowances	52 095	1 070 309
Gross salaries, wages and other allowances	29 603 742	32 496 392
Provision for accumulated leave	(123 463)	929 992
Total	**37 305 131**	**42 252 779**

	2021 R	2020 RESTATED R
14. Repairs and Maintenance		
Repairs and Maintenance during the year	176 925	393 775
Facilities Management Expenditure	1 459 925	12 000
Total	**1 636 850**	**405 775**

15. Depreciation and Amortisation Expense

Property, plant and equipment	16 153 411	16 305 263
Intangible assets	10 848	16 897
Total	**16 164 259**	**16 322 160**

16. Other operating expense

Production expenses *	2 745 239	4 260 012
Management fee to Fedics for service concession agreement (refer note 28)	-	118 800
Total	**2 745 239**	**4 378 812**

*Commission paid to the ticketing agent for Artscape's own productions, have been included in production expenses (refer to note 30)

17. Administrative expenses

External auditor's remuneration	2 043 169	2 184 212
Internal auditor's remuneration	245 276	307 082
Bad debts	39 725	79 403
Bank charges	48 543	69 447
Catering service	104 464	0
Cleaning service	2 990 392	3 274 875
Consultancy fees	52 038	169 983
IT maintenance and support	939 585	835 857
Council and sub-committee members' remuneration	264 374	187 968
Electricity and water	3 558 336	8 591 487
Insurance	189 953	176 953
Legal fee	-	5 391
Manufacturing consumables	300	6 541
Security services	3 851 632	4 065 287
Marketing and publicity	401 473	1 172 965
Operating leases	70 023	78 139
Office cost and telephone	829 715	1 150 660
Operating consumables	66 290	230 174
Other sundry expenses	504 440	437 449
Lease (Service-in-kind)	10 147 243	9 309 397
Staff related expense	83 400	568 667
Transport and travelling cost	92 194	1 511 484
Total	**26 522 565**	**34 413 421**

	2021 R	2020 RESTATED R
18. Loss on sale of assets		
Property, plant and equipment	-	(97 695)
Total	**-**	**(97 695)**

19. Operating lease

The operating leases comprise rentals charged for the leases of telephone and photocopier equipment. The minimum operating lease commitments for these non-cancellable operating leases are:

Due within one year	23 662	31 549
Due later than one year but not later than five years	7 887	7 887
	31 549	**39 436**

20. Cash flows from operating activities

Deficit for the year	(3 193 178)	(13 666 719)
Adjustment for :		
(Loss) on sale of Property plant Equipment	-	97 695
Non-cash transactions		
Depreciation and Amortisation	16 164 259	16 322 160
Increase/(Decrease) in provision for post-retirement benefit obligation	69 142	(354 909)
Operating surplus before working capital changes:	**13 040 223**	**2 398 227**
Decrease/(Increase) in trade and other receivables	164 269	(103 772)
Increase in conditional grants and receipts	5 136 099	2 667 249
Increase/(decrease) in trade and other payables	4 569	(2 736 285)
	5 304 937	(172 808)
Net cash flows from operating activities	**18 345 160**	**2 225 419**

Mantis and the Bee

	2021	2020 RESTATED
	R	R
21. Remuneration		
21.1 Emoluments of Non-Executive Management and Members of Accounting Authority/Committee		
Council Members: (1 April 2020 - 08 December 2020)		
Princess C Dlamini (Chairperson)	17 664	15 554
Dr M Jacobs	10 900	15 910
Mr R Jock	14 626	27 150
Dr N le Roux	9 155	11 332
Adv P Magona	1 349	12 630
Ms X Nduneni-Ngema (employed by JHB Theatre, City of JHB - no fee payable)	0	-
Ms T Ngoma	3 702	15 924
Dr A Vilakazi (employed by Coega - no fee payable)	0	-
Mr M Vulindlu (employed by City of Cape Town - no fee payable)	0	-
	57 396	**98 500**
Audit and Risk Committee Members: (1 April 2020 - 08 December 2020)		
Mr R Jock (Chairperson)	30 660	18 396
Adv P Magona (Chairperson) until 16 August 2018	-	6 132
Dr M Jacobs	18 600	11 160
Ms T Maharaj	11 160	7 322
Mr R Rhoda	18 600	21 184
Dr A Vilakazi (employed by Coega - no fee payable)	-	-
	79 020	**64 194**
Human Resources Committee Members: (1 April 2020 - 08 December 2020)		
Mr M Vulindlu (Chairperson)(employed by City of Cape Town - no fee payable)	-	-
Mr R Jock	10 415	8 710
Dr N le Roux	7 848	6 540
Adv P Magona	8 911	3 924
	27 174	**19 174**
Social, Ethics and Transformation Committee: (1 April 2020 - 08 December 2020)		
Dr M Jacobs (Chairperson)	7 848	2 616
Ms X Nduneni-Ngema (employed by JHB Theatre, City of JHB - no fee payable)	-	-
Ms T Ngoma	6 968	3 484
	14 816	**6 100**
Council Members: (09 December 2020 - 31 March 2021)		
Mr R Jock - (Chairperson)	25 308	-
Ms N Manana	7 848	-
Ms X Nduneni-Ngema (employed by JHB Theatre, City of JHB - no fee payable)	-	-
Ms K Meiring	7 848	-
Mr M Menye	5 232	-
Mr J Pooe	7 848	-
Mr P van Ryneveld	15 696	-
	69 780	**-**
Audit and Risk Committee Members: (09 December 2020 - 31 March 2021)		
Mr P van Ryneveld (Chairperson)	6132	-
Ms N Manana	3 720	-
Mr M Menye	3 720	-
	13 572	**-**
Social Ethics and Human Resources Committee Members: (09 December 2020 - 31 March 2021)		
Ms X Nduneni-Ngema (Chairperson)(employed by JHB Theatre, City of JHB - no fee payable)	-	-
Ms K Meiring	2 616	-
Mr J Pooe	-	-
	2 616	**-**
Total emoluments of Council and Committees	**264 374**	**187 968**

21.2 Emoluments of executive directors

	Basic salary and allowances	Social Contributions	2021 Total	2020 Total
Ms M Le Roux (CEO)	1 569 642	440 183	2 009 825	2 087 426
Mr V van der Linde (CFO)	1 242 526	196 624	1 439 150	1 439 149
Mr M Golding (Director : Operations)	1 231 519	203 536	1 435 055	1 427 327
	4 043 687	**840 343**	**4 884 030**	**4 953 902**

	2021	2020
22. Employee Benefit		
Provision for staff accumulated Leave	**980 683**	**1 136 408**

Provident fund contributions

89 (2020: 93) employees are members of the Performing Arts Institutions Provident fund which is a defined contribution plan.

Employer and Employee contributions in the current year amounted to R4,315,240 (2020: R4,391,363).

Post retirement medical benefit

Artscape operates a post-retirement benefit scheme for eligible retired employees. The liability raised is in respect of the 3 (2020: 3) qualifying employees. The cost of this is recognised, as determined by independent actuaries, over the estimated service lives of the employees concerned. The most recent valuation of this liability was 31 March 2021.

Trend Information

The trend information as required by GRAP 25 for the previous 5 years, determined by the independent actuaries is:

	R'000				
	Mar-21	Mar-20	Mar-19	Mar-18	Mar-17
Present value of obligations	836	767	1 122	1 240	1 716
Fair value of plan assets	-	-	-	-	-
Present value of obligations in excess of plan assets	836	767	1 122	1 240	1 716
Experience adjustments					
(Actuarial gain/(loss) before changes in assumptions)					
In respect of present value of obligations	(0.32)	0.18	(0.027)	0.083	0.119
In respect of fair value of plan assets	-	-	-	-	-

Valuation method and main assumptions

The actuarial valuation method used by the actuaries to value the liabilities is the Projected Unit Credit Method prescribed by GRAP 25. Future benefits valued are projected using specific actuarial assumptions and the liability for in-service member is accrued over expected working lifetime. Any plan assets are valued at current market value as required by GRAP 25. In order to undertake the valuation, it is necessary to make a number of assumptions.

The most significant assumptions used for the current and previous valuations were a discount rate of 9.08% (2020: 10.33%) and health care cost inflation of 7.62% (2020: 7.4%).

Sensitivity Results
The results of the valuation are extremely sensitive to the assumptions used.
The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted. The liability was recalculated to show the effect of:

A one percentage point decrease or increase in the rate of health care cost inflation;
A one percentage point decrease or increase in the discount rate.

	Health Care Cost Inflation		
	Central Assumption 7.62%	**-1%**	**1%**
Accrued contributions liability as at 31 March 2021 (R' 000) % Change	836	877	799
Current service cost + Interest cost 2020/21 % Change	0.0691	0.065	0.074
	Discount rate		
Sensitivity results from previous valuation	**Central Assumption 9.08%**	**-1%**	**1%**
Accrued contributions liability as at 31 March 2021 (R' 000) % Change	836	797	879
Current service cost + Interest cost 2020/21 % Change	0.069	0.067	0.071

23. Financial Instruments and Risk Management
23.1 Financial instruments
Financial instruments carried on the statement of financial position are classified as financial assets and as financial liabilities in terms of GRAP 104 and consist of trade and other receivables, cash and cash equivalents and trade and other payables.
In accordance with GRAP104.45 the financial liabilities and assets of Artscape are classified as follows:

	2021 R	**2020 R**
Financial Assets carried at amortised cost		
Cash and cash equivalents	22 942 580	4 636 746
Trade and other receivables (excluding prepayment)	334 517	498 786
	23 277 097	**5 135 532**
Financial Liabilities carried at amortised cost		
Trade and other payables	4 828 616	4 824 048
Unspent government grants and receipts	10 174 551	5 038 452
	15 003 167	**9 862 500**

23.2 Fair Value
At 31 March 2021 and 31 March 2020 the carrying values of financial instruments reported in the financial statements approximate their fair value.

23.3 Credit Risk
Cash and cash equivalents
Credit risk is mitigated by the fact that Artscape only deposits cash surpluses with major banks of high credit standing. The maximum exposure to credit risk at the reporting date is the bank balances as disclosed in the Statementof Financial Performance . The table below shows the credit rating and balances of the banks used by Artscape.

	Rating	**2021**	**2020**
Nedbank Limited	AA1	22 925 215	4 613 323

Trade and Other Receivables
Credit risk is mitigated through management's assessment of the credit quality of debtors, taking into account their financial position, payment history, their production track record and the perceived perception of the quality of the production prior to it being staged. Each production is assessed individually and the agreement is negotiated and assessed in consultation with and the respective producer or promoter. Without classifying debtors differently, the assessment is done to ensure a fair practice an equitable agreement for all users of the same space whilst ensuring the presentation of excellent and varied products, meeting audience expectations and public demand. No collateral is held for any debtor.

The maximum exposure to credit risk at the reporting date is the fair value of trade and other receivables as disclosed in note 4. The two (2020: eleven) debtors that constitute 70% of the trade receivables balance have a favourable payment history. The recoverability of amounts due by the professional arts companies associated with Artscape is dependent on the continued public and private funding for these art companies which is needed to continue their operations. Management is of the opinion that these debts are fully recoverable.

23.4 Liquidity Risk
Artscape manages liquidity risk by monitoring its cash flow requirements. Council is of the opinion that the net carrying value of the liabilities approximate their fair value and that Artscape has sufficient resources to settle its short term liabilities.

The table below analyses Artscape's financial liabilities into maturity groupings based on the remaining period at the reporting date to the contractual maturity date.

Maturity analysis		
2021	Less than 12 months	Over 12 months
Trade payables	3 089 541	
Leave accruals	980 683	
Other payables	758 392	

Maturity analysis		
2020	Less than 12 months	Over 12 months
Trade payables	3 112 411	
Leave accruals	1 136 408	
Other payables	575 229	

The deferred government grant revenue is not a financial liability as it is similar to revenue received in advance, and has been excluded from the maturity analysis. It will only become a financial liability if it becomes re-payable.

	2021 R	2020 R

24. Related Parties

24.1 Department of Sport, Arts & Culture

The National Department of Sport, Arts & Culture (DSAC) has ownership control over Artscape. DSAC provides Artscape with an operational grant, additional funding for essential maintenance and funding for special projects and events.
All public entities under the control of DSAC are related parties. Except for the transaction with the DSAC public entities listed below, Artscape had no transactions with any of the other entities.

Details of the transactions between DSAC and Artscape are as follows:
Revenue received

	2021 R	2020 R
Operational grant	65 269 000	63 915 000
Capital works grant	6 974 000	1 975 000
Incubator programme	-	1 350 000
Total revenue received for the year	**72 243 000**	**67 240 000**
Amount deferred as balance as at year end	**9 543 236**	**4 695 743**

The deferred government grant will be fully utilised during the 2021/2022 financial year as part of the capital works and maintenance projects.

24.2 Provincial Government of the Western Cape

The Provincial Government of the Western Cape (PGWC) owns the Artscape Theatre Centre. No rental for the use of the premises is being charged to Artscape. PGWC is responsible for the structural maintenance of the building and the maintenance of stages.

Details of the transactions between Artscape and PGWC are as follows:

	2021 R	2020 R
Revenue received		
Annual maintenance	200 000	175 000
Contribution to EPWP internship programme	55 968	-
Contribution to Arts Organisations/Programmes	-	280 000
Total revenue received for the year	**255 968**	**455 000**
Amount deferred as balance as at year end	**350 557**	**282 625**

The management of Artscape are responsible for planning, directing and controlling the activities of Artscape. As a result, the board members and directors are related parties to Artscape. Their remuneration is disclosed under notes 21.

25. Service In Kind

Artscape occupies premises owned by the Western Cape Provincial Government, free of charge. The value of the use of the premises has been calculated at R 10,147,243 (2020: R 9,309,397) assuming an annual increase of 9%. These amounts have been recognised as income and expenditure in the Statement of Financial Performance.

26. Irregular Expenditure

Reconciliation of irregular expenditure

	2021 R	2020 R
Opening balance *	33 367 000	28 665 449
Irregular expenditure - due to supply chain deviation**	33 003	
Irregular expenditure - due to supply chain deviation***	-	4 701 551
Irregular expenditure for the current period	**33 003**	**4 701 551**
Less: Condoned or written off by relevant authority	-	-
Irregular expenditure at end of year awaiting condonation	33 400 003	33 367 000

*Included in the 2020 opening balance of R 28,665,449 is an amount of R 20,368,977. Funds were approved, allocated and received from DSAC for capital works (R20 368 977) in 2018/2019 but it was not reflected in the submitted budget because Artscape was not privy to what the allocation would be ahead of the budget being submitted. The Auditor General (AG) deemed the allocation as overspending on the budget, even though it was well within the approved capital allocation from DSAC.

**

The current year irregular expenditure relates to the appointment of an insurance broker at the cost of R 33 003 which did not follow a due process. This has been corrected and a proper procurement process was followed in the 2021/2022 financial year.

*** The irregular expenditure for prior year comprise of the following:

1. Artscape presented various programmes during the year and engaged arts companies and artists to stage productions for these programmes. Where the intellectual property rights for a production are owned by a specific arts company or where a specific artist has legally obtained the rights for the production, these specific arts companies and/or artists have to be appointed. Artists are also engaged on the basis that they are relevant and will attract audiences, either as individual performers or featuring in a production. The Supply Chain Policy of Artscape makes allowance for the procurement of arts companies and artists in this manner and prior to engagement, the rights or ownership of the production are confirmed. For the financial year 2019/2020 Artscape has engaged arts companies for our programmes on this basis, which has always been the acceptable best practice at the entity and at other performing arts entities. Artscape however now realized that in order to regularize this best practice, Treasury condonation had to be obtained prior to deviating from the required sourcing of three quotations. The total of these appointments amounted to R 1710 900.

2. Cleaning Services - The cleaning contract terminated on 31 March 2019. The tender process could not be finalised and the service provider's contract was extended to 31 August 2019. An extension of the old contract should not exceed 15% of the original contract value without approval from National Treasury. Hence the cleaning contract charges from 1 April 2019 to 31 August 2019 amounting to R 1 191 734 would be deemed irregular. A new appointment following a proper bidding process resulted in the appointment of a service provider from 1 September 2019.

3. Travel management Service - A travel company was initially appointed following a due process. However as they failed to deliver the service, the 2nd place bidder who was the cheapest of all the bidders, was then appointed to perform the service. In terms of Treasury Regulation 16A6.4 under emergency circumstances, it may be possible to procure without competitive bids. However the AG did not agree as they are of the opinion that the appointment process of appointing the service provider was not done properly. The total of these travel services deemed to be irregular amounted to R 651 451. A Tender for Travel services was issued on 13 December 2019. An appointment of a new travel agent was made with effect from 1 April 2020.

	2021 R	2020 RESTATED R

4. Staff transport services - On 15 October 2018, Treasury granted Artscape approval to approach a compliant service provider after they had been informed of the challenges faced with obtaining quotations for shuttle services. The approval letter did not indicate a validity period and Artscape incorrectly assumed that it would apply for a period of at least three (3) years. It is now clear that tenders should have been invited again for the 2019/2020 financial year and the expenditure incurred during this financial year, amounting to R787,500 is thus seen as irregular.

The previous Council has approved and condoned the previous irregular expenditure of R 33,367,000. However, we are awaiting feedback from National Treasury to enable Council to write it off.

27. Commitments

Artscape had outstanding Capital commitments in respect of orders placed for goods and services but not yet received or rendered at year end.

	2021 R	2020 RESTATED R
Capital expenditure	7 607 568	-
	7 607 568	**-**

28. Service concession arrangement: Grantor (GRAP32)

Artscape concluded a service agreement with a Service Provider with effect from 1 April 2008 to operate the restaurant and bars at the Artscape theatre complex. The restaurant and bars provided an enhanced theatre experience to the patrons of Artscape when they attend a performance as it enabled them to enjoy a meal and drinks prior to the show, or drinks and snacks during the intervals or after performances. This service provider was appointed as an independent contractor and neither service provider nor any employees of the service provider were employees of Artscape.

The initial agreement was for a period of 3 years expiring 31 March 2011 but with an automatic extension of afurther 12 months to 31 March 2012 unless it was terminated by any of the two parties to the agreement. Either party could terminate the agreement by giving written notice to the other party at least 90 days prior to the expiry date of the initial period or any subsequent extended period. This contract with the service provider wasextended on numerous occasions until it was finally terminated on 31 March 2020.

Artscape provided the facilities (space as well as equipment and utensils) to the service provider to enable them to provide the service to Artscape patrons. The expenditure incurred by the service provider in providing such aservice as well as the revenue which was derived from such a service, accrued to Artscape. Artscape also paidthe service provider a monthly management fee to operate the restaurant and bar service for Artscape. As the service over the past few years resulted in the expenditure exceeding the income, the service was terminated toenable Artscape to consider a new operating model.
In the prior years this relationship was not recognised as per requirement of GRAP 32 - Service concession arrangement: Grantor
This correction has been corrected retrospectively, starting from the 2018/2019 Financial Year.

28.1 Service concession - Revenue and Expenses

	2021 R	2020 RESTATED R
Net loss	-	1 710 791

Concessionary Assets

The following Artscape assets stated at net book value, and included under PPE (note 6), were concessionary assets provided to Fedics in order to provide the agreed service.

	2021 R	2020 RESTATED R
Concessionary PPE	91 670	343 756

These assets are included in Property Plan and Equipment (refer to note 6)

29. Segment Reporting

It is the view of management that the programmes of the Artscape are not segments in terms of the definition in GRAP 18 and therefore segment reporting is not required. Management's considerations whether segments exist are the following: GRAP 18, paragraph 5 defines a segment as follows: "A segment is an activity of an entity:

(a) that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
(b) whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
(c) for which separate financial information is available."

Taking the Artscape's programmes into consideration and the types of internal management reports as well as the annual financial statements, the following can be deduced when assessed against the definition of segment reporting:

Administration Programmes are support functions to the entity for it to generate economic benefits. Business development programmes cannot generate economic benefits alone and they can not been seen as segments. Public Engagement Programmes on the other hand do not generate economic benefits. All reporting is done on an aggregated economic reporting level.

Programmes are based on the Artscape's functional activities with support service departments bearing the cost of a general nature. Accordingly data is not analysed for allocation to individual departments.

30. Principal /Agent Agreement : GRAP 109

Artscape concluded an agreement with Computicket, a national ticketing agent on 10 May 2018 in terms of which Computicket is appointed as a ticketing agent for all allocated events submitted via an Event Information Sheet. In terms of this arrangement, Artscape is the principal and Computicket is the agent.

In terms of the agreement, Computicket makes a monthly contribution towards Artscape box office employee related costs. Computicket provides all the equipment and ticketing software system, whilst Artscape provides the physical office for the box office staff (employed by Artscape). The turnover from any ticket sales are banked by Computicket. Computicket pays security services on behalf of Artscape for the physical cash in transit. A COVID 19 pandemic National State of Disaster lockdown level 5 was imposed with effect from 26 March 2020, Computicket ceased the box office operation for most of the 2021 financial year, and these contributions by Computicket were accordingly reduced significantly.

Where Artscape is not the producer of the event or show (eg such as Cape Town City Ballet or Cape Town Opera), the producer may appoint its own ticketing agent. In such a case, should Computicket operate the ticketing for these performances, Computicket does not act as Artscape's agent, but as the agent of the producer of such a show or performance. The purpose of the principal-agent relationship is for Computicket who have the ticketing system, to sell Artscape's event tickets at all its outlets nationwide. Artscape entered into this arrangement due to the benefits that Computicket can provide, allowing a nation-wide outlet for ticket sales. The cost-savings obtained from Artscape not having to acquire and maintain its own ticket software system, outweighs the costs paid through commissions from using the agent to sell the tickets.

	2021 R	2020 R
1. Contributions paid by agent to Artscape towards box office employee cost *	17 000	102 000
2. Contributions paid by agent to Artscape towards Cash collections/banking services of box office sales *	2 400	14 400
3. Commission paid to agent for Artscape's own productions **	-	80 618

* These contributions by the Agent, is included in Other Operating Revenue as per Note 11

**This commission paid to the ticketing agent for Artscape's own productions, were charged to Production Expenses and reflected under Other Operating expenses as per Note 16 . The gross ticket sales in respect of or for Artscape's own productions are reflected under Production Revenue of R 0 (2020: R 1 239 329), as reflected on the face of the Statement of Financial Performance.

There are no resource implications for Artscape as all the equipment and ticketing software are owned by the agent. Artscape would upon termination of the agreement, have to source a new ticketing agent to provide such services.

31. Events after the reporting date
No adjusting events have occurred after the reporting date.

32. Prior Period Adjustments	2020 RESTATED R
Revaluation of R 1 assets	
For the 2019/2020 FY assets were revalued and it has resulted in the following changes:	
Increase in Property, Plant and Equipment	836 219
Increase in Retained earnings	836 219

33. Going concern assessment
The financial statements have been prepared on a going concern basis in accordance with Standards of Generally Recognised Accounting Practice on a basis consistent with the prior year.

Attention is drawn to the fact that Artscape made a Deficit for the year of R3,2 million (2020: Deficit of R13,7 million) which include a depreciation charge of R16,2 million. Furthermore the Current Assets at 31 March 2021 exceed Current Liabilities by R8,3 million (2020 : Current Liabilities exceed Current Assets by R4,6 million). It should be pointed out that a deficit budget of R 16,5 million (which equals the amount budgeted for depreciation) for the year ending 31 March 2022 has been approved by Council in April 2021.

With the manifestation of the COVID-19 pandemic and the fact that the State President declared a National State of Disaster with effect from 26 March 2020, normal operations at Artscape came to a complete halt. The National State of Disaster contains 5 lockdown stages and under Lockdown level 5 and level 4 theatres such as Artscape could not operate and all performances and shows had to be cancelled from the end of March 2020. From Lockdown Level 4 which commenced on 1 May 2020, Artscape could host limited recordings for streaming but these actions did not generate any income for Artscape. From 1 June 2020, lockdown level 3 commenced and performances were allowed to take place but with severe restrictions and conditions. These restrictions do not make it viable for producers to arrange performances at playhouses. South Africa is currently on lockdown level 1, which allows for a maximum of 250 patrons in the Opera House.

Hence in all likelihood, Artscape will not be able to generate any substantial revenue from box office ticket sales and venue rentals.
We have also completed a Cash flow projection based on the approved budget and projected figures. The projection is that we will have a Cash balance at 31 March 2022 of about R21,4 million. We will be able to meet the commitments for the financial year such as Salaries for permanent staff and staff with long term contracts, security services, cleaning services, ICT services, payment of our municipal utility bills as well as deferred capital expenditure.

Artscape has experienced cash flow challenges since 2018, which to a large extent were caused by Employee related costs which moved from R37,3 million in the 2017 financial year, to R43,7 million in 2018 and then to R46,5 million in the 2019 financial year. This growing payroll cost was clearly not sustainable when the dire economic circumstances which prevailed in the country made it impossible to grow the revenue base (from the side of Government and in respect of box office ticket sales and venue rentals).

Hence, Artscape introduced a turnaround strategy towards the end of 2018 which attempted to curtail this growing payroll costs by managing overtime costs, and following a process of natural attrition where vacancies which arose, were filled for the most essential posts. Training costs were also reduced to the absolute minimum. These actions reduced Employee related costs to R42,3 million for the 2020 financial year and R37,3 million for the 2021 financial year.

Other austerity steps taken were the following:
The following additional initiatives and interventions have already been implemented or will be implemented:

1. Reduction in overtime hours worked as a result of a more effective management of our resources.
2. Limit attendance of workshops and training courses to those of absolute necessity.
3. Manage the renewal of employment contracts for critical staff positions only.
4. Delay the filling of certain positions.
5. Implement the audit of all positions to ensure no duplicate positions exist or that there is any excess staff in those areas.
6. Manage salary increases for 2020/2021 financial year with a zero increase. We will continue to manage salary increases for the 2021/22 financial year to affordable and sustainable.
7. Manage overseas travelling expenses and reduce such to the absolute bare minimum.
8. More efficient management of our transport services.
9. Manage the catering operating expenses by closing the operations at Arts Café. We have subsequently closed the restaurant and bars and will engage a service provider to transfer the risks and rewards from Artscape to the service provider.
10. Manage any surplus cash more effectively where possible, through our Call account.
11. Manage the generation of third stream income as best as possible – our third stream income is in the main the rental income

We are of the opinion that based on the fact that the Department of Sport, Arts And Culture will continue to fund Artscape for the 2021/22 financial year as per the funding allocation letter, it is appropriate that the financial statements have been prepared on the going concern basis.

34. Change in Accounting Policy
During the 2020 financial year, Artscape changed its accounting policy for the treatment of Costumes. These were received through donations from various arts companies and producers.
In previous periods Artscape did not recognise these Costumes in its accounting records.
Artscape has decided to treat these Costumes as inventory. Management judges that the new policy is preferable as it results in a more transparent treatment of these items in the accounting records of the organisation.
Employees working in the specific department where these costumes are managed, utilised their expertise to assess the values of specific items.

35. Public Finance Management Act 1999 (Act No 1 Of 1999)
Section 55 (2)
No material losses through criminal conduct and/or fruitless or wasteful expenditure were incurred during the year.
Irregular expenditure has been disclosed in note 26.

Section 54 (2)
In terms of the PFMA and Treasury Regulation 28.1.5 the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

ARTSCAPE

an agency of the
Department of Sport, Arts and Culture

50

RP200/2021
ISBN: 978-0-621-49583-6