



ANNUAL REPORT 2023/2024



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA





Mrs Angie Motshekga
Minister of Defence and Military Veterans



Maj. Gen (Ret) Bantu Holomisa
Deputy Minister of Defence and Military Veterans



Mr Richard Mkhungo
Deputy Minister of Defence and Military Veterans

CONTENTS

PART A: General Information

3

1. PUBLIC ENTITY'S GENERAL INFORMATION	4	6. STRATEGIC OVERVIEW	11
2. LIST OF ABBREVIATIONS/ACRONYMS	5	6.1 Vision	11
3. FOREWORD BY THE CHAIRPERSON	6	6.2 Mission	11
4. CHIEF EXECUTIVE OFFICER'S OVERVIEW	8	6.3 Values	11
5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT	10	7. LEGISLATIVE AND OTHER MANDATES	12
		8. ORGANISATIONAL STRUCTURE	14

PART B: Performance Information

19

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES	20	3.1 Programme 1: Administration	23
2. SITUATIONAL ANALYSIS	21	3.2 Programme 2: Maintenance and Conservation at the CGH	26
2.1 Service Delivery Environment	21	3.3 Programme 3: Maximising the Castle's Tourism Potential	28
2.2 Organisational environment	21	3.4 Programme 4: Increased Public Access to the CGH	30
2.3 Key policy developments and legislative changes	22	4. REVENUE COLLECTION	33
2.4 Strategic Outcome-Oriented Goals	22	4.1 Capital investment	33
3. CCB OUTCOME PERFORMANCE INDICATORS	23		

PART C: Governance

35

1. INTRODUCTION	36	8. COMPLIANCE WITH LAWS AND REGULATIONS	39
2. PORTFOLIO COMMITTEES	36	9. FRAUD AND CORRUPTION	39
3. EXECUTIVE AUTHORITY	36	10. MINIMISING CONFLICT OF INTEREST	40
4. THE ACCOUNTING AUTHORITY: THE CASTLE CONTROL BOARD	36	11. CODE OF CONDUCT	40
5. RISK MANAGEMENT	38	12. HEALTH SAFETY AND ENVIRONMENTAL ISSUES	40
6. INTERNAL CONTROL UNIT	38	13. BOARD SECRETARY	40
7. INTERNAL AUDIT AND AUDIT COMMITTEE	38	14. SOCIAL RESPONSIBILITY	40
		15. AUDIT & RISK COMMITTEE REPORT	41

PART D: Human Resource Management

45

1. INTRODUCTION	46	3. HUMAN RESOURCE OVERSIGHT STATISTICS	46
2. HUMAN RESOURCE OVERSIGHT STATISTICS	46		

PART E: Report of the Auditor-General

51

PART F: Financial Information

57

Launch of Dr Jacob Cloete's book "The attempted erasure of the Khoi and the San", 4 December 2023.



CONTRALESA members attending the Castle's Africa Day celebrations, 25 May 2023.



Minister Motshekga engaging Castle Control Board members on her first official visit.

PART A:

General Information



Youth participant, Palestinian rally, 10 November 2023.

1. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	Castle Control Board
PHYSICAL ADDRESS:	c/o Castle and Darling Streets Cape Town 8001
POSTAL ADDRESS:	PO Box 1 Cape Town 8001
TELEPHONE NUMBER/S:	021 461 4676
EMAIL ADDRESS:	ceo@castleofgoodhope.co.za
WEBSITE ADDRESS:	www.castleofgoodhope.co.za
EXTERNAL AUDITORS:	AGSA
BANKERS:	ABSA
BOARD SECRETARY:	Mr Derek Williams



The Castle's Main Entrance, Lion's Gate.

2. LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor General of South Africa
APP	Annual Performance Plan
ASBWC	Army Support Base Western Cape
BBBEE	Broad-Based Black Economic Empowerment
CCB	Castle Control Board
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGH	Castle of Good Hope
CLOG	Chief of Logistics (SANDF)
GNU	Government of National Unity
COVID-19	Severe Acute Respiratory Syndrome Corona Virus-2
DMV	Department of Military Veterans
DOD	Department of Defence
DPW	Department of Public Works
ICMP	Integrated Conservation Management Plan
MOD&MV	Minister of Defence and Military Veterans
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NT	National Treasury
PANSALB	Pan South African Language Board
PFMA	Public Finance Management Act
RWU	Regional Works Unit (SANDF)
SAMA	South African Museum Association
SCM	Supply Chain Management
SITA	State Information Technology Agency
SMME	Small, Medium and Micro Enterprises
TR	Treasury Regulations
UNESCO	United Nations Education, Scientific and Cultural Organization

3. Foreword by the CHAIRPERSON



Adv. Dave Mitchell
Acting Board Chairperson

The past year has been another pulsating and eventful one, albeit dampened by the sad passing of the Castle Control Board's Chairman, Lt Gen Xolani Ndlovu. What better way to reflect on his brief but significant contribution to the life of CCB by dedicating this annual report to his memory. Significantly, this report also marks the last year in the 5-year planning cycle and the 6th administration after 30 years of our non-racial democracy. During this period, our Board, Management, and every other stakeholder have managed to reposition this heritage citadel into a world-class centre of memorialisation, heritage management, education, healing and nation-building.

The CCB prides itself on the fact that the organisational performance is anchored in good, clean corporate governance and outstanding administration. Using the principle of heritage enterprise risk, the CCB has a diverse, vibrant Board of Directors, an effective Audit and Risk Committee, an Internal Audit function, and an excellent relationship with the Executive Authority and all its stakeholders. It is tackling the gaps in its management team with the urgency it deserves. Key standouts from the Board's point of view are that:

- The CCB met 96% of its 27 performance targets set out in the 2023/24 Annual Performance Plan.
- The entity also achieved an unqualified audit opinion with findings from the Auditor-General.
- We witnessed an increased growth in stature as a voice for world-class heritage, memorialisation, meaningful community involvement and museum management, as witnessed by the exceptional media coverage that reached 1,36 billion people worldwide.
- The transformational work at the Castle is also reflected in the numerous international and local conferences, seminars, workshops and publications.
- The Castle's tourism numbers for the first time after the COVID-19 pandemic rose above the magical 100 000 mark (102 326).
- The teamwork between the SANDF's Regional Works Unit, the CCB and volunteers to complete an unprecedented 152 regular and preventative heritage maintenance programme in the 358-year-old building.
- There was still some negativity related to the persisting homelessness and petit criminality at the corner of Strand and Castle Streets that dents the image of all and sundry.

Given our dependence on tourism revenue, this fickle industry's recovery will directly determine our short to medium-term recovery plan. Although the CCB is grateful for the relief funds (R6 million) the Department provided in 2023, it would need the additional support of R6 million for the 2024/25 financial year to carry it through its operational commitments. There is agreement that this support will be phased out over the MTEF, hence the need to engage with the Ministry and Department to finalise the CCB's sustainable funding and management model and strategy.

We want to highlight the following strategic risks (priorities) for attention during the upcoming months:

As the CCB ordinarily self-generates 95% of its operating income from tourism and events, a key priority is to overcome the economic devastation caused by the COVID-19 pandemic related to the CCB's going concern status. We will continue to engage the executive authority to assist with this challenge.

IN A NUTSHELL:

In 2023/24, CCB completed/hosted/achieved:

- Met or exceeded 96% of its APP targets.
- 152 maintenance projects
- Four new tangible heritage projects.
- 46 Non-commercial events
- Seven thought-provoking museum/art exhibitions
- 25 commercial, lifestyle events
- 15 film and fashion shoots
- Three joint marketing agreements with heritage tourism companies
- Reaching a global media audience of 1.26 billion
- 13 interns from surrounding institutions
- 58 events for women, youth, unemployed, traditional groups and disabled
- 11 targeted programs for military veterans

The key to overcoming this challenge is aggressive marketing and promotion of the Castle of Good Hope as a globally significant heritage-educational site and a highly sought-after venue open for tourism, conference, and events business while ensuring that these two elements are well-balanced.

Although the CCB has made huge strides, staff, visitors, and partners' health, safety and security concerns remain a key priority. Securing the perimeter fence has now become imperative if we want to position ourselves for UNESCO World Heritage status.

We are utilising all available 4th Industrial Revolution technologies and tools to cost-effectively maintain, enhance, and promote the Castle of Good Hope's built

and intangible heritage. The CCB's role in the non-classroom education of learners, students, scholars, and researchers is now an even bigger priority than ever before. Linking up with global progressive forces will not only enhance our heritage status but also provide visitors with a life-changing educational and conscientisation experience at the historic Castle of Good Hope.

Finally, the Board is not contented with the unqualified audit with findings and has publicly committed to address all matters in the way to achieving a clean audit outcome. The institutional and governance arrangements of the Castle Control Board, including the composition of its Board, staff contentment, the signing of a shareholder's agreement with the Ministry, and the activation of partnerships with other government departments, are integral elements of this strategic priority. This is evident in the reduction of irregular expenditure from R133 832 in the previous financial year to R48 614 in 2023/24.

The Board is committed to promoting the interests of women, youth and persons living with disabilities.

We shall provide details of these and other operational plans in the chapters and sections that follow.

Given the ministerial, departmental, public, and business support levels, I am confident that we shall continue our drive to genuinely transform the Castle of Good Hope into a globally significant, truly accessible centre that showcases South Africa's shared heritage built on healing nation- building and reconciliation.



ADVOCATE DAVE MITCHELL

Acting Chairperson

On behalf of the Castle Control Board

31 August 2024

4. CHIEF EXECUTIVE OFFICER'S Overview



Mr CT Giffellan
Chief Executive Officer

Introduction

It is hard to believe this is my eleventh annual Report with the Castle Control Board and the Ministry of Defence and Military Veterans. And what a remarkable and eventful journey of transformative heritage and cultural work it was. During this year, the Board, its staff and all CCB partners repositioned themselves for the ultimate return to normality: it includes re-building our organisational capacity and resilience, galvanising expertise to manage the built environment of the Castle, community programs, heritage, culture, and marketing efforts again to reach our benchmark of 200 000 visitors per annum.

Pages 21 to 33 synoptically reflect the CCB's performance against its approved Annual Performance Plan. The following are among the things I want to distil from the more formalistic, data-driven, and statutory annual Report:

In an exceptional year, the CCB **met or exceeded 96%** of its performance targets in terms of its approved annual performance plan FY2023/24.

The only missed target is **'visitor numbers' at 102 326** (scholars, learners, tourists, event attendees, cultural groups), which is **only 18.1% under our ambitious target of 125 000**. This is a clear indication that tourism is on the mend.

The spirit of teamwork among the Board, Audit and Risk Committee, management team, and staff resulted in **another positive audit opinion from the AGSA**.

Despite a tourism economy on the road to recovery, the CCB still managed to **self-generate R4 937 498**. Added to the R6 million from the Department (**R10 937 498**), we were well- resourced during the financial year to deliver impactful programs to thousands of clients. The small surplus will be invested in much-needed programs delayed during the Pandemic.

Our vocal, progressive **participation on international and national heritage platforms with SAHRA** continued complimented through involvement with publications in **the South African Museums Association**.

The Regional Works Unit, working with the small CCB team and public volunteers, has completed an **unprecedented 152 regulation and preventative heritage maintenance projects**. Given the massive public and political attention on the homeless community outside the Castle, this outstanding progress now renders the RWU team indispensable.

Media coverage on the Castle and CCB was overwhelmingly favourable and, despite quiet periods, reached a record **worldwide audience of 1.26 billion people**, translating into an **advertising value equivalent (AVE) of R157.84 million** (the amount it will cost us to buy that amount of exposure).

Through the implementation of tight internal controls, irregular expenditure was **reduced from R133 832 in the previous reporting cycle to R48 614 in 2023/24**.

Irregular Expenditure disclosure

	2023/2024 R	2022/2023 R
Opening balance	133 832	-
Prior Period Errors		
As Restated		
Add: Irregular expenditure confirmed	48 614	133 832
Less: Irregular expenditure now condoned and removed	(133 832)	-
Closing balance	48 614	133 832

The CCB Board has appraised itself on the irregular expenditures incurred by the CCB and condoned them. National Treasury was informed.



Statues of the Warrior Kings who resisted armed colonial conquest, Castle Front Court Yard.

During these eleven years, one of my standouts was the excellent interpersonal and professional relationships between the CCB Chairperson, the staff, the Board, the Ministry, and other internal stakeholders. Thus, I felt a huge sense of personal loss when my newly appointed Chairman, Lt Gen Ndlovu, passed away in November 2023. May his beautiful soul rest in eternal peace. This report is dedicated to him.

Finally, I want to thank my Board, Committee members, staff, Ministry of Defence & Military Veterans, Portfolio Committee, Department of Defence, Department of Military Veterans, National Treasury, DPME, the AGSA, partners, funders, media, and the public we serve, and on whose behest, we run this critical heritage site, for

keeping us on our toes while lending immeasurable material and moral support.

I thank you.

Calvyn Travers Gilfellan
Chief Executive Officer
Castle Control Board

31 August 2024

5. 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.

The Annual Report is complete, accurate and free from any omissions.

The Annual Report has been prepared following the guidelines issued by the National Treasury.

We prepared the Annual Financial Statements (Part E) following the SA Standards of GRAP, the Public Finance Management Act, 1999 (Act No. 1 of 1999), the Castle Management Act of South Africa, 1993 (Act 207 of 1993) and all other standards applicable to the Castle Control Board as a public entity.

The accounting authority is responsible for preparing the annual financial statements and judgements regarding this information.

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

The annual financial statements form part of a review engagement which is a limited assurance engagement where only a conclusion is expressed not an opinion.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information, and the financial affairs of the public entity for the financial year ending 31 March 2024.

On behalf of the Board



Calvyn Travers Giffellan
Chief Executive Officer

31 August 2024



Adv. Dave Mitchell
Acting Chairperson of the Board

31 August 2024

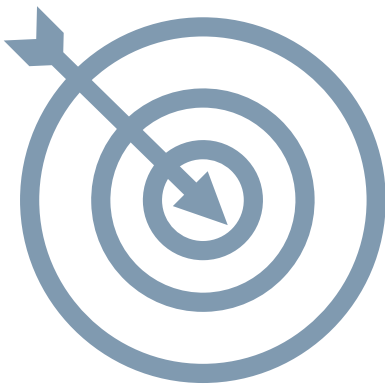
6. STRATEGIC OVERVIEW

6.1 Vision

The Castle of Good Hope shall be a centre of global significance that embodies social, cultural, and military heritage and is genuinely accessible to all citizens of South Africa and the world.



6.2 Mission



The Castle Control Board is a service-oriented public entity striving to create an environment where national pride serves to:

- Build an internationally recognised cultural and heritage brand for Ubuntu, dialogue, nation-building, and human rights recognition.
- Guarantee the development of smooth-functioning, self-sustaining “must-see” iconic visitor and learner destination.
- Optimises its tourism potential and accessibility to the public and
- Preserve and protect its cultural and military heritage by elevating it to UNESCO World Heritage status.

6.3 Values

The Castle Control Board, in its Management of the Castle of Good Hope, has committed to infuse its programmatic and other corporate activities with the following core values:

- Service quality and excellence
- Operate with honesty and dignity.
- Respect for the diversity in military, cultural and social history
- Genuine partnerships and collaborative relationships
- Community engagement and inclusivity
- Fiscal responsibility, accountability, transparency, and sustainability



7. LEGISLATIVE AND OTHER MANDATES

The Castle Control Board is established under the Castle Management Act of South Africa 1993 (Act No. 207 of 1993) to govern and manage the Castle of Good Hope on behalf of the Minister of Defence and Military Veterans. Furthermore, it is a designated Schedule 3A Public Entity defined in the Public Finance Management Act, 1999 (Act No.1 of 1999).

The Defence Endowment Property and Account Act, 1922 (Act No. 33 of 1922) designates the Castle of Good Hope as defence endowment property transferred to the “defence organisations” for the exclusive use by and benefit of the SANDF and MOD&MV.

Given the global heritage significance of the Castle, the National Heritage Resources Act, Act 25 of 1999, is applicable because the Castle of Good Hope is a declared national heritage site managed within this legislative framework. The CCB also utilises Tourism policies and frameworks to guide its interventions and programmes.

Based on the above, the Board has identified overlaps and gaps in the 1993 Castle Management Act. The MOD&MV's Legislative Drafting Directorate is mandated to drive the legislative review. The Board has engaged the said Directorate and provided a broad outline of the most pertinent issues. We included the need for a legislative review in the handover report to the new executive authority.



A diagonal view of the Castle taken from the City Hall, the spot where Nelson Mandela was released from in 1990.



Former Defence Minister Ms T Modise, C Gilfellan (CCB),
Tersia Makone (Iziko Museums) and General Sangweni
(SANDF), Opening of Parliament, 11 February 2024.



Clean-up and maintenance at the
358-year-old Castle is a labor of love!



8. ORGANISATIONAL STRUCTURE

Figure 8.1: The Castle Control Board

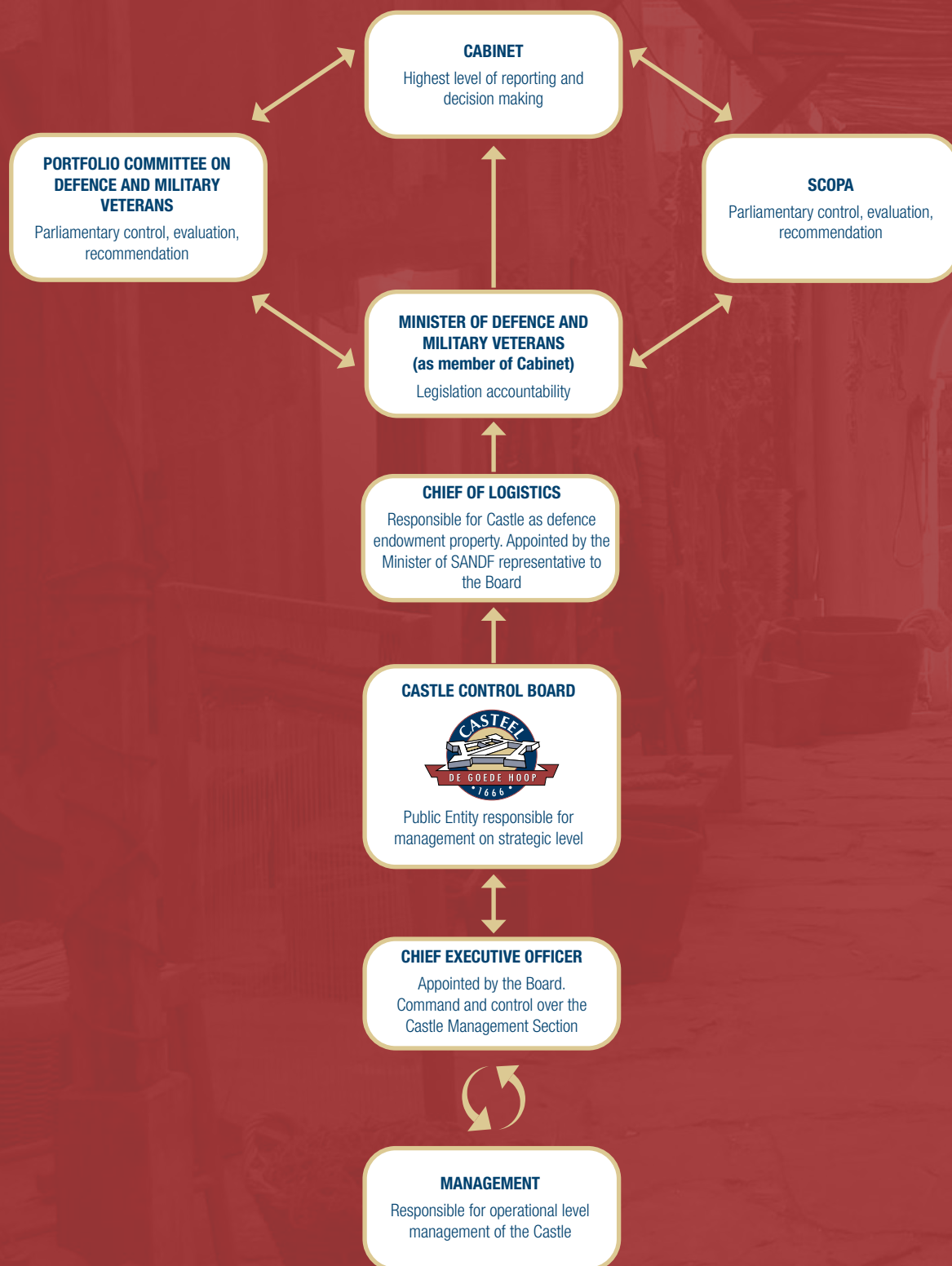
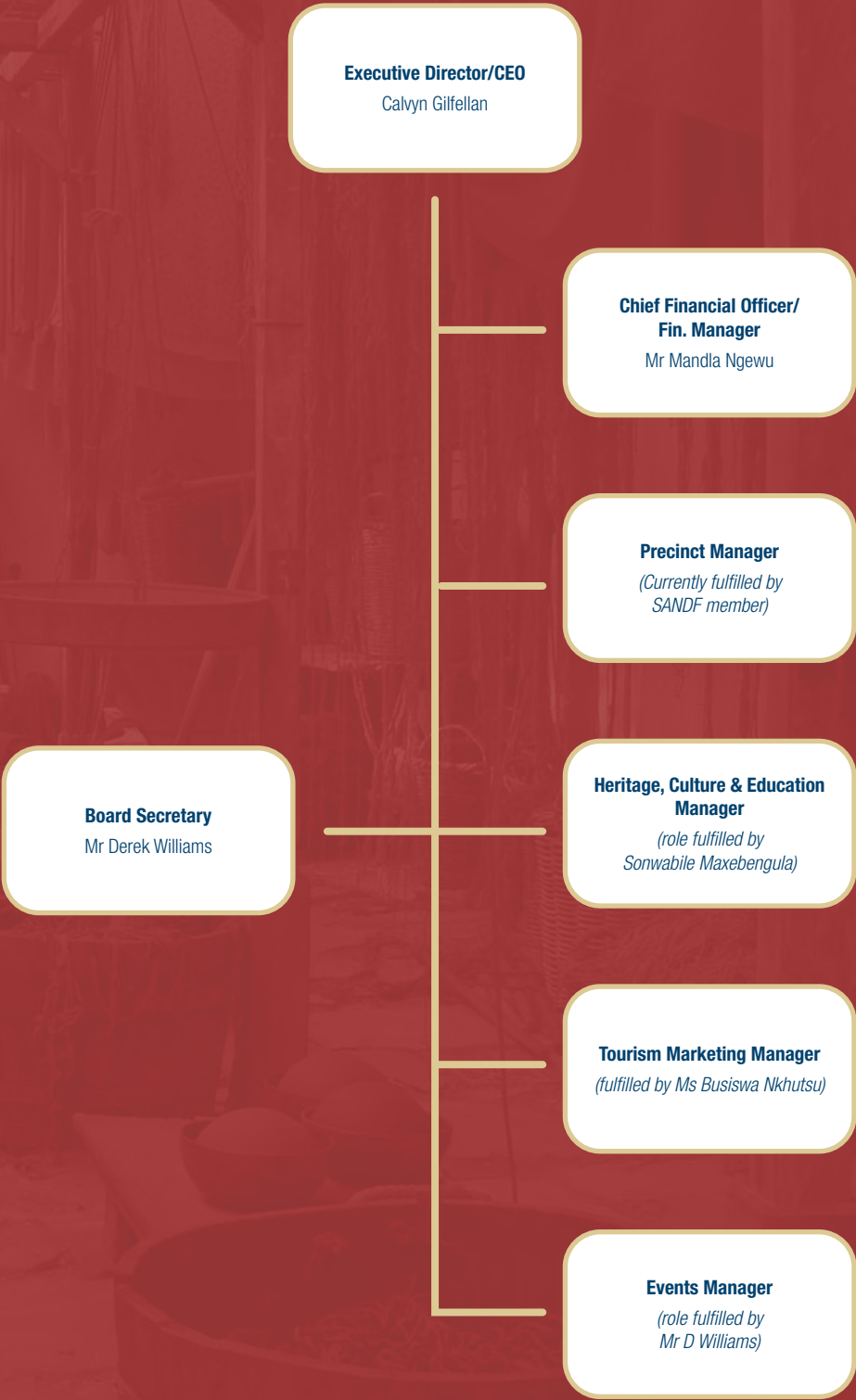


Figure 8.2: The CCB's Operational Management Structure





Rocket Films, November 2023



Blue Ice Africa Film, 24 March 2024.



Annual Brimstone Slave
Run, 28 May 2023



Youth Day Event, June 2023.



Doek-on-Fleek women's lifestyle event, October 2023.



North-South Film production, November 2023.



A military display at the entrance of the Castle, November 2023.



Film Africa Riff Raff
production, May 2023.



World Refugee Day celebrations,
20 June 2023.



Khoi and San activists planting a "Tree
of Dominion, 24 September 2023.

PART B:

Performance Information



Kuier@theCastle Monthly Local Craft Market Day, Cape Design Institute, February 2024.

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The AGSA, as an external auditor, 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 material

findings on selected performance indicators being reported under *Predetermined Objectives* in the section headed *Report on other legal and regulatory requirements* of the Auditor's Report. Refer to pages 61 to 95 of the Report of the Auditor-General.



Castle Front Courtyard with the famous table cloth of clouds over Table Mountain, a UNESCO World Heritage Site.

2. SITUATIONAL ANALYSIS

2.1 Service Delivery Environment

The aftermath of the COVID-19 pandemic has adversely affected our delivery environment related to delivering our goods and services to tourists, community members, learners, students, event organisers and the public. However, the past budget year has seen promising signs of recovery. But we are not out of the woods yet.

The Pandemic has exposed existing and future operational deficiencies in the CCB and all state organisations' planning and implementation systems. However, the Pandemic also taught us how to organise virtual or hybrid engagements, and e-commerce has become a norm instead of an exception. We continuously look at ways to creatively respond to this and other new environmental challenges.

Despite the adverse conditions described above, the ability of the Board to deliver its full range of services to the public also depends on close collaboration with the MOD&MV and other line or support departments, institutions, and external experts. Therefore, the Board has strengthened its established relationships with crucial DOD units such as the Directorate of Strategic Planning, the CFO's Office, Strategy & Planning, the Legal Office, the Logistics Division, the Regional Works Unit (WC), the Office of the Minister's Chief of Staff and the Office of the Deputy Minister. We also developed new strategic relationships to support the Minister's strategic priorities.

Close relations exist with stakeholders also represented on the Castle Control Board, therefore sharing and assisting in management efforts as part of the strategic objectives of the Castle Control Board as stipulated in the Castle Management Act.

1. The CCB is acutely aware that stakeholders need more open communication of its activities and achievements hence a massive increase in media coverage and people reached through the media during FY 2023/24) the year under review. However, the Board has taken a deliberate decision that a partnership for the sake of partnerships is no longer sufficient; the partnership needs to show a return on investment, and all stakeholders and partners are required to contribute positively and constructively towards the successes and

achievements of the Castle as one citadel. And this is happening – the value added by partners such as the Cape Heritage Museum, the Camissa Museum, the Regional Works Unit (WC), SAHRA, SAMA, Military Veterans Associations, Cape Town Tourism, SATSA, Robben Island Museum, the South African Religious and Traditional Leadership Council, CONTRALESA, various Khoi-revivalist groupings, and many others have carried us through these problematic COVID-19-affected years.

Given the worldwide significance of the Castle of Good Hope, the organisation actively involved the Dutch, Indian, Turkish, Spanish, Russian, Belgium, and French Consulates in some of its significant heritage and cultural activities. The increased awareness of the Castle and the CCB's determined attempts to reposition the Castle as a place of reflection, healing and nation-building placed a greater responsibility on the CCB to ensure that we manage these demands responsibly and sensitively.

2.2 Organisational environment

The organisation has a well-structured, fully functional Board, Audit and Risk Committee and independent Internal Audit function and now have a fully-fledged, albeit reduced civilian staff complement. In March 2023, it also established an HR&REMS Committee. After the DOD's Directorate for Management Services (DIMS) designed the best structure for the CCB, the Board completed recruiting its entire management team. With a full-time staff complement of 22, this is a significant step towards stability, focus and service delivery, all of which paid immediate dividends. Towards the end of the budget year, after the contract of the gardening and maintenance team expired, the Board took on the five workers on fixed contracts. Although it increased our personnel cost, improved maintenance of this vast site was worth the investment.

The Board has significantly tightened its policy and control environment by reviewing and adopting the following policies and procedures: the SCM Policy, Risk Procedure, Board Charter, Audit Committee Charter, Delegation of Authority, Fraud Prevention Policy, a Performance Management System, and ICT Policies. With the SITA on Board as our ICT partner,

the internalisation of these policies and procedures is ongoing.

The organisation has shown noteworthy progress, and because of the drive to ensure good corporate governance, it is now better positioned than ever to discharge its full mandate. However, the Board, mindful of the quest for greater financial sustainability, is also wary of the risk related to unfunded mandates.

We perform the Castle's Management on an "enterprise risk" basis, i.e., the most critical risks potentially compromising our ability to reach our strategic aims are articulated in a Risk Register, ranked, and regularly evaluated.

Given that we also have a precinct-wide responsibility, other on-site partners are engaged in a monthly meeting to discuss issues of common concern. We also circulate a weekly activity schedule to ensure all Castle inhabitants know what is happening on the site.

But the greatest is that the minuscule CCB has become a national and international leading and respected voice in tangible and intangible heritage, cultural and developmental discourses.

2.3 Key policy developments and legislative changes

The CCB team updated the Portfolio Committee on Defence and Military Veterans when we met the latter in May and October 2023 and articulated this requirement in the handover document prepared and delivered for the EA, a step that did not materialise. The purpose

of the handover document is to push for the review, if not scrapping, of the dated Castle Management Act, formalising the CCB's shareholder's compact with the Ministry, review the composition, structure, and tenure of the Board, and check the mandate of the CCB. The Board has updated the handover document and fed elements thereof in the MODMV-handover memorandum and will soon brief the new EA.

2.4 Strategic Outcome-Oriented Goals

The following are the CCB's high-level outcome performance indicators:

- **Administration:** The programme ensures clean, sound administration and good corporate governance.
- **Maintenance and Conservation at the CGH:** The intended outcome of this programme is to ensure the proper maintenance, preservation, interpretation and showcasing of the history of the CGH.
- **Maximising the Castle's tourism potential:** The intended outcome of this programme is to optimise the tourism and revenue generation potential of the CGH.
- **Increase Public Access to the CGH:** This program's intended outcome is to optimise public access and increase the CGH's public profile and positive perception across all community sectors.



A soldier doing a scripture reading at the annual Africa Day celebrations, 25 May 2023.

3. CCB OUTCOME PERFORMANCE INDICATORS

The following are the CCB's high-level outcome performance indicators:

1. Accountable and effective governance of the CCB – ensuring compliance with national prescripts, thus improving corporate governance and
2. A well-conserved, maintained, and protected Castle of Good Hope – incorporates heritage and educational services, tourism, public access, communication, and marketing services.

3.1 Programme 1: Administration

Purpose

The purpose of the Administration programme is to ensure clean, sound administration and good corporate governance.

Outcomes, outputs, performance indicators and targets

The following tables reflect the annual and quarterly targets for the Administration Programme.

Table 3.1: Programme 1 - Administration: Outcomes, outputs, performance indicators and targets for the 2023/24 MTEF

Outcomes	Outputs	Output Indicators	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Comments on Deviations (>5%)
A	B	C	D	E	F	G	H
Accountable and effective governance of the CCB provided	Delivery of excellent corporate governance through tight internal controls and world-class administration	Number of corporate governance policies approved per annum	3	3	Achieved: The following policies have been approved during the year: 1. SITA ICT Strategic Plan. 2. Financial Management System. 3. Code of Ethics and Good Corporate Behaviour Staff Workshop.	0%	None
Accountable and effective governance of the CCB provided	Delivery of sound financial management and control measures	Percentage of significant prior year audit findings resolved.	70%	85%	Achieved: 85%	0%	None

Outcomes	Outputs	Output Indicators	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Comments on Deviations (>5%)
A	B	C	D	E	F	G	H
Accountable and effective governance of the CCB provided	Percentage adherence to the submission date of CCB Accountability documents	Percentage of adherence to the CCB Master Record Index for Plans. (CCB APP submitted to the Executive Authority for approval)	100% (1)	100% (1)	Achieved: 100% Final APP FY 2023/24 submitted February 2023	0%	None
Accountable and effective governance of the CCB	Percentage adherence to the submission date of CCB Accountability documents	Percentage of adherence to the CCB accountability documents submitted as per National Prescripts (CCB Annual Report)	100% (1)	100% (1)	Achieved: 100% The 2022 Final CCB Annual Report was timeously submitted to all statutory bodies, and the Draft 2023 version was sent to the AGSA on 31 May 2024.	0%	None
Accountable and effective governance of the CCB	Percentage adherence to the submission date of CCB Accountability documents	Percentage of adherence to the CCB accountability documents submitted as per National Prescripts (CCB Quarterly Performance Reports)	100% (4)	100% (4)	Achieved: 100% The CCB's four Quarterly Reports were submitted on the DPME QRS system as follows: Q1: 31 Jul 2023 Q2: 2 Nov 2023 Q3: 30 Jan 2024 Q4: 30 Apr 2024	0%	None
Accountable and effective governance of the CCB	Percentage adherence to the submission date of CCB Accountability documents	Percentage of adherence to the CCB accountability documents submitted as per National Prescripts (CCB Quarterly Financial Reports timeously submitted to the Executive Authority and National Treasury)	100%	100% (4)	Achieved: 100% Submitted with ENE as described above.	0%	None
Accountable and effective governance of the CCB	Percentage adherence to the submission date of CCB Accountability documents	Percentage of adherence to the CCB accountability documents submitted as per National Prescripts (CEO performance agreement submitted to the Board for approval)	100% (1)	100% (1)	Achieved 100% CEO's PA is implicit in APP and explicit in his Employment Contract.	0%	None

Outcomes	Outputs	Output Indicators	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Comments on Deviations (>5%)
A	B	C	D	E	F	G	H
Accountable and effective governance of the CCB	Percentage adherence to the submission date of CCB Accountability documents	Percentage of adherence to the CCB accountability documents submitted as per National Prescripts. (CCB SMS' performance agreements submitted to the CEO for approval)	New	100% (3)	Achieved 100% CFO (explicit), Acting Events and Heritage Managers' PA are implicit in their current Contracts.	0%	None
Accountable and effective governance of the CCB	Percentage Compliance with Parliamentary Activities	Percentage of CCB accountability documents submitted as per National Prescripts (SMS Financial Disclosures)	100%	100% (4)	100% (4)	0%	None
Accountable and effective governance of the CCB	Percentage Compliance with Parliamentary Activities	Percentage of adherence to Parliamentary Activities (Submission of all reports and attendance of committee meetings in support of parliamentary activities)	100%	100% (4)	100% (4)	0%	None
Accountable and effective governance of the CCB	Percentage adherence to the submission date of CCB Accountability documents	Percentage reduction in the number of irregular expenditures within the CCB	65%	75%	64%	-11%	Internal controls will be further tightened.
Accountable and effective governance of the CCB	Percentage adherence to the submission date of CCB Accountability documents	Percentage reduction in the number of fruitless and wasteful expenditures within the CCB	98%	100%	100%	0%	None
Accountable and effective governance of the CCB	Percentage payments within 30 days from receipt of legitimate invoices.	Percentage payments within 30 days from receipt of legitimate invoices	New	95%	Achieved: 95%	(0%)	None

3.2 Programme 2: Maintenance and Conservation at the CGH

Purpose

This programme aims to ensure the maintenance, preservation, interpretation and showcasing of the history of the CGH.

Outcomes, outputs, performance indicators and targets for the 2023/24 MTEF

The following tables reflect the annual and quarterly targets for the Maintenance and Conservation of the CGH programme.

Table 3.2: Programme 2 - Maintenance and Conservation at the CGH: Outcomes, outputs, performance indicators and targets for the 2023/24 MTEF

Outcome	Outputs	Output Indicators	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a range of projects and services aimed at the enhancement, upkeep, and maintenance of the Castle of Good Hope as a heritage site	Number of preventative and regulation maintenance projects completed	59	8	Achieved: 152 (The reader will find the complete list below, supported by auditable photographic and other evidence with the on-site Regional Works Unit and CCB teams) ¹	+1800%	This exceptional positive deviation was due to the deployment of five (reduced from 8) full-time artisans from Regional Works Unit WC, who significantly boosted the capacity of the small CCB maintenance team.

1 LIST OF MAINTENANCE INTERVENTIONS: 1. Prep & paint garage doors f-block; 2. C-block ground black paint (1xdoor & 4x shutters); 3. G-block ground floor; 4. Leerdam-sub-DB cover; 5. Military museum armoury; 6. Leerdam – day night sensor; 7. Fault finding & repair Hydroboil guards female kitchen; 8. Fault finding & repair Hydroboil Het Bakhuyts kitchen; 9. Fault finding & repair electrical socket MP's; 10. Military museum armoury; 11. TPT toilet & shower facility over all; 12. Female toilet Het Bakhuyts; 13. Double gate G/F-block; 14. Blocked urinal Dolphin male G-block; 15. Seal wall external Lt Col Lee's office; 16. Door locked jammed in Reserve Force office; 17. Faulty electrical socket point; 18. Faulty electrical socket point; 19. Remount fire hose box guards building; 20. Paint small gate & aircon room gate; 21. Glazing & paint window planes G-block; 22. Replace tap – Guard Commander House; 23. Install door lock at toilets TPT office; 24. Door hinges & lock at toilets Nassau; 25. Paint coach rooms x3 (garages); 26. Repair geyser at VIP room 1; 27. Repair geyser at VIP room 2; 28. Garden Bench 2 of 12; 29. Clean gutter- guard commander house; 30. Paint VIP door & frame; 31. Install wash basin at CTH; 32. Military museum audio display; 33. Faulty electricity socket point d-block mess; 34. Faulty light CCB Gov. Hall; 35. Faulty light; 36. Temporary fix on chest freezer; 37. Faulty light VIP room f-block; 38. Faulty JNR flush master head part; 39. Fit toilet seat female staff ablation Het Bakhuyts; 40. Fit hasp & clasp on chest freezer; 41. Fit barrel bolt to G-block toilet; 42. Fault find & repair lights G-block toilet; 43. Fault find & repair geyser G-block toilet; 44. Fault find PDIT & repair security camera power supply; 45. Repair element & thermostat Het Bakhuyts ground floor toilet; 46. Assist rented generator setup (Castle generator u/s); 47. Repair & refit chandelier @ G-block pool; 48. Guard room female Hydroboil repair; 49. SMRP HQ- centre female ground floor cistern; 50. Water leak @ waste trap guards' male kitchen; 51. B block basement lights faulty; 52. A block patio lights faulty; 53. Fit door handles & lock bar on plumb duck; 54. Fault find and repair lights B block CCB offices; 55. Fault find & repair Het Bakhuyts office lights; 56. Water seal @ Lt Col Schultz office SMRP HQ; 57. Fault find & repair lights G block; 58. Repair lights Nassau bastion toilet; 59. Emergency repair pipe burst guard's room; 60. Fault find & repair socket point F block; 61. Leaking cistern CCB office; 62. Fault find & repair torture room lights; 63. Fault find & repair Arsenal lights; 64. Window glazing Secunda; LEGSATO to repair rear office door lock U/S; 65. SMRP blocked drain female toilet; 66. Replace led downlights Military Museum; 67. C block artist store 2x windows 1x door; 68. Glazing meal kitchen F block; 69. Repair lantern (block B); 70. Inspection wall socket guard commander house; 71. LEGSATO HR ground floor door lock; 72. TPT park generator error; 73. Faulty switch back up generator; 74. Fault finding Electrical at Public Ablution male; 75. Hand Dryer at public ablation female refit; inspect tumble dryer; 76. D-Block; 77. Floodlight; 78. Armoury Fan U/S; 79. Hydroboil Guard male tripping; 80. Humidifier test & fit; 81. D-Block 3,12,13; 82. Cistern Faulty fixed; 83. Prep & paint F-block military kitchen 2nd floor windows & doors; 84. Replace day & night sensor for Philips exterior flood lights; 85. Prep & paint F-block military kitchen 2nd floor windows & doors; 86. Prep & paint F-block military kitchen 2nd floor windows & doors; 87. Prep & paint F-block military kitchen 2nd floor windows & doors; 88. Prep & paint F-block military kitchen 2nd floor windows & doors; 89. Fault finding chapel socket points - referred to RWU WC to assist; 90. Prep & paint F-block military kitchen 2nd floor windows & doors; 91. Prep & paint F-block military kitchen 2nd floor windows & doors; 92. Inspect water leak darling street – water meter stolen – referred to CoCT Municipality (temp repaired); 93. Repair u/s socket point A-block restaurant; 94. Prep & paint F-block military kitchen 2nd floor windows & doors; 95. Assess leaking tap at Het Bakhuyts – female toilet; 96. Prep & paint F-block military kitchen 2nd floor windows & doors; 97. Cleaning Lady Ann/Dolphin pool; 98. Prep & paint F-block military kitchen 2nd floor windows & doors; 99. Prep windows F-block for painting; 100. Toilet leak repair – female A-block top floor restaurant; 101. Cut glass for glazing of windows F-block; 102. Replace u/s floodlight – vehicle entrance Strand Street entrance; 103. Prep & paint F-block military kitchen 2nd floor windows & doors; 104. Main water supply burst - F-block – DPW assistance requested SN #3172116; 105. Fixing of the military museum roof and chimney; 106. Seal chimney rooftop a-block – flashing; 107. Prep & paint F-block military kitchen 2nd floor windows; 108. CCB B-block top floor - toilet leak; 109. Statue stand repair, paint, and re-mount F-block front; 110. G-block external lantern repaired; 111. Prep & paint F-block military kitchen 2nd floor windows; 112. Oranje bastion toilets sewage line repair; 113. Putty & glazing F-block windows; 114. Prep & paint F-block military kitchen 2nd floor windows; 115. Prep & paint F-block military kitchen 2nd floor windows; 116. Prep & paint F-block military kitchen 2nd floor windows; 117. Putty & glazing F-block windows; 118. Prep & paint F-block military kitchen 2nd floor windows; 119. Request assessment of D-block stable socket points; 120. Prep & paint of F-block Secunda 2nd floor windows, stairs & doors start; 121. Urinal leak repair F-block Iziko male toilet; 122. Prep & paint F-block Secunda 2nd floor exterior; 123. Fault finding & repair socket point – Koenart art exhibition C-block; 124. Prep & paint F-block. Secunda 2nd floor exterior; 125. Fixing of a knocked over cannon at the red paved area; 126. Nassau bastion geyser replaced – external contractor via CLOG funds; 127. Fault finding and repair/replaced of socket points (Block A: restaurant kitchen); 128. Fault finding and repair lights -interior (Block G: Het Bakhuyts toilets); 129. Fault finding and repair power supply (Nassau bastion toilets – geyser supply-faulty distribution box contractor); 130. Fault finding and repair (Block A- Restaurant emergency replacement geyser installation-new wiring supply); 131. Fault finding and repair-external flood lights – Sally Poort – 1 X Day and night sensor fused; 132. Fault finding and repair water supply leaks (Leerdam bastion – toilet water leaking tap); 133. Plumbing – armoury walk-in safe – drainpipe leak repair; 134. Plumbing – transport garage underground, supply pipe leak repair; 135. Fault finding and replace geyser element and thermostat (SMRP HQ- shower geyser – element and thermostat replaced); 136. Fault finding and replace toilet mechanism (SMRP HQ – male toilets); 137. Replaced plumbing fittings (Burren – Block AE public toilets seats replaced); 138. Plumbing guard's quarters – female shower refit and install new drainpipe; 139. Plumbing – Block A restaurant kitchen emergency replacement of geyser; 140. Plumbing, Sally's Poort – main water supply pipe burst – temporarily clamped; 141. Area security – exterior Waterblommefjerie, erection of temporarily barb wire fencing; 142. Preparing surfaces and painting of Castle's Moat (front entrance wooden barrier); 143. Painting and glazing (Block F- Secunda house, floor, doors, and staircase); 144. Panting and glazing (Block D, conversance passage windows); 145. Painting and glazing (Secunda house and Block B offices); 146. Carpentry, repairing the door (guards' quarters-female shower – repair door hinge); 147. Repair suspended ceiling (SMRP HQ- passage and toilet, storm damaged); 148. Carpentry (SMRP HQ – passage and toilet, damaged by storm); 149. Area Security Waterblommefjerie venue; 150. Manufacture main water supply cut-off key, for emergency purposes; 151. Manufacture temp roof covers to prevent rainwater damage Block F; 152. General area maintenance.

Outcome	Outputs	Output Indicators	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences	An annual increase in the number of tangible heritage projects implemented at the Castle of Good Hope	4	4	Achieved: 4 1. The Helm (ship steering wheel) at the Circumnavigation Museum at the Castle. 2. Installation of the Monitor at the Camissa Museum. 3. The revamped Cellar is to be used as a theatre and exhibition hall. 4. Planting of heritage fruit garden at the entrance involving people experiencing homelessness.	0%	None
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences	Number of non-commercial cultural events hosted annually at the Castle of Good Hope	64	15	Achieved: 46 This figure reflects the cultural events when indigent and non-commercial event organisers host their events at the CGH and are detailed under Note below ² .	+206.6%	The unprecedented public interest in the Castle attracted a significant number of community-based events to the precinct.
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences	Number of exhibitions hosted annually at the Castle of Good Hope	7	3	Achieved: 7 1. Unfinished Business Nokuthula's Simelane's Story 2. Achmat Soni Art Exhibition. 3 – 16 August 2023. 3. Phase 3 of 500 years of circumnavigation. 4. "Embracing Africa: A Journey into Art", Xu Hongfei's World Art Tour, October 2023 5. Cape Town Arts Festival SHINE Arts Exhibition, Secunde Hall, 7 – 10 Nov. 2023 6. Koena Art Institute, 2 Dec 2023 7. Shared Waters Exhibition and Heritage Exchange, 9 Jan 24.	+133%	The post-pandemic period has witnessed a renewed interest in the Castle as an exhibition space, hence the increase.

² LIST OF NON-COMMERCIAL CULTURAL EVENTS HOSTED: 1. March of Hope 5 April 2023; 2. GCIS Post SONA Stakeholders Dialogue 13 April 2023; 3. Women's Assembly Movement 15 April 2023; 4. Mamelani (NGO) Access to the Castle 19 April 2023; 5. Rotary International - District Conference 20 April 2023; 6. SAHRA Farewell Event 25 April 2023; 7. CONTRALES meeting 6 May 2023; 8. Black Lawyers of Cape Town AGM meeting 13 May 2023; 9. 75th Anniversary Nakba commemorative 13 May 2023; 10. Single moms raising sons NPO event, 20-21 May 2023; 11. UCT Dialogue, 18 May 2023; 12. St Helena - Event Sunday 21 May 2023; 13. Eritrean Independence Commemoration Venue Request, 28 May 2023; 14. UCT Unfinished Business 9 June 2023; 15. Voice of the Cape Meeting 10 June 2023; 16. Advice Assembly (Evictees Rights Education) 10 June 2023; 17. Nazaten Slaafgemaakten in Zuid Afrika willen ook Nederlandse Erkenning, Dutch TV 4 May 2023; 18. Cape Town TV- Camissa Show- Appearance 7 May 2023; 19. Guided Tour and Visit of the Chinese Delegation. 8 May 2023; 20. International Nelson Mandela Day with the Chinese Ministerial Delegation. 28 July 2023; 21. Registration Space - Total Sports Women's Race. 30 September 2023; 22. UWC Zone Learning- "Dit is 'n Noord Kaap ding" colloquium. 9 October 2023; 23. WC Black Lawyers Meeting. 21 October 2023; 24. Canon Association of South Africa firing at the Castle. 21 October 2023; 25. El Alamein Memorial Service. 22 October 2023; 26. CTAF Production Meeting. 9 November 2023; 27. Cape Heritage Museum's Honouring of the Elderly. 12 November 2023; 28. Algaria Commemorative Event. 12 November 2023; 29. Jive Dialogue about nicknames. 14 November 2023; 30. Cape Town Arts Festival Meeting. 17 November 2023; 31. Community Kids Pot's Grade R Graduation. 18 November 2023; 32. CTAF Meeting. 21 November 2023; 33. CTAF Music Video Shoot. 22 November 2023; 34. Camissa Heritage Tour. 24 November 2023; 35. Afrofest International Music Festival, 23 December 2023; 36. CTAF Production Meeting. 4 December 2023; 37. Edu Africa- Du Paul University Lecture and Tour. 4 December 2023; 38. Jacob Cloete's Book Launch. 4 December 2023; 39. Art Dialogue. 16 December 2023; 40. SA-partners Workshop, 23-24 January 2024; 41. Updated HWC Thematic Workshop, 26 January 2024; 42. Beyond Busking Certificate Ceremony 16 February 2024; 43. "Suits to Sandals" Book Launch, 17 February 2024; 44. Black Lawyers of Cape Town, 24 February 2024; 45. South African CMT Workshop, 9 March 2024; 46. Tourism Monitors Induction, 18 March 2024.

3.3 Programme 3: Maximising the Castle's Tourism Potential

Purpose

The purpose of this programme is to maximise the tourism potential of the CGH.

Outcomes, outputs, performance indicators and targets

The following tables reflect the annual and quarterly targets for the Tourism Management Programme. Please note that the 2020/21 and 2021/22 targets have been "Covid-19" adjusted and thus carried through the MTEF:

Table 3.1: Programme 3 - Maximising the Castle's Tourism Potential: Outcomes, outputs, performance indicators and targets for the 2023/24 MTEF.

Outcome	Outputs	Output indicators	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract tourists and locals to the Castle of Good Hope	The annual number of visitors and tourists attracted to the Castle of Good Hope	73 765	125 000	102 326 (Target only not achieved)	-18.1%	Although our tourism numbers doubled yearly, they did not meet our recovery rate estimates.
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the Castle of Good Hope	Gross revenue generated through tourism and events	R10 785 755 (incl. R5.5m grant)	R10 455 000	Achieved: R10 944 493 (incl. R6m DOD grant)	+4.7%	This was another year when the CCB benefitted through financial support from the DOD. But the tourism industry is clearly on the mend, as witnessed by the R4.6 million own revenue generated.
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the Castle of Good Hope	Number of commercial events hosted at the Castle of Good Hope	18	25	Achieved: 25 Details of this achievement are below: ³	0%	Given where the events industry was 18 months back, we got close to our target.

³ COMMERCIAL EVENTS: 1. Good Hope Christian Centre; 2. Film Afrika Harlem (Base); 3. Trace Studios (Base); 4. Stilling (Base); 5. Dark Hearts (Base); 6. First Revival (St Helena Day); 7. Blood & Water (Base); 8. Doek on Fleek, 19 August 2023; 9. Denique, 18 August 2023; 10. Round Table International, 7 September 2023; 11. Beyond Busking Auditions, 19 September 2023; 12. Clippin Point, 24 September 2023; 13. Doek on Fleek 7 October 2023; 14. Doek on Fleek 9 October 2023; 15. Homegrown Creative, 28 October 2023; 16. FA Churchill, 11 November 2023; 17. Crazy Store, 25 November 2023; 18. ESP Africa, 26 Nov 2023; 19. 2 January 2024 – Minstrels Parade Hiring Parking space; 20. 4 February 2024 – Homegrown Creative; 21. 10 March 2024 – Cycle Tour (parking); 22. 13 March 2024 – North South (parking); 23. 15 March 2024 – Venturescapes; 24. 23 March 2024 – Dettevent; 25. 27 March 2024 – Good Hope CC (parking).



Afrofest music concert, 23 December 2023.

Outcome	Outputs	Output indicators	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the Castle of Good Hope	Number of film and fashion shoots accommodated at the Castle of Good Hope	42	15	Achieved: 15 Details of this achievement are outlined below: ⁴	0%	Filming events overhauled footfall as a significant revenue generator for the first time.
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the Castle of Good Hope	Number of tourism infrastructure upgrades completed	1	1	Achieved: 1 1. Kuier@theCastle (permanent monthly event) directional and marketing banner at entrance	0%	None
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a comprehensive offering of visitor services and experiences to attract more tourists and locals to the Castle of Good Hope	Number of Joint Marketing Initiatives undertaken	2	2	Achieved: 3 1. Travel Massive 2. Itheke Slave Route Challenge 3. 4 January - F Mohammed – Sports Awards	+50%	More partners combined forces with the CCB.

⁴ FILM, VIDEO & COMMERCIAL SHOOTS: 1. Film Afrika (Great War); 2. Cool Banana (Diners Club Comm); 3. The Umbrella Men 2; 4. The Trek 5. Film Afrika Riff Raff; 6. Happy Olive Prod; 7. Excon Films Munier: Desmond Tutu Documentary. 1 August 2023; 8. Panther Punch Prod, 15 August 2023.; 9. Trilogy Studios, 22-24 August 2023; 10. Red Letter Day, 29-30 September 2023; 11. Rocket Films, 22 November 2023; 12. North-South Productions, 27 November 2023; 13. 3 January 2024 – London Calling (Base camp); 14. 6 March 2024 – Farm Films (Base camp); 15. 12-31 March 2024 – Blue Ice Africa.

3.4 Programme 4: Increased Public Access to the CGH

Purpose

This programme aims to optimise public access and increase the CGH's public profile and positive perception across all community sectors.

Outcomes, outputs, performance indicators and targets

The following tables reflect the annual and quarterly targets for Increase Public Access to the CGH Programme. The 2020/21 and 2021/22 targets have been "COVID-19" adjusted and applied to the rest of the MTEF.

Table 3.4: Programme 4 - Increased Public Access to the CGH: Outcomes, outputs, performance indicators and targets for the 2023/24 MTEF.

Outcome	Outputs	Output Indicator	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
A well-conserved, maintained and protected Castle of Good Hope	Deliver a series of innovative public events aimed at promoting understanding of the CGH as a heritage icon	The annual number of potential visitors reached through the media	1.80 billion	100 000 000	Achieved: 1.26 billion	+1160%	The post-COVID-19 recovery is reflected in the increased media coverage. We now must convert it to positive visitation numbers.
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a range of public programmes with SA schools, cultural groups, and special community groups	Number of student interns hosted at the Castle of Good Hope per annum	18	12	Achieved: 13 1. Mr Asemahle Thole 2. Ms Afikile Tapile 3. Ms Marthe Diade 4. Ms Andiswa Peo 5. Ms Sesethu Duda 6. Mr Luyanda Mdeni 7. Ms Sange Banjwa 8. Mr Mihle Ngwentle 9. Ms Siphokuhle Gondwana 10. Ms Sihle Klass 11. Ms Linamandla Komanisi 12. Ms Sihle Fuzani 13. Miyakazi Khethiwe	+8.3%	Most of the surrounding tertiary institutions reverted to online classes because our source of interns dried up. However, the National Tourism Department sent us 12 Tourism Safety Interns.



Khoi and San activist at the Ms. Kiewit's' book launch, 24 September 2023

Outcome	Outputs	Output Indicator	Actual Performance 2022/23	Planned Target 2023/24	Actual Achievements 2023/24	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a range of public programmes with SA schools, cultural groups, and special community groups	Number of heritage-educational programmes organised for women, unemployed youth, disabled and traditional communities	19	18	Achieved: 58 Note list below. ⁵	+222%	After the lockdown, the return of high-profile community cultural events drove this positive deviation.
A well-conserved, maintained and protected Castle of Good Hope	Delivery of a range of public programmes with SA schools, cultural groups, and special community groups	The number of heritage programmes organised for Military Veterans.	14	6	Achieved: 11 Details presented below: ⁶	+83%	After the lockdown, the return of military veteran events drove this positive deviation.

5 HERITAGE-EDUCATIONAL PROGRAMMES: 1. House of King David Foundation 24 April 2023; 2. National Heritage Council Boa Freedom Day Youth Dialogue 27 April 2023; 3. SAPS provincial commissioner and junior commissioners & conduct tour of the Castle 28 April 2023; 4. Ndifuna Ukwazi and Castle Advice Assembly Meeting 2 May 2023; 5. RD & Exco 25 April 2023; 6. African Religious and Traditional Leaders Council Meeting 16 May 2023; 7. Africa Day Celebration 25 May 2023; 8. SCYCC Free Tour of the Castle 27 May 2023; 9. Framers Framed Youth Workshop 3 June 2023; 10. African Religious and Traditional Leaders Forum council meeting 6 June 2023; 11. African Religious and Traditional Leaders Council Meeting 13 June 2023; 12. June 16 Youth Day Celebration of Castle of Good Hope 16 June 2023; 13. COSAS (Dialogue in RE National issues that affect the youth) 16 June 2023; 14. Framers Framed Youth Workshop 17 June 2023; 15. Joint workshop Trafalgar/Harold Cressy/CHM - youth in crisis – conference 23 June 2023; 16. Woodlands Women's Support Group Event. 9 May 2023; 17. African Religious and Traditional Leaders Council Meeting. 11 May 2023; 18. Department of Cultural Affairs and Sport Study Presentation. 20 May 2023; 19. Universal Access Assessment: Castle of Good Hope. 26 May 2023; 20. AFRODEST in collaboration with the CCB and GCIS Nelson Mandela Month Youth Dialogue. 28 July 2023; 21. Women's Month Launch. 1 August 2023; 22. African Religious and Traditional Leaders Council. 21 August 2023; 23. Complimentary Access for UCT Curatorship Students. 22 August 2023; 24. African Religious and Traditional Leaders Council. 22 August 2023; 25. Indigenous Women's Day Event. 31 August 2023; 26. Safe Schools Grade 7, Heritage Outreach Programme. 1 September 2023; 27. African Religious and Traditional Leaders Council. 06 September 2023; 28. Balls Not Guns Meeting. 7 September 2023; 29. Community and Cultural Development Meeting. 7 September 2023; 30. Griqua Royal House Women's Workshop. 16 September 2023; 31. Film Students Workshops. 18 September 2023; 32. Balls Not Guns General Meeting. 19 September 2023; 33. SAE Students Practical Class. 22 September 2023; 34. WCED: Thembanani Primary School Excursion. 28 September 2023; 35. Shared Waters Phase 2 Workshops. 30 September 2023; 36. Family Matters programme with female traditional leaders. 4 October 2023; 37. IRASA Meeting. 16 October 2023; 38. Camissa the Movement's Pact Consultative Meeting with Community Leaders. 21 October 2023; 39. Youth's March and Drill Competition. 14 October 2023; 40. Mom's Move for Justice Meeting. 30 October 2023; 41. Youth Malay Choir Event. 5 November 2023; 42. Balls not Guns (Pastor Gloria) Meeting. 6 November 2023; 43. Aboriginal Parliament Consultative Meeting. 18 November 2023; 44. Khoi and San Unity Meeting. 19 November 2023; 45. Complimentary Tour and Meeting for senior citizens of Gugulethu. 22 November 2023; 46. CONTRALESA PEC Meeting. 25 November 2023; 47. Tweede Nuwe Jaar Minstrel Route meeting. 26 November 2023; 48. Khoi Khoi Community of Knoflokskraal Grabouw Meeting. 8 January 2024; 49. Griqua Royal House Meeting. 10 January 2024; 50. CONTRALESA Meeting. 20 January 2024; 51. Luther College Discussion: Reconciliation. 22 January 2024; 52. Cochoqua Clan Meeting. 27 January 2024; 53. Civil Society United Nations Commission of the Status of Women and Ilitha Labantu Preparatory Meeting. 29-31 January 2024; 54. Woodlands Women's Support Group Valentines High Tee. 14 February 2024; 55. Women's Work Programme. 14-18 February 2024; 56. CONTRALESA Meeting. 17 February 2024; 57. Reach For A Dream and CCB Certification of Reiago (9 years) as a Castle Guard. 29 February 2024; 58. Indigenous Provincial Council Meeting. 30 March 2024.

6 MILITARY VETERAN PROGRAMS: 1. We Sizwe Liberation War Veterans. 23 May 2023; 2. Ex-political prisoners and military veterans meeting. 25 May 2023; 3. WC MKLWV Conference. 1 May 2023; 4. Battle of Square Hill Memorial. 17 September 2023; 5. NMAR Meeting. 6 October 2023; 6. MKLWV Meeting. 21 October 2023; 7. MKMVA Meeting. 25 November 2023; 8. NMAR SACCCA Meeting. 25 January 2024; 9. MKLWV Meeting 17 February 2024; 10. NMAR SACCCA Meeting. 29 February 2024; 11. NMAR SACCA Meeting. 28 March 2024.



Bridal Show in the Alleman's Barracks, October 2023.

Strategy to overcome areas of underperformance

The post-Covid-19 recoveries in tourism will be led by an aggressive marketing campaign, diversification of revenue options and optimising our conference facilities. Rudely interrupted by the Pandemic, we have resumed the rolling out of Phase 2 of our Revenue Generation Strategy. We have a small, operational Gift Shop run by a disabled staff member. We started to promote the state-of-art Conference Centre to generate income. We appointed a new Restaurateur in December 2022, promising to deliver an excellent service to our clients who can spend in other areas too. The focus is on high-yield commercial events for the site, thereby supporting the objectives of Project Koba-Tlala.

In administration areas, we will settle our human resource component, and in respect of corporate governance, we want to eliminate all the outstanding control issues. We have already engaged the DOD and Treasury and adjusted the unrealistic number of interns to 15 per annum, and it seems as if the former will provide the CCB with interns paid by the other institutions and Departments.

Changes to planned targets

Despite two small discrepancies pointed out by IA (a missing 0 in our Media Coverage and 5 instead of 6 in our Commercial Events quarterly target break-downs to get to the annual target of 25, we decided to stick to MTEF targets for FY2023/24 as submitted and approved in March 2023 because said discrepancies did not warrant an update.

Linking Performance with Budgets

The following tables deal with the financial resources deployed to meet our strategic objectives and specific KPIs: The financial information in this Report agrees with the data in the annual financial statements.

Programme/activity/ Objective	2022/23			2023/24		
	Budget R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Budget R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Administration through corporate governance	8 957	7 441	1 516	9 360	7 933	1 427
Preservation and protection of military and cultural heritage	700	639	61	732	824	(92)
Maximising the Castle's tourism potential	90	22	68	94	32	62
Increased public profile and positive perception of the Castle	258	257	1	269	246	23
TOTAL	10 005	8 359	1 646	10 455	9 035	1 420

4. Revenue collection

Sources of revenue	2022/23			2023/24		
	Estimate R'000	Actual Amount Collected R'000	(Over)/Under Collection R'000	Estimate R'000	Actual Amount Collected * R'000	(Over)/Under Collection R'000
Sales	2 559	2 507	52	2 907	2 697	210
Rental Income	1 212	1 910	(698)	1 260	1 483	(223)
Other Income (incl. in-kind services)	74	441	(367)	117	406	(289)
Interest Income	160	293	(133)	171	359	(188)
Grant	6 000	6 000	0	6 000	6 000	0
Total	10 005	11 151*	(1 146)	10 455	10 945	(490)

*Total revenue includes values for in-kind services.

The Castle Control Board runs a relatively uncomplicated heritage enterprise with limited revenue sources, as outlined in the above table.

Sales income is in line with our estimates for the year. However, the provision made to compensate for the access to our historic surplus funds skews this estimate, thus painting a picture of underperformance.

4.1 Capital investment

We invested accumulated liquid assets with ABSA Bank. We decided to combine these investments during the past budget year and invest it with ABSA Bank as this investment carried an interest rate of 0.5% more. The Board has no stake in fixed property; thus, the Board embarked on no infrastructure projects for the period under review.



Kuier@theCastle Market, March 2023.

An artisan from Defense doing much-needed repairs to the Castle



Young Muslim youth listen attentively to Dr. Alan Boezak, 16 June 2023.



Langa Youth graduation ceremony, November 2023.

PART C:

Governance



Minister Motshekga on her first official visit to the Castle.

1. INTRODUCTION

The CCB is serious about its corporate governance responsibility. After every external audit, the management team looks at all the corporate governance deficiencies – small and large – in the earlier budget year and develops and implements an action plan to resolve them. The Executive Authority is usually informed about the Board's intentions about this.

2. PORTFOLIO COMMITTEES

The Board engaged the Portfolio Committee two times during the past financial year, where we met with them on the following dates:

- In May 2023, the Chairperson, CEO and Board presented the 2023/24 Annual Performance Plan and accompanying budget; and
- In October 2023, the Chairperson and CEO presented the 2023/24 Annual Report highlights. The Committee commended the significant progress made and raised no crucial issues.

The CCB valued these engagements since they nurtured an understanding of our work and empathy for our difficult financial situation. The CCB received relief from the DOD for 2023-2024 through their oversight and guidance.

3. EXECUTIVE AUTHORITY

The Minister of Defence and Military Veterans, the Honourable Ms T Modise, was the executive authority of the Castle for the reporting period. Due to various circumstances, the Minister delegated this role to Deputy Minister T Makwetla, an issue that still needs some clarification. The CCB had subsequent engagements with the honourable Minister on the following dates:

- In February 2024, The CEO informally met Minister T Modise to discuss the issue of the homeless around the Castle while the latter attended the SONA event at the Castle.

A formal EA briefing and handover meeting is still in the pipeline.

4. THE ACCOUNTING AUTHORITY: THE CASTLE CONTROL BOARD

As a Schedule 3A Public Entity of the Department of Defence and Military Veterans, the Board's makeup reflects its diverse stakeholder interest. In terms of the Castle Management Act, the Castle of Good Hope is under the juristic control of the Castle Control Board, where the Act furthermore stipulates certain conditions in terms of the composition of the Castle Control Board, including, but not limited to, the following:

- The Board includes representatives of the various national and provincial stakeholders, as expressly referred to in the Act.
- The Chairperson of the Board shall be appointed by SAHRA as a board member, excluding the Officer Commanding Army Support Base Western Cape and the Executive Director, who is not electable as Chairperson.
- Appointment of members, and alternates appointed as representatives of stakeholders, is for two (2) years except for the Officer Commanding Army Support Base Western Cape and the Executive Director/CEO. They will remain appointed board members if they serve in their respective capacities to help such stakeholders.
- The Vice-Chairperson is to be elected by Board members, and the Executive Director will function as Secretary to the Board. A quorum for a meeting includes the Chairperson or Vice-Chairperson and at least six (6) members.

After their Executive Director (CEO) appointment, the Board adopted a firm stance concerning its day-to-day Management. The Board Charter, Code of Ethics and Business Conduct, and Fraud Prevention Plan have been updated and adopted. A Delegation of Authority has also been adopted to separate the board and executive Management's roles.

Composition of the Board

Stakeholders	Name
South African National Defence Force – Chief of Logistics (Chair)	Lt Gen J.S. Mbuli (Retired December 2022) Since January 2023, replaced by Lt Gen. X.B Ndlovu who passed on in November 2023. Replaced by Brig Gen B Augus but Adv. Dave Mitchell act as Board Chair in the meanwhile.
Cape Town Regional Chamber of Commerce	Mr J Moolman
Iziko Museums of South Africa	Mr Hylton Arnolds
Department of Public Works	Ms P Penxa
South African Heritage Resources Agency	Mr G Sipoyo
Officer Commanding Army Support Base	Col. P.V Mchunu
City of Cape Town	Mr D. Hart
South African Tourism Board (WESGRO)	Ms C Koch
Appointed by the Minister of Defence and Military Veterans	Adv. D. Mitchell Ms A. Aggenbach
Western Cape Provincial Legislature	Vacant
Chief Executive Officer	Mr C. Giffellan
Chief Financial Officer	Mr M. Ngewu
Secretary	Mr D. Williams

Committees

Committee	No. of meetings	No. of members	Name of members
Audit & Risk Committee	4	5	Adv. D Mitchell (Chairman), Ms C de Vries (Member), Ms J Niekerk (Member), Mr Calvyn Giffellan (ED), Mr Mandla Ngewu (CFO)

Remuneration of Board members

Board members represent a stakeholder organisation, and thankfully each statutory organisation takes care of the travel and other expenses related to the member's attendance at Board meetings. The exceptions are the Chairperson, another member who served on the Audit Committee, and ex-officio members.

Table 9: Remuneration of Board Members

Name	Remuneration (R'000)	Other allowance	Other Reimbursements	Total (R'000)
Lt Gen JS Ndlovu	Nil	Nil	Nil	Nil
Col PV Mchunu	Nil	Nil	Nil	Nil
Dr B Ndlovu	Nil	Nil	Nil	Nil
Mr G Sipoyo	Nil	Nil	Nil	Nil
Mr D. Hart	Nil	Nil	Nil	Nil
Ms C Koch	Nil	Nil	Nil	Nil
Mr J Moolman	Nil	Nil	Nil	Nil
Adv. D. Mitchell*	R 21	Nil	Nil	R21
Ms A. Aggenbach	R 12	Nil	Nil	R12
Mr C.T. Giffellan**	R1 292	Nil	Nil	R 1 292
Mr M Ngewu**	R 1 055	Nil	Nil	R 1 055
Mr D Williams**	R 367	Nil	Nil	R 367

Notes:

*In his capacity as Audit Committee Chairperson

**In their capacity as full-time employees of the Board

5. RISK MANAGEMENT

The Board, guided by the Audit & Risk Committee and Management, has devised a risk management policy and strategy framework. Given the delegations of authority and segregation of duties, the Board has appointed Management to spearhead this critical part of the entity's work and has adopted a Risk-based Enterprise Development approach.

Management has developed a Risk Register (adopted by the Board), which forms the basis for regular risk assessments to determine its risk management strategy's effectiveness and identify new and emerging risks.

Risk management and mitigation is a standard item on the CCB's Audit and Risk Committee that advises Management on the overall system of risk management, especially the justification of unacceptable levels of risk.

6. INTERNAL CONTROL UNIT

After completing the CCB's Management appointment, we implemented the organisation's segregation of duties and responsibilities protocols. The latter has significantly enhanced the system of internal control. The existence of a robust functioning Audit & Risk Committee and the efforts of individual Board members have strengthened internal control at the CCB. Regular management meetings, unit meetings, monthly staff meetings, clear delegation of authority, and internal SCM committees' appointments have radically strengthened the internal control environment.

7. INTERNAL AUDIT AND AUDIT COMMITTEE

The CCB had fully functional Internal Audit function for the year under review. Morar Incorporated was evaluating the Board's activities for the FY2023/24:

- Evaluate the effectiveness of controls over the reliability and integrity of information management processes, including performance measurement.
- Ascertain the level of compliance with plans, policies, procedures, directives, laws, and regulations.
- Assess the adequacy and effectiveness of controls to safeguard assets, including intangible and non-financial assets.
- Appraise the economies and efficiencies associated with the said resource allocations.
- Review operations to ascertain whether the CCB established objectives and achieved its planned goals.
- Assist Management in identifying business risks and in assessing the adequacy of their risk management and governance processes.

The working relationship between the Internal Audit team, Management, the Audit & Risk Committee, and the AGSA is excellent, leading to completing some preliminary work around reviewing critical policies, approval of ICT policies, and the Internal Audit Charter by year-end.

The Audit & Risk Committee, under the exemplary leadership of Advocate Dave Mitchell, has been invaluable to the strides that have been made in the CCB policy, oversight, and control environments. The Audit Committee members' active participation in matters related to financial management, organisational performance, corporate governance, risk, and oversight is undeniably the primary reason for the smooth, strategic operation of the Board.

Table 11: Audit committee details

Name	Qualifications	Internal or external	If the internal position in the public Entity	Date appointed	Date resigned	No. of meetings attended
Adv. D. Mitchell	B Com. LLB., B Compt. (Hons), CFA, Advocate of the High Court of SA., Chartered Accountant (SA)	Internal	Board Member	May 2012	N/A	4
Ms C de Vries	Post Grad Dip in Marketing/Management, B. Soc. Sci.	External	–	February 2015	N/A	4
Mr C Gilfellan	BA, BA-Honors, MA (Geography and Environmental Studies)	Ex-Officio	Board Member	April 2013	N/A	4
Mr M Ngewu	BSc, B Com, B Compt (Hons), M.Phil (CBE), ACMA, CGMA	Ex-Officio	Board Member	April 2014	N/A	4
Ms J Niekerk	BA, LL B	External	–	February 2018	N/A	3

Table 12: Attendance at meetings

Name of Member	No. of Meetings Attended	
	Year to 31.3.2024	Since 31.3.2024
Adv. D Mitchell (Chairperson)	3	1
Ms C de Vries	3	1
Ms J Niekerk	2	1
Mr D Williams	3	1
Mr M Ngewu	3	1
Mr C Gilfellan	3	1

8. COMPLIANCE WITH LAWS AND REGULATIONS

In previous audits, the findings in this area related to the fact that we did not prepare the AFS in terms of section 55 (1) of the PFMA, and expenditure was not managed in terms of section 51 (1) (b) (ii) of the PFMA, SCM not done in terms of the relevant sections of Treasury Regulations 16A6.3 and the PPPFA, and strategic planning not done in terms of Treasury Regulation 30.1.3(d).

This year's audit proved that we addressed most matters to the Board's satisfaction, the Executive Authority and the AGSA. The latter has raised some new ones, which we shall focus on during the year.

9. FRAUD AND CORRUPTION

The CCB has a fully-fledged Fraud Prevention Policy that also addresses criminality.

The aims and purpose of the plan are to introduce a standard mechanism to guide all staff to reducing fraud to an absolute minimum, teach ways to ensure that the CCB uses resources to provide better care and quality of services, and ensure that any form of waste is regarded unacceptable by all employees.

It further aims to make losses due to fraud and corruption intolerable so that we do not deprive citizens of resources intended for their benefit. The CCB is determined and committed, seeing fraud and corruption matched by insistence that the work of those responsible for countering fraud is carried to the highest standards and is supported by well-designed comprehensive training covering all aspects of work. This training covers the whole spectrum from preventative through to the effective imposition of appropriate sanctions for those committing fraud to ensure that we make awareness of and involvement in countering fraud a general responsibility of all professionals.

Because the Castle of Good Hope is a hemmed-in, well-monitored and protected citadel, access monitoring by SANDF is a significant crime deterrent. It is more likely that criminal activities emanate internally. The MOD&MV's operational guidelines, as the on-site military staff applied, are more than enough to deal with the issue. For significant corporate functions at the Castle, we source additional private security paid for by the client. Upgrading the CCTV camera system will further enhance our capability to manage safety and security.

10. MINIMISING CONFLICT OF INTEREST

Board Members were requested to declare their conflict of interest at every meeting. A declaration register allowing for companies' directorships was also filled out as a standard practice. Similarly, staff members must declare their interest in procurement and other transactional activities of the CCB.

11. CODE OF CONDUCT

The Board has reviewed and re-adopted a Code of Conduct to guide all civilian officials and employees about their relationship with the legislature, political and executive office-bearers, other employees, and the public. Another purpose of the Code is to show how employees should perform their duties to avoid conflict of interest.

Although we developed the Code of Conduct to be as comprehensive as possible, it is not an exhaustive set of rules regulating standards of conduct. However, the leadership of the Castle Control Board, through their responsibility for the efficient Management and administration of the Castle Control Board and the maintenance of discipline, are, among other things, duty-bound to ensure that the conduct of their employees conforms to the fundamental values and principles governing the Board's administration, and the norms and standards as prescribed by the Board. The Board's leadership should also ensure that the staff members are acquainted with these measures and accept and abide by them.

The primary purpose of the Code is a positive one, namely, to promote exemplary conduct. Notwithstanding this, an employee shall be guilty of misconduct and may face the consequences following the relevant collective agreement if they contravene any provision of this Code or do not follow any provision thereof.

12. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

Given that the Castle of Good Hope is a quasi-military site, health and safety are the constant concern of

the CCB. We have taken every precaution to provide a safe workplace. The Support Services Manager does regular inspections and safety meetings. He also meets with Management to plan and implement further improvements in our safety program. Common sense and personal interest in safety are still the most significant safety guarantees at work, on the road, and home.

The CCB is serious about the safety of employees and tourists, and any wilful or habitual violation of safety rules is a cause for dismissal. The Castle Control Board is sincerely concerned about the health and well-being of each team member.

13. BOARD SECRETARY

Regarding the Act, the accounting officer manages the role and responsibilities of the company secretary—ditto for reports and returns. However, the Board has appointed Mr Derek Williams to function as secretary. The Board will review as the organisation expands.

14. SOCIAL RESPONSIBILITY

In both the Chairperson and Accounting Officer's reports, it is clear that the entity takes its social responsibility very seriously. It dedicates an entire strategic aim to the increase in public access to the Castle of Good Hope.

We are acutely aware that, measured against international standards, the entrance fees of R50 and R30 for adults and children, respectively, to access our heritage offering are very reasonable but still unaffordable to large sections of our communities. Mindful of this, we have provided all citizens selected public holidays free access.

In addition, we regularly receive requests from local scholars who cannot afford the R8 entry for the Castle. In such cases, we assess the situation and allow the group free entrance. The latter could either be at a reduced cost or no charge. We also hosted smaller groups of disabled and disadvantaged youths at various cultural functions and events. We also opened our venues, including the brand-new Centre for Memory, Healing and Learning to struggling NGOs and organised Khoisan, Nguni cultural groups and military veterans.

15. AUDIT & RISK COMMITTEE REPORT

We are pleased to present the Audit & Risk Committee Report for the Castle Control Board (CCB) for the financial year ended 31 March 2024.

Audit & Risk Committee Members and Attendance

The Audit & Risk Committee consists of three independent persons, all with the required expertise and experience in business, compliance, legal and financial matters. The committee's chairperson is also a member of the Board, appointed by the executive authority. The Committee met three times during the year to 31 March 2024 and twice subsequently, in accordance with its approved terms of reference. In addition, Committee members consult regularly with management and the Board on matters within their area of responsibility.

Name of Member	Number of Meetings Attended	
	Year to 31.3.2024	Since 31.3.2024
Adv. David Mitchell (Chairperson to 30 June 2024) *	3	2
Ms Carmen de Vries (Acting chairperson from 30 June 2024)	3	2
Adv. Jodi-Anne Niekerk	2	2

* Member of the Castle Control Board (appointed by the Minister of Defence & Military Veterans)

Representatives of the Auditor-General have attended or were invited to all Audit Committee meetings.

Governance and Committee Membership

Membership of the Audit & Risk Committee is being reviewed by the Board and management is now advertising for potential candidates. This follows the Board's request that Adv. Mitchell should act as chairman of the CCB Board until new or reaffirmed appointments to the Board are made by the Minister of Defence & Military Veterans who took office on 30 June 2024. In the interim, Ms Carmen de Vries will act as chairperson of the Audit & Risk Committee.

Audit & Risk Committee Responsibility

The Audit & Risk Committee reports that it has complied with its responsibilities arising from sections 51(1)(a)(ii) and 76(4)(d) of the Public Finance Management Act, 1999 and National Treasury Regulation 27, as read with the Castle Management Act, 1993, and the National Heritage Resources Act, 1999.

The Committee further reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter and has regulated its affairs and discharged its responsibilities in compliance with this charter.

Current year audit outcome

The Auditor-General conducted this year's audit as a limited assurance review which is more suitable for smaller entities, with the following conclusions and findings:

- The entity's annual financial statements as submitted were of a high standard and were accepted without amendment or adjustment. In preparing the 2024 financial statements, management had corrected two prior year accounting errors that were inconsequential – accrued interest on bank account savings had been treated as a trade receivable debtor and electricity generator fuel costs had been shown as a repairs and maintenance cost.
- The indicators in the annual performance review as selected by the Auditor-General were evaluated as providing useful and reliable information on the entity's planning and delivery on its mandate and objectives.
- Certain internal control deficiencies and instances of non-compliance were identified with regard to the strict implementation of procurement legislation and related regulations. While these were repeat findings from the prior year, the recent enactment of the Preferential Procurement Act (No. 28 of 2024) – which was signed into law on 23 July 2024 and which repealed the dysfunctional Preferential Procurement Policy Framework Act (No. 5 of 2000) – provides a more suitable legislative framework for an entity of the CCB's size and nature.

Compliance with relevant legislation

The Audit Committee has noted the non-compliance instances pinpointed by the Auditor-General. We record our concern that the legislation selected by the Auditor-General for compliance testing does not include the Castle Management Act (No. 207 of 1993) nor the National Heritage Resources Act (No. 25 of 1999). These two statutes are the very foundation of the CCB's existence, purpose and responsibility in

managing, conserving and utilising what is an important and internationally-acclaimed citadel and a prestigious national heritage site, listed as a defence endowment property under the special care of the Minister of Defence & Military Veterans.

We remain mystified as to the significance of the Construction Industry Development Board Act (No. 38 of 2000) for audit purposes.

Internal audit

We wish to acknowledge the strong contribution from Morar Inc., Chartered Accountants (S.A.), as the CCB's outsourced internal audit service provider.

Internal audit support has concentrated in areas that assist management in achieving targeted goals, developing skills and generally improving productivity, efficiency and all-round effectiveness, finding and recommending smarter ways of going about business operations. A special focus was looking over performance management systems including methods of recordal and document retention, which has assisted management in meeting reporting deadlines timeously. Another area where particular attention was given was in human resource management with the keeping of leave and overtime records and the development of pre-authorisation controls over overtime and after hours duty attendances. Support has also been given in updating supply chain management and other policies to ensure that these are and remain aligned with National Treasury guidelines and statutory prescripts.

This support is essential given the complexity of statutory rules and regulations which are burdensome and often inappropriate for a small entity such as the CCB.

Reporting and oversight

The Castle Control Board has reported regularly to the Minister of Defence & Military Veterans who is its Executive Authority, and to National Treasury on its financial and operational performance, in compliance with its statutory responsibilities. The Board has also presented regularly to the Portfolio Committee for Defence & Military Veterans.

The entity's Strategic Plan and Annual Performance Plan were submitted in accordance with statutory prescripts and National Treasury directives.

Going concern

Support from the S. A. National Defence Force and the Minister of Defence & Military Veterans has enabled the Castle Control Board to better fulfil its mandated functions and responsibilities. This support supplements the entity's own revenue-generating activities and key stakeholder partnerships which are essential for the Board's sustainability.

Evaluation of Financial Statements

The Audit & Risk Committee has reviewed and discussed the audited annual financial statements and performance report to be included in the annual report with the Auditor-General, with management and the Chief Executive Officer, and with the Board as the CCB's accounting authority.

Auditor-General's Report

The Audit & Risk Committee has reviewed the Auditor-General's management report on the findings of the 2024 external audit and management's responses, and has reviewed all changes in accounting policies and practices.

The Committee has noted and reviewed the Auditor-General's assessment of the usefulness and reliability of performance information examined.

There are no unresolved audit matters arising from previous years.

The Committee has reviewed the Auditor-General's independence and objectivity, has considered the Auditor-General's conclusion on the annual financial statements, annual performance report and other legal and regulatory matters, and is of the view that the audited annual financial statements and performance report can be accepted and read together with the Auditor-General's report.



Ms C. de Vries

Chairperson of the Audit & Risk Committee

Date: 31 August 2024



Chinese Ministry-SAPS visit, 8 May 2023.



Screening of the Russian Film, "Ordinary Fascism", Castle Chapel, 22 February 2024.



Documentary filming with the late Archbishop's daughter, 5 July 2023



IEC General Election Training workshop, February 2023



**"Friends of the SA Museum"
(IZIKO), March 2023.**



The Dutch Royal couple receives a fiery welcome from Khoi and formerly enslaved descendant protesters at the Slave Lodge, Iziko Museums, 20 October 2023.



In conversation with Dutch Education Minister Prof. Dijkgraaf (second from right) leads a high-powered delegation to engage with our often-difficult shared history, culture, and heritage.

PART D:

Human Resource Management



Mr Igshaan Higgins, Director of the Cape Heritage Museum at the Castle, receives the NHC's Award in the category 'Best Heritage Tourism Destination', 14 September 2023.

1. INTRODUCTION

Traditionally the Human Resources component of the CCB has been its Achilles heel and strength. On the one hand, its historical reliance on DOD-remunerated staff assigned to the Castle has led to significant savings (hence the accumulation of historic surpluses). However, on the other hand, it attracted the ire of NT and the AGSA and delayed any decisiveness as to the ultimate civilian management structure of the CCB. The Board has now successfully resolved this matter but remains on the back foot with the departure of three managers and two other staff members. The recruitment drive to replace at least two positions started towards the end of the financial year.

In June 2016, the Board finalised its required management structure which significantly whittled down the findings dealing with staff and the segregation of duties. However, a couple of the historic HR issues remained, and given that the organisation does not have a dedicated HR unit, it established an HR & REMS Committee, and we envisage a complete review of the HR policies and structure of the CCB for the new financial year.

The HR situation at the CCB improved with annual reviews of all staff contracts, development of performance agreements for all staff, revising the remuneration scales, staff contentment, dealing with isolated disciplinary matters, staff benefits and obligations and building a high-performance Castle team.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

INTRODUCTION

Traditionally the Human Resources component of the CCB has been its Achilles heel and strength. On the one hand, its historical reliance on DOD-remunerated staff assigned to the Castle has led to significant savings (hence the accumulation of historic surpluses). However, on the other hand, it attracted the ire of NT

and the AGSA and delayed any decisiveness as to the ultimate civilian management structure of the CCB. The Board has now successfully resolved this matter but remains on the back foot with the departure of three managers and two other staff members. The recruitment drive to replace at least two positions started towards the end of the financial year.

In June 2016, the Board finalised its required management structure which significantly whittled down the findings dealing with staff and the segregation of duties. However, a couple of the historic HR issues remained, and given that the organisation does not have a dedicated HR unit, it established an HR & REMS Committee, and we envisage a complete review of the HR policies and structure of the CCB for the new financial year.

The HR situation at the CCB improved with annual reviews of all staff contracts, development of performance agreements for all staff, revising the remuneration scales, staff contentment, dealing with isolated disciplinary matters, staff benefits and obligations and building a high- performance Castle team.

3. HUMAN RESOURCE OVERSIGHT STATISTICS

The CCB Management team included 26 full-time CCB remunerated staff members at the end of FY 2023/24. For total transparency, we add to this the casual and interns who were remunerated during the year.

Besides, we still have access to three (3) museum artists, who are remunerated, and performance managed by the Department of Defence and are thus not included in the HR Tables below. Short-term contract interns (12) and added casual staff employed to help during the peak tourism season, and the eight (8) members of the DOD-funded gardening maintenance team increased the extended Castle HR base to 28. (We carried the maintenance team members as "casual labour" for March, but after a Board resolution, they were later listed as employees since year-end.)

Table 13: personnel cost by programme/activity/objective

Programme/activity/objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Administration	R8 345	R5 659	67.8%	38*	R148.9

Notes: * Includes 12 interns, one casual needed to supplement cleaners and help with events and eight newly appointed terrain workers.

Table 14: Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Top Management	R2 346	37.5%	2	R1 173
Senior Management	R0	0%	0*	R0*
Professional qualified	R1 821	29.1%	8**	R228
Skilled	R0	0%	0	R0
Semi-skilled	R1 133	18.2%	6	R189
Unskilled	R955	15.2%	28***	R34
TOTAL	R6 255	100%	44	R142

Notes: * Three managers ended their contracts in the 2019 budget year. 2 of the positions are being filled by professionally qualified team members

** Includes a qualified tour guide employed on a six-week short-term contract

***Includes temporary employees, interns, and casuals deployed during events and special programmes.

The chief executive was the first CCB staff member to be appointed on a performance contract basis. His contract states: "...it being recorded that the Board has resolved and undertaken that an executive director who substantially exceeds the stipulated performance delivery targets may be considered for a supplementary performance bonus depending upon the board's operational and financial performance – this to be capped at a maximum of 20% of the incumbent's guaranteed basic annual salary" The 20% cap has since been reduced to 10% and applied to all staff contracts.

As part of the organisational performance framework of the CCB, the organisation will deal with all future staff appointments in this manner. Since 2018, the organisation has put a freeze on all performance bonuses.

Table 15: Performance Rewards

Employment Category	Performance rewards	Personnel Expenditure R'000)	% of performance rewards to total personnel cost
Top Management	0	R6 255	0
Senior Management	0	R6 255	0
Professional qualified	0	R6 255	0
Skilled	0	R6 255	0
Semi-skilled	0	R6 255	0
Unskilled	0	R6 255	0
TOTAL	0	R6 255	0

Table 16: Training Costs

Programme/activity/objective	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	No. of employees trained	Avg training cost per employee (R'000)
Administration	R6 255	R0	0.00%	0	R0

Table 17: Employment and vacancies

Programme/activity/objective	2021/2022 No. of Employees	2022/2023 Approved Posts	2023/2024 No. of Employees	2023/2024 Vacancies	% of vacancies
Administration	28	28	26	2	7.1%

Table 18: Employment and vacancies per employment category

Employment category	2022/2023 No. of Employees	2023/2024 Approved Posts	2023/2024 No. of Employees	2022/2023 Vacancies	% of vacancies
Top Management	2	2	2	0	0%
Senior Management	0	3	0	3*	100%
Professional qualified	8*	5	8*	0	0%
Skilled	0	1	0	0	0%
Semi-skilled	6	5	6	0	0%
Unskilled	22**	12	28**	2	17%
TOTAL	38**	28	44**	5	18%

* The CCB has made temporary internal appointments to fill two of the three management positions. It also includes a qualified casual employee.

**This figure includes casuals and short-term contract workers.

Employment and vacancies

The Board has decided not to fill the Management and other vacancies until we conclude the shareholder's agreement and resource allocation with the Ministry.

Table 19: Employment changes

Salary Band	Employment at the beginning of period	Appointments	Terminations	Employment at the end of the period
Top Management	2	-	-	2
Senior Management	0	-	-	0
Professional qualified	8	-	-	8
Skilled	0	-	-	0
Semi-skilled	6	-	-	6
Unskilled	10	-	2	8
TOTAL	26	-	-	24

Table 20: Reasons for staff leaving.

Reason	Number	% of total no. of staff leaving
Death	-	-
Resignation	-	-
Dismissal	-	-
Retirement	-	-
Ill health	-	-
Expiry of contract	-	-
Other	2	7.7%
TOTAL	2	7.7%

Table 21: Labour Relations: Misconduct and disciplinary action

Nature of Disciplinary Action	Number
Verbal Warning	1
Written Warning	8
Final Written warning	-
Dismissal	-
TOTAL	9

Table 22: Labour Relations: Misconduct and disciplinary action

Nature of Disciplinary Action	Number
Verbal Warning	4
Written Warning	2
Final Written warning	0
Dismissal	0
TOTAL	6

Table 23: Equity Target and Employment Equity Status (Male)

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1		1		0		0	
Senior	0		0		0		0	
Professionally qualified	2		1		0		1	
Skilled	0		0		0		0	
Semi-Skilled	1		1		0		1	
Unskilled	6		0		0		0	
TOTAL	10		3		0		2	

Table 24: Equity Target and Employment Equity Status (Female)

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0		0		0		0	
Senior Management	0		0		0		0	
Professional qualified	2		1		0		0	
Skilled	0		0		0		0	
Semi-skilled	1		2		0		0	
Unskilled	0		0		0		0	
TOTAL	3		3		0		0	

Table 25: Equity Target and Employment Equity Status (Disabled)

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0		0	
Senior Management	0		0	
Professional qualified	0		0	
Skilled	0		0	
Semi-skilled	0		1	
Unskilled	0		-	
TOTAL	0		1	



Youth engagin Dr Alan Boesak, 16 June 2023.



Chinese Vice-Minister for Culture and Tourism Li Qun, Camissa Museum, on Mndela Day, 18 July 2023.



Female Youth Choir performing at Castle & Cape Heritage Museum's Youth Day Celebrations, 16 June 2023.

PART E:

Report of the Auditor-General



The world-famous “Journey into Africa” statues by Xu Hongfei made its SA stop at the Castle on 20 September 2023.

Report of the Auditor-general to Parliament on Castle Control Board

Report on the financial statements

1. I have reviewed the financial statements of the Castle Control Board set out on pages 61 to 95 which comprise the statement of financial position as at 31 March 2024, 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.

Conclusion

2. Based on my review, nothing has come to my attention that causes me to believe that the financial statements do not present fairly, in all material respects, the financial position of the Castle Control Board as at 31 March 2024 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 1 of 1999 (PFMA).

Emphasis of matter

3. I draw attention to the matter below. My conclusion is not modified in respect of this matter.

Restatement of prior year figures

4. As disclosed in note 25 to the financial statements, the corresponding figures for 31 March 2023 were restated as a result of an error in the financial statements of the public entity at, and for the year ended, 31 March 2024.

Responsibilities of the accounting authority for the financial statements

5. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with 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.

6. In preparing the financial statements, the accounting authority is responsible for assessing the public 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.

Responsibilities of the auditor-general for the review of the financial statements

7. My responsibility is to express a conclusion on the accompanying financial statements. I conducted my review in accordance with the International Standard on Review Engagements (ISRE) 2400 (Revised), Engagements to review historical financial statements. The standard requires me to conclude on whether anything has come to my attention that causes me to believe that the financial statements, taken as a whole, are not prepared in all material respects in accordance with the applicable financial reporting framework. This standard also requires me to comply with relevant ethical requirements.
8. A review of financial statements in accordance with ISRE 2400 (Revised) is a limited assurance engagement. I am required to perform procedures, primarily consisting of making inquiries of management and others within the auditee, as appropriate, and applying analytical procedures, and evaluating the evidence obtained.
9. The procedures performed in a review engagement are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing. Accordingly, I do not express an audit opinion on these financial statements.

Report on the annual performance report

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information

against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

11. I selected the following material performance indicators related to programme 3 – maximising the castle's tourism potential presented in the annual performance report for the year ended 31 March 2024. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

- Annual number of visitors and tourists attracted to the Castle of Good Hope
- Gross revenue generated through tourism and events
- Number of commercial events hosted at the Castle of Good Hope
- Number of film and fashion shoots accommodated at the Castle of Good Hope
- Number of tourism infrastructure upgrades completed
- Number of joint marketing initiatives undertaken

12. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

13. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
- the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements

- the targets linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

14. I performed the procedures for the purpose of reporting material findings only.

15. I did not identify any material findings on the reported performance information for the selected material performance indicators.

Other matter

I draw attention to the matter below.

Achievement of planned targets

16. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and underachievements.

Report on compliance with legislation

17. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.

18. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

19. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
20. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Procurement and contract management

21. Some of the quotations were accepted from prospective suppliers who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by treasury regulation 16A8.4 and paragraph 7.2 of National Treasury Instruction No. 3 of 2021-22. Similar non-compliance was also reported in the prior year.
22. Some of the quotations were awarded to suppliers whose tax matters had not been declared by the South African Revenue Service to be in order, as required by treasury regulation 16A9.1(d). Similar non-compliance was also reported in the prior year.

Expenditure management

23. Effective and appropriate steps were not taken to prevent irregular expenditure as disclosed in note 32 to the annual financial statements, as required by section 51(1)(b)(ii) of the PFMA. The majority of the irregular expenditure was caused by non-compliance with procurement legislation.

Internal control deficiencies

24. I considered internal control relevant to my engagement on the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

25. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
26. Management did not ensure that the appropriate legislation was applied to ensure that a supplier's tax status is verified at the time of the award and that suppliers declare their interest as to whether they are employed by the state or connected to any person employed by the state.

Professional ethics and quality control

27. I am independent of the public 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 engagements in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
28. In accordance with the International Standard on Quality Management 1, the AGSA maintains a comprehensive system of quality management that includes documented policies and procedures on compliance with ethical requirements and professional standards.

Auditor-General

Cape Town

31 July 2024



**AUDITOR-GENERAL
SOUTH AFRICA**

Auditing to build public confidence

Annexure to the auditor's report

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); Section 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); Section 55(1)(c)(i); 56(1); 57(b)
Treasury Regulations, 2005	Regulation 8.2.1; 8.2.2; 16A3.2; 16A3.2(a); Regulation 16A6.1; 16A6.2(a); 16A6.2(b); Regulation 16A6.3(a); 16A6.3(a); 16A6.3(b); Regulation 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; Regulation 16A6.6; Regulation 16A.7.7; 16A8.3; 16A8.4; 16A9.1(b)(ii); Regulation 16A.9.1(d); 16A9.1(e); 16A9.1(f); Regulation 16A9.2; 16A9.2(a)(ii); 30.1.1; 30.1.3(a); Regulation 30.1.3(b); 30.1.3(d); 30.2.1; Regulation 33.1.1
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Second amendment to National Treasury Instruction No. 5 of 2020-21	Paragraph 1
Erratum to National Treasury Instruction No. 5 of 2020-21	Paragraph 2
National Treasury Instruction No. 5 of 2020-21	Paragraph 4.8; 4.9; 5.3
National Treasury Instruction No. 1 of 2021-22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015-16	Paragraph 3.4
National Treasury Supply Chain Management (SCM) Instruction No. 4A of 2016-17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021-22	Paragraph 4.1; 4.2(b); 4.3; 4.4(a); 4.17; 7.2; Paragraph 7.6
National Treasury SCM Instruction No. 11 of 2020-21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021-22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
Practice Note 5 of 2009-10	Paragraph 3.3
Practice Note 7 of 2009-10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; Regulation 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; Regulation 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)



Mrs September and Mr Patric Tariq Mallet at the launch of her late husband's biography in the Castle's Camissa Museum, 24 September 2023.



Youth Day 2023 was celebrated with Dr Alan Boezak.



Professor Vivian Lavack, stressing the importance of the CCB-UWC MOU, 4 December 2023.

PART F:

Financial Information



SAPS Officials conducting a gender-based violence workshop, Conference Centre, August 2023.

INDEX

ACCOUNTING AUTHORITY'S RESPONSIBILITY AND APPROVAL STATEMENT	59
ACCOUNTING AUTHORITY'S REPORT	60
STATEMENT OF FINANCIAL POSITION AT 31 MARCH 2024	61
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDING 31 MARCH 2024	62
STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDING 31 MARCH 2024	63
CASH FLOW STATEMENT FOR THE YEAR ENDING 31 MARCH 2024	64
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDING 31 MARCH 2024	65
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 MARCH 2024	66

List of Abbreviations

COID	Compensation for Occupational Injuries and Diseases
GRAP	Generally Recognised Accounting Practice
EA	Executive Authority
DoD	Department of Defence
CCB	Castle Control Board
CEO	Chief Executive Officer
CFO	Chief Financial Officer
ASB	Accounting Standards Board
PFMA	Public Finance Management Act

ACCOUNTING AUTHORITY'S RESPONSIBILITY AND APPROVAL STATEMENT

The accounting authority is required to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related information included in this report. It is the responsibility of the Board of the CCB (Board) to ensure that the annual financial statements fairly present the state of affairs of the CCB as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express a conclusion on the annual financial statements and were given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with the prescribed Standards of Generally Recognised Accounting Practices (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board (ASB) and the Public Finance Management Act (PFMA). The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Board acknowledges that it is ultimately responsible for the system of internal financial control established by the CCB and places considerable importance on maintaining a strong control environment. To enable it to meet these requirements, the Board sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk.

These controls are monitored throughout the CCB and all employees are required to maintain the highest ethical standards in ensuring the CCB's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the CCB is on identifying, assessing, managing and monitoring all known forms of risk across the CCB. While operating risk cannot be fully eliminated, the CCB endeavours to

minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Board is of the opinion that, based on the information and explanations given by management, the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not any absolute assurance against material misstatement or loss.

The Board has reviewed the CCB's cash flow forecast for the year ended 31 March 2025 and, in the light of this review and the current financial position, is satisfied that the CCB has access to adequate resources to continue in operational existence for the foreseeable future.

Although the Board is primarily responsible for the financial affairs of the CCB, it is supported by the CCB's external auditors.

The external auditors are responsible for independently reviewing and reporting on the CCB's annual financial statements. The annual financial statements have been examined by the CCB's external auditors and their report is presented on pages 52 to 55

The annual financial statements set out on pages 61 to 95 which have been prepared on the going concern basis, were approved by the Board on 31 May 2024 and were signed on its behalf by:



Adv. D. Mitchell
Acting Chairperson

ACCOUNTING AUTHORITY'S REPORT

The members of the Board submit their report for the year ended 31 March 2024.

1. INCORPORATION

The Castle Control Board (CCB) was established by an Act of Parliament, the Castle Management Act (Act 207 of 1993) and is listed as a national public entity in Schedule 3A of the Public Finance Management Act, 1999 (PFMA). The Board of the CCB acts as the accounting authority in terms of the PFMA.

2. REVIEW OF ACTIVITIES - MAIN BUSINESS AND OPERATIONS

The Castle Control Board is a service-orientated public entity striving to optimise the Castle of Good Hope's tourism potential and its accessibility to the public and to preserve and protect its cultural and military heritage.

The operating results and state of affairs of the CCB are fully set out in the attached financial statements.

3. GOING CONCERN

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business. The CCB receives a COVID-19 relief grant from the Department of Defence to assist in meeting the obligations of the CCB as they become due. The last tranche was received during the 2023/24 financial period. The Board is satisfied that the CCB will be able to generate sufficient revenue to continue as a going concern in the foreseeable future.

Management's assessment of going concern is disclosed under note 38 of these annual financial statements.

4. SUBSEQUENT EVENTS

The members are not aware of any matter or circumstance arising since the end of the financial year.

5. STAKEHOLDERS

The stakeholders currently represented on the CCB Board are indicated below:

Name	Stakeholder
Lt - Gen. X.B. Ndlovu	SANDF - Chief of Logistics (Chairman) (Deceased)
Adv. D. Mitchell	Appointed by the Minister of Defence and Military Veterans (Acting Chairperson)
Ms. A. Aggenbach	Appointed by the Minister of Defence and Military Veterans
Mr. D. Hart	City of Cape Town
Dr B. Ndhlovu	Iziko Museums of South Africa (Resigned December 2023)
Mr. H. Arnolds	Iziko Museums of South Africa (Appointed December 2023)
Mr. C.T. Giffellan	Castle Control Board
Ms. C. Koch	WESGRO
Mr. G. Sipoyo	South African Heritage Resources Agency
Mr. J. Moolman	Cape Town Regional Chamber of Commerce and Industry
Mr. Nyale	Department of Public Works and Infrastructure (Appointed March 2024)
Col. P.V. Mchunu	Officer Commanding - Army Support Base Western Cape

6. BANKERS

Amalgamated Banks of South Africa Limited (ABSA)

7. AUDITORS

In accordance with section 20 of the Castle Management Act the Auditor General South Africa acts as auditors of the CCB.

8. EXECUTIVE AUTHORITY

The Executive Authority responsible for the CCB is the Minister of Defence and Military Veterans.

The Minister has delegated this responsibility to the Deputy Minister of Defence and Military Veterans.



Adv. D. Mitchell
Acting Chairperson

STATEMENT OF FINANCIAL POSITION

AT 31 MARCH 2024

	Notes	2024 R (Actual)	2023 R (Restated)
ASSETS			
Current Assets		8 602 005	6 730 747
Cash and Cash Equivalents	2	8 077 811	6 162 779
Receivables from Exchange Transactions	3	521 690	565 357
Inventory	4	2 505	2 611
Non-current Assets		2 708 766	2 476 403
Property, Plant And Equipment	5	884 057	1 072 162
Intangible Assets	6	437 899	17 431
Heritage Assets	7	1 386 810	1 386 810
Total Assets		11 310 771	9 207 149
LIABILITIES			
Current Liabilities		932 637	750 785
Payables from Exchange Transactions	8	517 894	372 914
Employee Benefits	9	414 743	377 871
Total Liabilities		932 637	750 785
NET ASSETS		10 378 134	8 456 365
Accumulated Surplus	10	10 378 134	8 456 365
NET ASSETS		10 378 134	8 456 365

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDING 31 MARCH 2024

	Notes	2024 R (Actual)	2023 R (Actual)
REVENUE			
REVENUE FROM NON-EXCHANGE TRANSACTIONS		6 391 091	6 365 937
Transfer Revenue		6 391 091	6 365 937
Government Grants and Subsidies - Operating	11	6 000 000	6 000 000
Services In-kind and Public Donations	12	391 091	365 937
REVENUE FROM EXCHANGE TRANSACTIONS		4 553 402	4 785 755
Operating Activities		4 553 402	4 785 755
Ticket Sales	13	2 697 314	2 507 139
Rental of Facilities and Equipment	14	1 483 080	1 910 382
Interest Earned - External Investments	15	359 022	293 327
Other Revenue	16	11 775	74 906
Gain on Disposal of Property, Plant and Equipment	17	2 212	-
TOTAL REVENUE		10 944 493	11 151 692
EXPENDITURE			
Employee Related Costs	18	6 295 104	5 617 208
Depreciation and Amortisation	19	341 739	535 218
Contracted Services	20	274 155	254 895
Cost of Sales	21	106	23 909
General Expenses	22	2 111 619	1 914 010
Loss on Disposal of Property, Plant and Equipment	23	-	13 877
TOTAL EXPENDITURE		9 022 723	8 359 117
NET SURPLUS FOR THE YEAR		1 921 770	2 792 576

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDING 31 MARCH 2024

	ACCUMULATED SURPLUS R	TOTAL R
Balance on 31 March 2022	5 663 789	5 663 789
Net Surplus for the Year	2 792 576	2 792 576
Balance on 31 March 2023	8 456 365	8 456 365
Net Surplus for the Year	1 921 770	1 921 770
Balance on 31 March 2024	10 378 134	10 378 134

CASH FLOW STATEMENT

FOR THE YEAR ENDING 31 MARCH 2024

	Notes	2024 R (Actual)	2023 R (Restated)
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Rental of Facilities and Equipment, Ticket Sales and Other Services		4 319 048	4 052 135
Grants		6 000 000	6 000 000
Interest		345 855	265 954
Other Income		11 775	74 906
Public Contributions and Donations		-	10 400
Payments			
Employee Cost		(6 258 232)	(5 673 672)
Suppliers		(1 931 524)	(1 881 986)
NET CASH FROM OPERATING ACTIVITIES	26	2 486 922	2 847 737
CASH FLOW FROM INVESTING ACTIVITIES			
Receipts			
Proceeds on Disposal of Property, Plant and Equipment			
Payments			
		3 160	-
Purchase of Property, Plant and Equipment		(148 389)	(199 139)
Purchase of Intangible Assets		(426 661)	-
NET CASH USED INVESTING ACTIVITIES		(571 891)	(199 139)
NET INCREASE IN CASH HELD		1 915 032	2 648 599
Cash and Cash Equivalents at the beginning of the year		6 162 779	3 514 180
Cash and Cash Equivalents at the end of the year	27	8 077 811	6 162 779
NET INCREASE IN CASH HELD		1 915 032	2 648 599

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDING 31 MARCH 2024

ADJUSTMENTS TO APPROVED BUDGET

	2024 R (Approved Budget)	2024 R (Adjustments)	2024 R (Final Budget)	2024 R (Actuals)	2024 R (Variance)
REVENUE BY SOURCE					
REVENUE FROM NON-EXCHANGE TRANSACTIONS					
Transfer Revenue	6 000 000	-	6 000 000	6 391 091	391 091
Government Grants and Subsidies - Operating	6 000 000	-	6 000 000	6 000 000	-
Services in-kind and public donations	-	-	-	391 091	391 091
Total Revenue from Non-Exchange Transactions	6 000 000	-	6 000 000	6 391 091	391 091
REVENUE FROM EXCHANGE TRANSACTIONS					
Operating Activities	4 455 000	-	4 455 000	4 553 402	98 402
Ticket Sales	2 907 000	-	2 907 000	2 697 314	(209 686)
Rental of Facilities and Equipment	1 255 000	-	1 255 000	1 483 080	228 080
Interest Earned - External Investments	171 000	-	171 000	359 022	188 022
Other Revenue	122 000	-	122 000	11 775	(110 226)
Gain on Disposal of Property, Plant and Equipment	-	-	-	2 212	2 212
Total Revenue from Exchange Transactions	4 455 000	-	4 455 000	4 553 402	98 402
TOTAL OPERATING REVENUE	10 455 000	-	10 455 000	10 944 493	489 493
EXPENDITURE BY TYPE					
Employee Related Costs	7 602 000	-	7 602 000	6 295 104	(1 306 896)
Depreciation and Amortisation	414 000	-	414 000	341 739	(72 261)
Contracted Services	205 000	-	205 000	274 155	69 155
Cost of Sales	-	-	-	106	106
General Expenses	2 231 000	-	2 231 000	2 111 619	(119 381)
Loss on Disposal of Property, Plant and Equipment	3 000	-	3 000	-	(3 000)
TOTAL OPERATING EXPENDITURE	10 455 000	-	10 455 000	9 022 723	(1 432 277)
NET SURPLUS/(DEFICIT) FOR THE YEAR	-	-	-	1 921 770	1 921 770

Refer to note 28.2 for further details relating to material variances and adjustments

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDING 31 MARCH 2024

1. ACCOUNTING POLICIES

1.1 PRESENTATION OF THE ANNUAL FINANCIAL STATEMENTS

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), 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.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed below.

1.2 PRESENTATION CURRENCY

The financial statements are presented in South African Rand, rounded off to the nearest Rand, which is the CCB's functional currency.

1.3 GOING CONCERN ASSUMPTION

These annual financial statements have been prepared based on the expectation that the CCB will continue to operate as a going concern for at least the next 12 months.

1.4 OFFSETTING

Assets, liabilities, revenues and expenses have not been offset except when offsetting is required or permitted by a Standard of GRAP.

1.5 COMPARATIVE INFORMATION

1.5.1 Prior year comparatives

When the presentation or classification of items in the financial statements is amended, prior period comparative amounts are restated, unless a standard of GRAP does not require the restatements of comparative information. The nature and reason for the reclassification is disclosed.

Where material accounting errors, which relate to prior periods, have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

1.5.2 Amended Accounting Policies

Amendments to accounting policies are reported as and when deemed necessary based on the relevance of any such amendment to the format and presentation of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

1.6 MATERIALITY

Material omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor. Materiality is determined as 1% of total operating expenditure. This materiality is from management's perspective and does not correlate with the auditor's materiality.

1.7 BUDGET INFORMATION

Deviations between budget and actual amounts are analysed. All material differences are explained in the notes to the financial statements.

Budget information is presented on the accrual basis and is based on the same fiscal period as the actual amounts.

The Statement of Comparison of Budget and Actual Amounts includes the comparison between the approved and final budget amounts, as well as a comparison between the actual amounts and final budget amounts.

The disclosure of comparative information in respect of the previous period is not required by the Standards of GRAP.

The approved- and final budget covers the fiscal period from 1 April 2023 to 31 March 2024.

1.8 NEW STANDARDS, AMENDMENTS TO STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

1.8.1 *Effective dates determined*

Where a Standard of GRAP has been issued but is not yet effective, the CCB may resolve to early adopt such a Standard of GRAP if an effective date has been determined by the Minister of Finance.

The CCB however resolved not to early adopt the following Standard of GRAP which was issued but is not yet effective:

1.8.1.1 GRAP 104 (Revised 2019) - Financial Instruments (effective 1 April 2025)

The objective of this Standard is to establish principles for recognising, measuring, presenting and disclosing financial instruments. This Standard was revised to align it with IFRS 9 on Financial Instruments.

The impact of the revised Standard may be significant on the financial statements, due to the following key changes to the Standard:

- (a) Changes in the classification of instruments for subsequent measurement – financial assets are measured at either amortised cost or fair value based on the reason why they are held and their economic characteristics. Specific liabilities are measured at fair value, and all others are measured at amortised cost.
- (b) The approach to impairing financial assets changed from an incurred loss to an expected loss model. As indicated in the name, expected losses estimate the expected default of financial assets over a period of time rather than only recognising an impairment loss when an event occurs.
- (c) Loan commitments and financial guarantee contracts are recognised and measured differently. They are no longer in the scope of GRAP 19 on Provisions, Contingent Liabilities and Contingent Assets. When entering into these transactions there is an economic consequence that exposes an entity to risk. Accounting for them as financial instruments best captures this risk exposure.
- (d) With the changes in the classification of instruments and impairment approach, there is new information that GRAP 104 requires entities to disclose

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

1.8.1.2 iGRAP 22 - Foreign Currency Transactions and Advance Consideration (effective 1 April 2025)

This Interpretation addresses how to determine the date of the transaction for the purpose of determining the exchange rate to use on initial recognition of the related asset, expense or revenue (or part of it) on the derecognition of a non-monetary asset or non-monetary liability arising from the payment or receipt of advance consideration in a foreign currency.

No significant impact is expected as the CCB is not exposed to any foreign currency transactions.

1.8.2 *Effective dates not yet determined*

Where a Standard of GRAP has been issued but is not yet effective and the Minister of Finance has not yet determined an effective date for implementation, the CCB may elect to apply the principles established in that standard in developing an appropriate accounting policy dealing with a particular section or event.

The following Standards of GRAP have been issued but are not yet effective as the Minister of Finance has not yet determined the effective date for application:

1.8.2.1 GRAP 103 (Revised 2022) - Heritage Assets

The objective of this Standard is to prescribe the accounting treatment for heritage assets and related disclosure requirements.

Preliminary investigations indicate that this revised Standard may have a significant impact with regards to heritage assets which have a dual purpose. Even though some heritage assets can have cultural significance while being used in delivering services, the revised Standard will now require that all heritage assets be accounted for using GRAP 103. A consequence of this amendment is that a heritage asset will no longer be depreciated. Instead, a heritage asset should be tested for impairment when an impairment indicator has been triggered.

1.8.2.2 GRAP 105 (Revised 2023) - Transfer of Functions Between Entities Under Common Control

This Standard of GRAP was revised in order to align to IPSAS 40 on Public Sector Combinations and IFRS 3 on Business Combinations.

The impact of this Standard on the financial statements will not be significant, as the CCB is not currently party to, or foresee that it will be party to any transfers of functions in the near future.

1.8.2.3 GRAP 106 (Revised 2023) - Transfer of Functions Between Entities Not Under Common Control

This Standard of GRAP was revised in order to align to IPSAS 40 on Public Sector Combinations and IFRS 3 on Business Combinations.

The impact of this Standard on the financial statements will not be significant, as the CCB is not currently party to, or does not foresee that it will be party to any transfers of functions in the near future.

1.8.2.4 GRAP 107 (Revised 2023) - Mergers

This Standard of GRAP was revised in order to align to IPSAS 40 on Public Sector Combinations and IFRS 3 on Business Combinations.

The impact of this Standard on the financial statements will not be significant, as the CCB is not currently party to, or does not foresee that it will be party to any mergers in the near future.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

1.8.2.5 Amendments to GRAP 1 on Presentation of Financial Statements (2022)

The amendments to the Standard clarifies how to apply going concern assumption in the public sector and improve disclosure on related judgements and conclusions.

The impact of these amendments to the Standard on the financial statements will not be significant.

1.8.2.6 Improvements to the Standards of GRAP (2023)

The effect of the improvements to the current pronouncements to the Standard of GRAP is considered insignificant. The improvements relate mainly to the clarification of accounting principles.

1.9 PROPERTY, PLANT AND EQUIPMENT

The CCB's property, plant and equipment is initially measured at cost.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Annual depreciation rates are based on the following estimated useful lives:

ITEM	DEPRECIATION METHOD	YEARS
Office Equipment	Straight-Line	10
IT Equipment	Straight-Line	5 - 8

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

The CCB assesses at each reporting date whether there is any indication that the expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the CCB revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

An item of property, plant and equipment is derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised.

1.10 INTANGIBLE ASSETS

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Amortisation is provided to write down the intangible assets to their residual values as follows:

ITEM	AMORTISATION METHOD	YEARS
Computer Software, other	Straight-Line	5 - 8

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

The CCB derecognises intangible assets on disposal or when no future economic benefits or service potential are expected from their use or disposal.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDING 31 MARCH 2024

The gain or loss arising from derecognition of intangible assets is included in surplus or deficit when the asset is derecognised.

1.11 HERITAGE ASSETS

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

The CCB recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the CCB, and the cost or fair value of the asset can be measured reliably.

A heritage asset is initially recognised at cost on its acquisition date or in the case of assets acquired by grant or donation, deemed cost, being the fair value of the asset on initial recognition.

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

The CCB assesses at each reporting date whether there is an indication that a heritage asset may be impaired. If any such indication exists, the CCB estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.

The CCB derecognises a heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal. The gain or loss arising from the derecognition of a heritage asset is included in surplus or deficit when the item is derecognised.

1.12 IMPAIRMENT OF NON-CASH GENERATING ASSETS

The CCB assesses at each reporting date whether there is any indication that an asset may be impaired.

If there is any indication that an asset may be impaired, the recoverable service amount is estimated for the individual asset. If it is not possible to estimate the recoverable service amount of the individual asset, the recoverable service amount of the non-cash-generating unit to which the asset belongs is determined.

The recoverable service amount of a non-cash-generating asset is the higher of its fair value less costs to sell and its value in use. The value in use for a non-cash-generating asset is the present value of the asset's remaining service potential.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use.

If the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. That reduction is an impairment loss. The impairment loss is recognised in the statement of financial performance.

An impairment loss is recognised for a non-cash-generating unit if the recoverable service amount of the unit is less than the carrying amount of the unit. The impairment loss is allocated to reduce the carrying amount of the assets of the unit pro rata on the basis of the carrying amount of each asset in the unit.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

The CCB assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets may no longer exist or may have decreased. If any such indication exists, the recoverable service amounts of those assets are estimated.

The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation is recognised immediately in the statement of financial performance.

1.13 INVENTORIES

Inventories are assets:

- (a) in the form of materials or supplies to be consumed in the production process;
- (b) in the form of materials or supplies to be consumed or distributed in the rendering of services;
- (c) held for sale or distribution in the ordinary course of operations; or
- (d) in the process of production for sale or distribution.

Inventories are recognised as an asset if it is probable that future economic benefits or service potential associated with the item will flow to the CCB, and the cost of the inventories can be measured reliably.

Inventories are initially recognised at cost. Cost generally refers to the purchase price, plus non-recoverable taxes, transport costs and any other costs in bringing the inventories to their current location and condition. Trade discounts, rebates and other similar items are deducted in determining the costs of purchase.

When inventories are sold, exchanged or distributed the carrying amount of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expense is recognised when the goods are distributed, or related service is rendered.

Inventories are valued at the lower of cost and net realisable value unless they are to be distributed at no or nominal charge, in which case they are measured at the lower of cost and current replacement cost.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution. Current replacement cost is the cost the CCB would incur to acquire the asset on the reporting date.

The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories is recognised as an expense in the period the write-down or loss occurs.

The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.14 EMPLOYEE BENEFITS

Short-term Benefits

Remuneration to employees is recognised in the Statement of Financial Performance as the services are rendered, except for non-accumulating benefits which are only recognised when the specific event occurs.

The CCB treats provision for leave pay as a liability.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

The costs of all short-term employee benefits such as leave pay, are recognised during the period in which the employee renders the related service.

1.15 FINANCIAL INSTRUMENTS

The CCB defines a financial instrument as any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

Classification

The CCB has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Bank Balances	Financial asset measured at amortised cost
Call Deposits	Financial asset measured at amortised cost
Trade debtors	Financial asset measured at amortised cost
Accrued Interest	Financial asset measured at amortised cost
Staff Loans	Financial asset measured at amortised cost

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Trade Payables	Financial liability measured at amortised cost
Accruals	Financial liability measured at amortised cost
Other Payables	Financial liability measured at amortised cost
Deposits Received	Financial liability measured at amortised cost

1.16 CASH AND CASH EQUIVALENTS

Cash includes cash on hand, cash held with banks, and call deposits. Cash equivalents are short-term highly liquid investments with registered banking institutions with maturities of three months or less from inception, readily convertible to cash without significant change in value.

For the purposes of the cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of any bank overdrafts.

1.17 RECEIVABLES FROM EXCHANGE TRANSACTIONS

Receivables are recognised initially at fair value, which approximates amortised cost less provision for impairment. Amounts receivable within 12 months from the date of reporting are classified as current.

A provision for impairment of receivables is established when there is objective evidence that the CCB will not be able to collect all amounts due according to the original terms of receivables. An estimate is made for impairment of receivables, based on past default experience of all outstanding amounts at reporting date.

Bad debts are written off in the year during which they are identified as irrecoverable, subject to the approval by the appropriate delegated authority. When a receivable is considered uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the Statement of Financial Performance.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

1.18 PAYABLES FROM EXCHANGE TRANSACTIONS

Payables and annuity loans are initially recognised at fair value and subsequently measured at amortised cost using an effective interest rate, which is the initial carrying amount, less repayments, plus interest.

1.19 REVENUE

1.19.1 Revenue from Non-Exchange Transactions

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the CCB 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 reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the CCB.

When, as a result of a non-exchange transaction, the CCB recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

1.19.1.1 Transfer Revenue

Grants, transfers and donations received or receivable are recognised when the resources that have been transferred meet the criteria for recognition as an asset. A corresponding liability is recognised to the extent that the grant, transfer or donation is conditional. The liability is transferred to revenue as and when the conditions attached to the grant are met.

Grants, transfers and donations without any conditions attached are recognised as revenue when the asset is recognised.

1.19.1.2 Revenue from Recovery of Unauthorised, Irregular, Fruitless and Wasteful Expenditure

Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Public Finance Management Act (Act No 1 of 1999) and is recognised when the recovery thereof from the responsible board members or officials is virtually certain.

1.19.1.3 Services in-kind

Where services in-kind are not significant to the CCB's operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the CCB discloses the nature and type of services in-kind received during the reporting period.

The CCB recognises services in-kind that are significant to its operations as assets and recognises the related revenue when it is probable that the future economic benefits or service potential will flow to the CCB and the fair value of the assets can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

1.19.1.4 Gifts and donations, including goods in-kind

Gifts and donations, including goods in-kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the CCB and the fair value of the assets can be measured reliably.

1.19.2 Revenue from Exchange Transactions

Revenue is derived from a variety of sources which include ticket sales, rental of facilities, curio shop sales and commission from sales.

The CCB recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits or service potential will flow to the CCB and when specific criteria have been met for each of the CCB's activities as described below, except when specifically stated otherwise. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved. The CCB bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement. Furthermore, services rendered are recognised by reference to the stage of completion of the transaction at the reporting date.

The CCB measures revenue at the fair value of the consideration received or receivable.

1.19.2.1 Interest Earned

Interest earned on investments is recognised in the statement of financial performance on the time- proportionate basis that takes into account the effective yield on the investment.

1.19.2.2 Rental income

Revenue from the rental of facilities and equipment is recognised on a straightline basis over the term of the rental agreement.

1.19.2.3 Ticket Sales

Revenue from ticket sales is recognised at the point of sale. The revenue from ticket sales received but not yet utilised at year end is disclosed under payables from exchange transactions in the statement of financial position.

1.20 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the CCB. A contingent liability could also be a present obligation that arises from past events, but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to the obligation or the amount of the obligation cannot be measures with sufficient reliability.

Contingent assets represent possible assets that arise from past events and whose existence will be confirmed only by an occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the CCB.

The CCB does not recognise a contingent liability or contingent asset. A contingent liability is disclosed unless the probability of an outflow of resources embodying economic benefits or service potential is remote. A contingent asset is disclosed where the inflow of economic benefits or service potential is probable.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

1.21 EVENTS AFTER REPORTING DATE

Events after the reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- (a) those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- (b) those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

If non-adjusting events after the reporting date are material, the CCB discloses the nature and an estimate of the financial effect.

1.22 CAPITAL COMMITMENTS

Capital commitments disclosed in the financial statements represents the contractual balance committed to capital projects on reporting date that will be incurred in the period subsequent to the specific reporting date.

1.23 RELATED PARTIES

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

A related party transaction is a transfer of resources, services or obligations between the CCB and a related party, regardless of whether a price is charged.

Management is considered a related party and comprises those persons responsible for planning, directing and controlling the activities of the CCB, including those charged with the governance of the CCB in accordance with legislation, in instances where they are required to perform such functions.

A close family member of management is also considered to be related party. A person is considered to be a close member of the family of another person if they are married or live together in a relationship similar to a marriage or are separated by no more than two degrees of natural or legal consanguinity or affinity.

The CCB is exempt from the disclosure requirements in relation to related party transactions if any transactions occurs within the normal supplier and/or client/recipient relationship on terms and conditions no more or less favourable than those which it is reasonable to expect the CCB to have adopted if dealing with that individual entity or person in the same circumstances, and the terms and conditions are within the normal operating parameters established by CCB's legal mandate.

Where the CCB is exempt from the disclosures in accordance with the above-mentioned paragraph, the CCB discloses narrative information about the nature of the transactions and the related outstanding balances, to enable to users of the financial statements to understand the effect of related party transactions.

1.24 SEGMENT REPORTINGS

A segment is an activity of the CCB:

- (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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

The CCB operates in one specific/operational unit in one geographical area.

1.25 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

In the process of applying its accounting policies, and in preparing the annual financial statements, management is required to make various judgements, including estimates and assumptions, that may affect the determination of the reporting framework, affect amounts represented in the annual financial statements and as well as 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.

Other significant judgements, sources of estimation uncertainty and/or relating information, have been disclosed in the relating notes.

1.25.1 Revenue Recognition

In making their judgement, the management considered the detailed criteria for the recognition of revenue as set out in GRAP 9 (Revenue from Exchange Transactions) and GRAP 23 (Revenue from Non-exchange Transactions). As far as revenue from non-exchange transactions is concerned (see Basis of Preparation above), and, in particular whether the CCB, when goods are sold, had transferred to the buyer the significant risks and rewards of ownership of the goods and when services are rendered, whether the services have been rendered. Also of importance is the estimation process involved in initially measuring revenue at the fair value thereof. Management of the CCB is satisfied that recognition of the revenue in the current year is appropriate.

1.25.2 Impairment of Receivables from Exchange Transactions

CCB assesses its receivables from exchange transactions 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.

1.25.3 Useful lives and residual values of property, plant and equipment and intangible assets

As described in accounting policy notes 1.09 and 1.10 the CCB depreciates its property, plant and equipment and amortises its intangible assets over the estimated useful lives of the assets, taking into account the residual values of the assets at the end of their useful lives, which is determined when the assets are available for use.

The useful lives of assets are based on management's estimation. Management considered the impact of technology, availability of capital funding, service requirements and required return on assets in order to determine the optimum useful life expectation, where appropriate.

The estimation of residual values of assets is based on management's judgement as to whether the assets will be sold or used to the end of their useful lives, and in what condition they will be at that time.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

1.25.4 Impairment: Write-down of property, plant and equipment, heritage and intangible assets

Significant estimates and judgements are made relating to impairment testing of property, plant and equipment and impairment testing of intangible assets.

In making the above-mentioned estimates and judgement, management considered the subsequent measurement criteria and indicators of potential impairment losses as set out in GRAP 21 (Impairment of Non- cash Generating Assets) and GRAP 26 (Impairment of Cash Generating Assets). In particular, the calculation of the recoverable service amount for property, plant and equipment and intangible assets involves significant judgment by management.

1.25.5 Financial assets and liabilities

The classification of financial assets and liabilities, into categories, is based on judgement by management. In making the judgement, management considered the definition and recognition criteria for the classification of financial instruments as set out in the Standard of GRAP on Financial Instruments.

1.25.6 Applying materiality

Since materiality is an entity-specific concept, its application may result in different outcomes based on the CCB's circumstances. The assessment of materiality therefore requires management to apply judgement about:

- (a) How information could reasonably be expected to influence the discharge of accountability by the CCB or decisions that the users make on the basis of those financial statements.
- (b) How the nature or size or both, of the information could reasonably be expected to influence users' decisions.

2. CASH AND CASH EQUIVALENTS

	2024 R	2023 R
Primary Bank Account	234 721	140 625
Call and Notice Deposits	7 793 463	5 997 607
Cash on Hand	49 628	24 547
Total	8 077 811	6 162 779
Call and Notice Deposits		
Call and Notice Deposits consist of the following accounts:		
ABSA Depositor Plus - 9286710838	7 793 463	5 997 607
Total	7 793 463	5 997 607

For the purposes of the statement of financial position and the statement of cash flows, cash and cash equivalents include cash on hand and cash in bank.

The CCB does not have any overdrawn current account facilities with its bankers and therefore does not incur interest on overdrawn current accounts.

Interest is earned on favourable balances at the prevailing interest rates.

The CCB did not pledge any of its cash and cash equivalents as collateral for its financial liabilities.

No restrictions have been imposed on the CCB in terms of the utilisation of its cash and cash equivalents.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

	2024 R	2023 R
Trade Debtors	412 005	483 204
Balance Previously reported		521 006
Prior Period Adjustment - Refer to note 25.1		(37 801)
Accrued Interest	50 968	37 801
Balance Previously reported		-
Prior Period Adjustment - Refer to note 25.1		37 801
Staff Loan	50 867	40 076
Prepaid Expenses	7 849	4 275
Total	521 690	565 357

On 31 March 2024, a major component amounting R 391 146 (2023 - R 391 146), of the accounts receivable balance is owed to the CCB by the Department of Military Veterans. No impairment is raised against this receivable as the funds were settled after year end.

There were no trade and other receivables pledged as security.

The credit quality of trade and other receivables that are neither past nor due nor impaired can be assessed by reference to historical information about counterparty default rates.

The management of the CCB is of the opinion that the carrying value of trade and other receivables recorded at amortised cost in the annual financial statements approximate their fair values. The fair value of trade receivables was determined after considering the standard terms and conditions of agreements entered into between the CCB and other parties as well as the current payment ratios of the CCB's debtors.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

Ageing of receivables:

Trade Debtors

Current (0 - 30 days)

Past Due (31 - 60 Days)

Past Due (61 - 90 Days)

Past Due (90 Days +)

Total

Accrued Interest

Current (0 - 30 days)

Total

Staff Loan

Current (0 - 30 days)

Total

Prepaid Expenses

Current (0 - 30 days)

Total

Total Ageing

Current (0 - 30 days)

Past Due (31 - 60 Days)

Past Due (61 - 90 Days)

Past Due (90 Days +)

Total

2024 R	2023 R
3 370	42 354
265	-
265	550
408 105	440 300
412 005	483 204
50 968	37 801
50 968	37 801
50 867	40 076
50 867	40 076
7 849	4 275
7 849	4 275
113 054	124 507
265	-
265	550
408 105	440 300
521 690	565 357

As at 31 March 2024 receivables of R 408 635 (2023: R440 850) were past due but not impaired. Management has determined that these receivables are recoverable and no provision for impairment is required. A Substantial portion of this debt as recovered subsequent year-end.

4. INVENTORY

Consumable Stores

Total

2024 R	2023 R
2 505	2 611
2 505	2 611

Inventory recognised as an expense during the year.

106	23 909
-----	--------

There were no inventory write-offs or surpluses identified during the year.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

5. PROPERTY, PLANT AND EQUIPMENT

31 MARCH 2024

	Cost R	Accumulated Depreciation and Impairment R	Carrying Value R
Office Equipment	1 259 969	(726 070)	533 899
IT Equipment	2 229 124	(1 878 966)	350 159
Total	3 489 093	(2 605 036)	884 057

31 MARCH 2023

	Cost R	Accumulated Depreciation and Impairment R	Carrying Value R
Office Equipment	1 181 308	(612 790)	568 518
IT Equipment	2 172 913	(1 669 270)	503 643
Total	3 354 221	(2 282 059)	1 072 162

The Property, plant and equipment balance can be reconciled as follows:

31 MARCH 2024

	Office Equipment R	IT Equipment R	Total R
Opening Balance	568 518	503 643	1 072 162
Additions	80 435	67 954	148 389
Disposals	(529)	(419)	(948)
Depreciation	(114 526)	(221 019)	(335 546)
Closing Balance	533 899	350 159	884 057

Included in IT Equipment is an amount of R 25 553 (2023 - R nil) relating to the Point of Sale (Gift Shop) that are still Work in Process on 31 March 2024. No depreciation were recognised on this addition.

31 MARCH 2023

	Office Equipment R	IT Equipment R	Total R
Opening Balance	656 883	743 957	1 400 840
Additions	16 013	183 126	199 139
Disposals	-	(13 877)	(13 877)
Depreciation	(104 378)	(409 562)	(513 940)
Closing Balance	568 518	503 643	1 072 162

The CCB did not pledge any of its assets as security.

No impairment losses have been recognised on property, plant and equipment of the CCB at the reporting date.

Included in property, plant and equipment are assets that are fully depreciated but still in use. These assets are not material to the operations of the CCB. They are also not quantitatively material.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

During the current year the remaining useful lives of Property, Plant and Equipment were reviewed, and accordingly adjusted. The effect on the current and future periods are as follows:

	2024 R	2025 R	2025 onwards R
Increase / (Decrease) in Depreciation and Amortisation	(144 232)	64 992	79 240
Increase / (Decrease) in Accumulated Surplus	144 232	(64 992)	(79 240)
Increase / (Decrease) in Property, Plant and Equipment	144 232	(64 992)	(79 240)

6. INTANGIBLE ASSETS

31 MARCH 2024

	Cost R	Accumulated Amortisation and Impairment R	Carrying Value R
Computer software, other	648 075	(210 176)	437 899
Total	648 075	(210 176)	437 899

31 MARCH 2023

	Cost R	Accumulated Amortisation and Impairment R	Carrying Value R
Computer software, other	221 414	(203 983)	17 431
Total	221 414	(203 983)	17 431

The Intangible Asset balance can be reconciled as follows:

31 MARCH 2024

	Computer software, other R	Total R
Opening Balance	17 431	17 431
Additions	426 661	426 661
Amortisation	(6 194)	(6 194)
Closing Balance	437 899	437 899

31 MARCH 2023

	Computer software, other R	Total R
Opening Balance	38 709	38 709
Amortisation	(21 278)	(21 278)
Closing Balance	17 431	17 431

The addition to intangible assets amounting to R 426 661 (financial system) is still Work in Progress on reporting date. No amortisation was recognised against this addition.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

No intangible assets were assessed as having an indefinite useful life. There are no internally generated intangible assets at reporting date. There are no intangible assets whose title is restricted.

There are no intangible assets pledged as security for liabilities.

The useful lives of intangible assets we reviewed and change prospectively. The effect is not considered material to warrant any additional disclosure.

7. HERITAGE ASSETS

31 MARCH 2024

	Cost R	Accumulated Impairment R	Carrying Value R
Art Collections, antiquities and exhibits	1 386 810	-	1 386 810
Total	1 386 810	-	1 386 810

31 MARCH 2023

	Cost R	Accumulated Impairment R	Carrying Value R
Art Collections, antiquities and exhibits	1 386 810	-	1 386 810
Total	1 386 810	-	1 386 810

The Heritage Asset balance can be reconciled as follows:

31 MARCH 2024

	Art Collections, antiquities and exhibits R	Total R
Opening Balance	1 386 810	1 386 810
Closing Balance	1 386 810	1 386 810

31 MARCH 2023

	Art Collections, antiquities and exhibits R	Total R
Opening Balance	1 386 810	1 386 810
Closing Balance	1 386 810	1 386 810

In heritage assets held by the CCB are three shackles donated to the CCB in the 2014/15 financial period, whose fair value could not be determined on initial recognition and were hence recognised at R nil value. Included in the heritage assets is an artwork designed to honour a military veteran. The fair value of the artwork cannot be measured reliably, and hence it was recognised using the costs incurred.

The CCB did not pledge any of its heritage assets as security.

No impairment losses have been recognised on heritage assets of the CCB at reporting date.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

8. PAYABLES FROM EXCHANGE TRANSACTIONS

	2024 R	2023 R
Trade Payables	124 858	47 294
Payments Received in Advance	87 109	19 654
Other Payables	31 675	26 761
Accruals	63 152	68 105
Deposits Received	211 100	211 100
Total	517 894	372 914

The CCB did not default on any payment of its creditors. No terms for payments have been re-negotiated by the CCB.

9. EMPLOYEE BENEFITS

	2024 R	2023 R
Provision for Leave Pay	414 743	377 871S
Total	414 743	377 871

The movement in Employee Benefits are reconciled as follows:

Provision for Leave Pay		
Opening Balance	377 871	434 335
Contribution during the year	462 229	420 703
Payments made	(425 357)	(477 167)
Closing Balance	414 743	377 871

10. NET ASSETS

	2024 R	2023 R
Accumulated Surplus	10 378 134	8 456 365
Total	10 378 134	8 456 365

11. GOVERNMENT GRANTS AND SUBSIDIES

Unconditional Grants	6 000 000	6 000 000
Department of Defence	6 000 000	6 000 000
Disclosed as:		
Government Grants and Subsidies - Operating	6 000 000	6 000 000
Total	6 000 000	6 000 000

The CCB received a COVID-19 relief grant from the Department of Defence to fund its operations. There were no specific conditions attached to the grant. The CCB received the last tranche of relief funding of R 6.0 million in the 2023/24 financial year.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

12. SERVICES IN-KIND AND PUBLIC DONATIONS

	2024 R	2023 R
Public Donations	-	10 400
Office Space	391 091	355 537
Total	391 091	365 937

The services in-kind amount relates to office accommodation occupied by the CCB employees at the Castle of Good Hope. The Department of Defence is the owner of the Castle of Good Hope.

In terms of GRAP 23 the office space occupied by CCB employees has been recognised both as an income and as an expense.

13. TICKET SALES

	2024 R	2023 R
Entrance Fees	2 697 314	2 507 139
Total	2 697 314	2 507 139

14. RENTAL OF FACILITIES AND EQUIPMENT

	2024 R	2023 R
Rental of Castle Facilities	1 483 080	1 910 382
Total	1 483 080	1 910 382

15. INTEREST EARNED - EXTERNAL INVESTMENTS

	2024 R	2023 R
Bank Deposits	359 022	293 327
Total	359 022	293 327

16. OTHER REVENUE

	2024 R	2023 R
Bad Debts Recovered	-	19 000
Curio Shop	11 775	53 906
Overtime	-	2 000
Total	11 775	74 906

17. GAIN ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT

	2024 R	2023 R
Property, Plant and Equipment	2 212	-
Total	2 212	-

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

2024 R	2023 R
-----------	-----------

18. EMPLOYEE RELATED COSTS

Basic Salaries and Wages	5 781 891	5 243 808
UIF - employer portion	39 314	37 386
Leave pay provision charge	36 872	(56 464)
Overtime	437 026	392 478
Total	6 295 104	5 617 208

19. DEPRECIATION AND AMORTISATION

Property, Plant and Equipment - Office Equipment	114 526	104 378
Property, Plant and Equipment - IT Equipment	221 019	409 562
Intangible Assets	6 194	21 278
Total	341 739	535 218

20. CONTRACTED SERVICES

Consultancy services	47 367	50 217
Internal auditors	195 090	182 266
Security services	16 482	14 990
Sanitation services	15 216	7 422
Total	274 155	254 895

21. COST OF SALES

Cost of Goods Sold	106	23 909
Total	106	23 909

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

22. GENERAL EXPENSES

	2024 R	2023 R
Advertising	17 065	17 065
External Audit Fees	345 340	410 079
Bank Charges	87 284	85 652
Cleaning	63 673	44 033
Computer Expenses	494 979	297 817
Fuel	101 711	97 910
Legal Fees	530	530
Entertainment	17 183	20 683
Insurance	25 298	24 049
Printing, Postage and Stationery	28 127	47 390
Repairs and Maintenance	97 335	43 025
Subscriptions and Membership Fees	14 756	5 447
Telephone and Fax	59 295	56 671
Training	-	49 321
Travel - Local	37 048	63 751
Uniforms	-	1 000
Tourism Development	225 599	237 336
Laundry	-	1 100
Committee Fees	46 908	34 170
Venue Expenses	411 279	357 725
Other Expenses	38 209	19 256
Total	2 111 619	1 914 010

23. LOSS ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment - IT Equipment	-	13 877
Total	-	13 877

24. REPAIRS AND MAINTENANCE

No repairs and maintenance expenses were incurred on CCB-owned assets during 2023/24 (2023 - R nil).

In terms of the Castle Management Act, the Castle Control Board is the mandated entity to manage the Castle of Good Hope on behalf of the Department of Defence. Major repairs and maintenance of the site are undertaken by the SANDF.

The CCB incurred repairs and maintenance expenditure of R 97 335 (2023 - R 43 025) on the day-to-day maintenance. This disclosure previously included an incorrect figure for fuel amounting to R 80 822 (Actual fuel expense incurred amounted to R 97 910), which was also removed from the disclosure.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

25. PRIOR PERIOD ADJUSTMENTS - CORRECTION OF ERROR IN TERMS OF GRAP 3

25.1 RECEIVABLES FROM EXCHANGE TRANSACTIONS

	2023 R
Balance previously reported	565 357
Accrued interest (Bank Account) incorrectly included as part of Trade Receivables	-
Effect on Trade Receivables	(37 801)
Effect on Accrued Interest	37 801
Restated Balance on 31 March 2023	565 357

25.2 STATEMENT OF FINANCIAL PERFORMANCE

Surplus previously reported	2 792 576
Fuel relating to the generator incorrectly included as part of Repairs and Maintenance	-
Effect on Fuel	(97 910)
Effect on Repairs and Maintenance	97 910
Restated Surplus on 31 March 2023	2 792 576

25.3 CASH FLOW STATEMENT

Net Cash From Operating Activities previously reported	2 847 737
Accrued interest incorrectly accounted for in cash flow statement	-
Effect on Rental of facilities and equipment, ticket sales and other services	27 373
Effect on Interest (Earned)	(27 373)
Restated Net Cash From Operating Activities	2 847 737

25.4 FINANCIAL INSTRUMENTS

Payables from exchange transactions previously reported	352 209
Payables from exchange transactions figures incorrectly not updated in the notes with final changes made to prior year annual financial statements	1 051
Payables from exchange transactions restated on 31 March 2023	353 260

25.5 FINANCIAL RISK MANAGEMENT

Payables from exchange transactions previously reported (Liquidity Risk)	352 209
Payables from exchange transactions figures incorrectly not updated in the notes with final changes made to prior year annual financial statements	1 051
Payables from exchange transactions restated on 31 March 2023 (Liquidity Risk)	353 260

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

26. NET CASH FROM OPERATING ACTIVITIES

	2024 R	2023 R
Net Surplus for the year - Before adjustments below:	1 921 770	2 792 576
Non-Cash Revenue	(2 212)	-
Gain on Disposal of Property, Plant and Equipment	(2 212)	-
Non-Cash Expenditure	341 739	549 095
Depreciation and Amortisation	341 739	535 218
Loss on Disposal of Property, Plant and Equipment	-	13 877
Movement in Employee Benefits	36 872	(56 464)
Operating Surplus before changes in working capital	2 298 169	3 285 206
Movement in working capital	188 753	(437 469)
Receivables from Exchange Transactions (Trade) 71 199 (367 614)	71 199	(367 614)
Receivables from Exchange Transactions (Interest)	(13 166)	(27 374)
Receivables from Exchange Transactions (Other) Inventory	(14 365)	(36 841)
Inventory	106	10
Payables from exchange transactions	77 525	(7 878)
Payables from exchange transactions (Advances)	67 455	2 228
Cash Flow from Operating Activities	2 486 922	2 847 737

27. CASH AND CASH EQUIVALENTS

Cash and Cash Equivalents comprise of the following:

Primary Bank Account	234 721	140 625
Call and Notice Deposits	7 793 463	5 997 607
Cash on Hand	49 628	24 547
Total	8 077 811	6 162 779

Refer to note 2 for more details relating to cash and cash equivalents. There are no reconciling items to report on in terms of GRAP 2 paragraph 46.

28. BUDGET COMPARISONS

28.1 COMPARABLE BASIS

The budget is prepared and disclosed on a comparable basis.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

28.2 MATERIAL VARIANCES

Budget Adjustments

None

Budget versus Actual

Services in-kind and public donations	Management did not budget for this non-cash revenue item. Will be addressed in the 2024/25 financial year.
Ticket Sales	Although there is an increase in tourism activity in Cape Town, the increase did not translate to the projected increase in ticket sales for the CCB.
Rental of Facilities and Equipment	The CCB has seen a notable increase in film shoots, a trend that we anticipate will continue. While it is challenging to predict if film scouts will choose the Castle of Good Hope venue, their consideration is a testament to the Castle's potential.
Interest Earned - External Investments	Higer interest rates and improved cash position translated into the positive result on interest earned.
Other Revenue	Other revenue is sundry in nature. The actuals did not materialise in line with expectation during the budget process.
Employee Related Costs	The CCB, in conjunction with the Department of Defence and the National Treasury, relooked at the budgeted positions and opted not to fill these positions as previously planned but to look for in-house skills that can be trained to fulfil these functions.
General Expenses	Significant savings were made on External Audit fees. Procuring uniforms took longer than anticipated and will be finalised in the FY2024/25.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

29. FINANCIAL INSTRUMENTS

The CCB recognised the following financial instruments at amortised cost:

	2024 R	2023 R
Financial Assets		
Cash and Cash Equivalents	8 028 183	6 138 232
Primary Bank Account	234 721	140 625
Call and Notice Deposits	7 793 463	5 997 607
Receivables from exchange transactions	513 840	561 081
Trade Debtors	412 005	483 204
Accrued Interest	50 968	37 801
Staff Loan	50 867	40 076
Total	8 542 024	6 699 313
Financial Liabilities		
Payables from exchange transactions	430 785	353 260
Trade Payables	124 858	47 294
Other Payables	31 675	26 761
Accruals	63 152	68 105
Deposits Received	211 100	211 100
Total	430 785	353 260

30. EVENTS AFTER REPORTING DATE

The Board is satisfied that there are no subsequent events.

31. CONTINGENT LIABILITIES

The Board is satisfied that there are no contingent liabilities.

32. UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

	2024 R	2023 R
Irregular Expenditure	48 614	133 832
Fruitless and Wasteful Expenditure	-	-
Total Expenditure Incurred during the year	48 614	133 832

33. B-BBEE PERFORMANCE

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

34. CAPITAL COMMITMENTS

The Board is satisfied that the CCB does not have any capital commitments.

35. RELATED PARTIES

Related parties are defined in note 1.23

The CCB identified the following related parties:

Department of Defence (DoD)

During the 2023/24 financial period, the CCB received R 6.0 million from the DoD (2023 - R 6.0 million). The unconditional grant was to assist the CCB in funding its operational requirements owing to the adverse effects of COVID-19 on revenue generation.

The department also provides office space free of charge as disclosed in note 12.

South African National Defence Force (SANDF)

The South African National Defence Force has seconded military personnel to assist with the Castle Military Museum. The SANDF carries the cost for the seconded personnel. The cost of the personnel amounted to R 1 429 555 (2023 - 1 297 621)

Castle Military Museum Foundation (CMMF)

The CMMF is an inter vivos trust established by the Castle Military Museum as a fundraising vehicle for the continuing support of the museum. The museum acts as custodian for all artefacts acquired through the foundation.

Iziko Museums of South Africa (Iziko)

Iziko Museums is a national public entity that manages the William Fehr Collection housed at the Castle of Good Hope.

Camissa Museum

Camissa has a museum at the Castle of Good Hope. The CCB CEO and Mrs C. de Vries, an Audit Committee Member, are board members of Camissa Museum.

Cape Heritage Museum (CHM)

CHM (previously the Cape Heritage and Slave Museum) has an agreement with the CCB to manage certain exhibition spaces at the Castle of Good Hope.

Department of Military Veterans (DMV)

The DMV hosted a Presidential event at the Castle of Good Hope. An amount of R 391 146 (2023 - R 391 146) is outstanding to the CCB on reporting date. The amount was settled subsequent to the year-end.

The Executive Authority responsible for the Castle Control Board is the Minister of Defence and Military Veterans. All departments and public entities under the control of the Minister are related parties. Other than the parties identified above, the Het Bakhuis, Army Support Base Western Cape (ASBWC) and Regional Works Unit Western Cape (RWC) are also considered related. An amount of R 3 600 (2023 - R 3 600) is payable to Het Bakhuis on reporting date.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDING 31 MARCH 2024

The CCB also engage in transactions (income) with the following entities:

	2024 R	2023 R
Iziko Museums of South Africa (Iziko)	-	5 565
Het Bakhuis	18 000	41 178
Cape Muslim and Slave Heritage Museum (CMSHM)	23 500	21 495
Total	41 500	68 238

The Chief Executive Officer and the Chief Financial Officer are key management personnel of the Castle Control Board. They received the following remuneration (Basic Salary) during the period under review:

	2024 R	2023 R
Mr. Calvyn Gilfellan - CEO	1 289 523	1 156 428
Mr Mandla Ngewu - CFO	967 051	944 119
Total	2 256 574	2 100 547

36. COMMITTEE FEES

Audit, Risk and Board Committee members were remunerated for attending audit and risk committee meetings as they are not employed by the state.

31 MARCH 2024

	MEMBERS' FEES R	COMMITTEE FEES R	TOTAL R
Adv. D. Mitchell	-	21 432	21 432
Ms. A. Aggenbach	11 986	-	11 986
Mrs C. de Vries	-	8 094	8 094
Adv. J. Niekerk	-	5 396	5 396
Total	11 986	34 922	46 908

31 MARCH 2023

	MEMBERS' FEES R	COMMITTEE FEES R	TOTAL R
Adv. D. Mitchell	-	16 036	16 036
Ms. A. Aggenbach	4 644	-	4 644
Mrs C. de Vries	-	5 396	5 396
Adv. J. Niekerk	-	8 094	8 094
Total	4 644	29 526	34 170

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

37. FINANCIAL RISK MANAGEMENT

The Accounting Officer has overall responsibility for the establishment and oversight of the CCB's risk management framework. The CCB's risk management policies are established to identify and analyse the risks faced by the CCB, to set appropriate risk limits and controls and to monitor risks and adherence to limits.

Due to the largely non-trading nature of activities and the way in which they are financed, public entities are not exposed to the degree of financial risk faced by business entities. Financial instruments play a much more limited role in creating or changing risks. Generally, financial assets and liabilities are generated by day-to-day operational activities and are not held to manage the risks facing the CCB in undertaking its activities.

The Board monitors and manages the financial risks relating to the operations through internal policies and procedures. These risks include liquidity risk, credit risk and market risk. Internal auditors reviewed compliance with policies and procedures during the 2023/24 financial period. The Audit and Risk Committee performed a high-level review of compliance with policies and procedures on a continuous basis. The external auditors perform an annual review.

The CCB does not enter into or trade financial instruments for speculative purposes.

37.1 Liquidity risk

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

The CCB's approach to managing liquidity is to ensure that, as far as possible, it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the CCB's reputation. Liabilities are managed by ensuring that all contractual payments are met on a timeous basis and, if required, additional new arrangements are established at competitive rates to ensure that cash flow requirements are met. Cash flows, forecasts and budgets are monitored continuously.

The following tables detail the CCB's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date the CCB can be required to pay. The table includes both interest and principal cash flows.

Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

31 MARCH 2024

	PAYABLE		
	Within 1 Year R	Two to five years R	After five years R
Payables from Exchange Transactions	430 785	-	-
Total	430 785	-	-

31 MARCH 2023

	PAYABLE		
	Within 1 Year R	Two to five years R	After five years R
Payables from Exchange Transactions	353 260	-	-
Total	353 260	-	-

There were no changes to the exposure to liquidity risk and how the risk is managed during the period under review.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDING 31 MARCH 2024

37.2 Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Credit risk is mitigated by the fact that the CCB only deposits cash surpluses with major banks of high credit standing that are listed on the JSE. The credit quality is regularly monitored through required SENS releases by the various banks. The risk pertaining to these deposits are considered to be very low.

The CCB establishes an allowance for impairment, if needed, that represents its estimate of anticipated losses in respect of trade and other receivables. Management continuously assesses the quality of debtors by analysing the payment history and the debtors' ability to settle due accounts.

Financial assets exposed to credit risk at year-end were as follows:

The following financial assets are exposed to credit risk:

Cash and Cash Equivalents (Excluding Cash on Hand)

Receivables from exchange transactions - Trade Debtors

Receivables from exchange transactions - Accrued Interest

Receivables from exchange transactions - Staff Loan

Total

2024 R	2023 R
8 028 183	6 138 232
412 005	483 204
50 968	37 801
50 867	40 076
8 542 024	6 699 313

There were no changes in the in the approach how credit risk is managed during the period under review.

37.3 Currency risk (Market Risk)

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The financial instruments of the CCB is not directly exposed to any currency risk.

Interest rate risk (Market Risk)

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Potential concentrations of interest rate risk consist mainly of variable rate deposit investments, consumer debtors, other debtors, bank and cash balances.

The CCB limits its counterparty exposures by only dealing with Absa Bank. No investments with a tenure exceeding twelve months are made. The CCB is not exposed to credit interest rate risk as it does not have borrowings.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDING 31 MARCH 2024

The following balances are exposed to interest rate fluctuations:

	2024 R	2023 R
Cash and Cash Equivalents (Excluding Cash on Hand)	8 028 183	6 138 232
Net balance exposed	8 028 183	6 138 232

Potential effect of changes in interest rates on surplus and deficit for the year:

	2024 R	2023 R
1% (2023 - 1%) increase in interest rates	80 282	61 382
1% (2023 - 1%) decrease in interest rates	(80 282)	(61 382)

Management does not foresee significant interest rate movements during the next 12 months.

38. GOING CONCERN

Management considered the following matters relating to the going concern:

The three-year Medium Term Revenue and Expenditure Framework to support the ongoing delivery of

- services to the public reflected that the CCB has adequate financial resources to meet its FY2023/24 budget obligations.
- The CCB critically analyses its budget before the Board approves to align with expected revenue projections.
- The Department of Defence injected R 6.0 million in COVID-19 relief funding, thus improving the cash flows of the CCB during the 2023/24 financial period. The relief funding will augment the anticipated revenue and alleviate financial pressures on the CCB.

Considering all these factors, the CCB has access to financial resources to allow it to continue its operations into the foreseeable future. Thus, the annual financial statements have been prepared on the going concern basis.



The Cape Town Highlanders performed in the rain at the Chinese Art Exhibition, front courtyard, on 23 September 2023.



The Palestinian National Soccer Team paid a brief & brave visit to the Castle, 13 February 2024.



Some audience members at Reg September's Book Launch, 24 September 2023, Castle's Camissa Museum.



Concert goers, Castle Front Court Yard, 7 October 2023.



Cleaning the surrounding
Castle Moat, May 2023.



Art Exhibition for the Cape Town
Arts festival, October 2023.



Visitors to the Castle's Military Museum are now
also introduced to pre-colonial battles raging
along the Cape coast, 6 December 2023.



The International Rotary Meeting, 21 April 2023.

Back Page: Cultural performers, weddings, and community activism often takes place at the same time
- an indication that we "Take the Castle to the people, and bring the People to the Castle".



Telephone:

+27 21 461 4676

+27 21 461 4673

Opening Time:

Daily 09:00 until 17:00

Last ticket sale is at 16:45

Address:

Cnr. of Castle and Darling Street,
Cape Town, South Africa, 8001

RP301/2024
ISBN: 978-1-77997-295-8



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

