



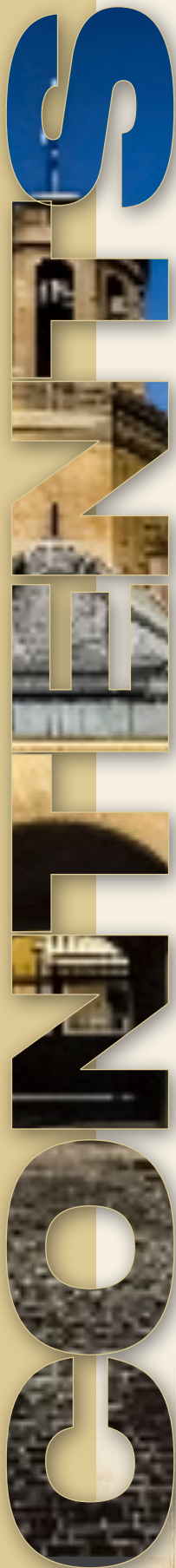
defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA



ANNUAL REPORT 2024/25





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An 18th century painting of the Castle with the Gallows clearly visible.

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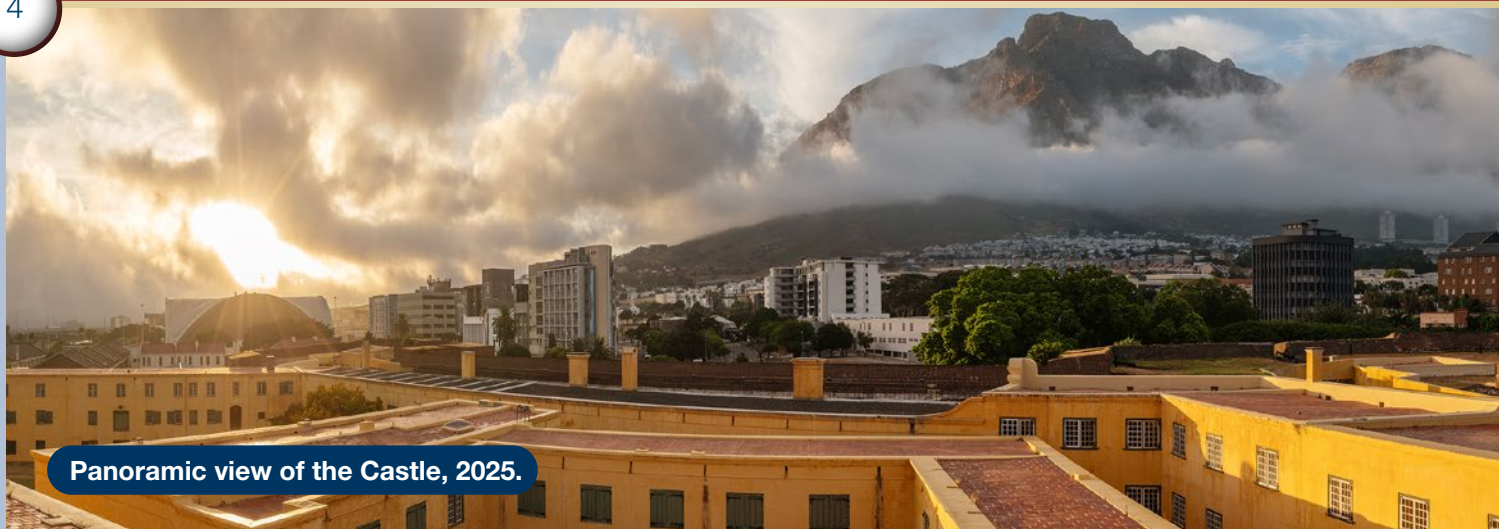


Heritage Day celebrations, 24 September 2024.



PART A:

General Information



Panoramic view of the Castle, 2025.

1. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	Castle Control Board
PHYSICAL ADDRESS:	c/o Castle and Darling Streets Cape Town 8000
POSTAL ADDRESS:	PO Box 1 Cape Town 8001
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FAX NUMBER:	027 21 787 1089
EMAIL ADDRESS:	ceo@castleofgoodhope.co.za
WEBSITE ADDRESS:	www.castleofgoodhope.co.za
EXTERNAL AUDITORS:	Auditor-General South Africa
BANKERS:	ABSA
BOARD SECRETARY:	Mr Derek Williams



2. LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ASBWC	Army Support Base Western Cape
B-BBEE	Broad-Based Black Economic Empowerment
CCB	Castle Control Board
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGH	Castle of Good Hope
C LOG	Chief Logistics
COVID-19	Severe Acute Respiratory Syndrome Coronavirus-2
DMV	Department of Military Veterans
DOD	Department of Defence
DPWI	Department of Public Works and Infrastructure
EA	Executive Authority
GNU	Government of National Unity
ICMP	Integrated Conservation Management Plan
MOD&MV	Minister of Defence and Military Veterans
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
NT	National Treasury
PANSALB	Pan South African Language Board
PFMA	Public Finance Management Act
RWU	Regional Works Unit (SANDF)
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 Organisation



3. FOREWORD BY THE Minister

The Castle Control Board (CCB), a heritage and tourism Defence public entity, operates in a complex environment of global and domestic instability. A stagnant economy, high unemployment, and the increasing gap between the rich and poor all pose significant challenges, affecting the CCB's planning and the delivery of its core mandate. Our collective goal remains clear: to establish the **Castle of Good Hope, once a symbol of armed colonial conquest and apartheid oppression, as a globally significant, truly accessible centre that showcases South Africa's shared heritage.**

Considering these challenges, I have emphasised that the CCB must align its strategic plan with the imperatives of the new **Government of National Unity (GNU).**

To ensure the CCB remains a going concern for the foreseeable future, I have continued to ensure that the Department of Defence provides a grant of R5 million for the 2025/26 fiscal year, with an additional R4 million in both FY2026/27 and FY2027/28. This funding will help ease financial pressures and give the CCB the necessary time to exploit its revenue optimisation model fully.

The CCB is expected to uphold the highest standards of governance. This includes strengthening internal controls, particularly on supply chain management, to promote clean, efficient administration and service delivery, which are crucial for preserving the Castle's rich tangible and intangible heritage. The organisation is far more capable than the current year's unqualified audit outcome from the Auditor General of South Africa.

The CCB is also tasked with promoting greater inclusivity. Looking at its performance, it is heartwarming to see that it is gender-sensitive in its heritage management approach and actively creating opportunities for youth, women, and people with disabilities to access and engage with the Castle of Good Hope.

Looking ahead, the CCB must continue its critical work in building social cohesion within communities. By creating safer spaces, expanding educational programs, and enhancing universal access, the CCB will ensure the Castle remains a vital and inclusive part of South Africa's cultural landscape.

I implore you to engage with the CCB's annual report as it reflects on yet another year of outstanding operational and strategic achievements in the fields of conservation management, heritage, tourism, education and transformation.

I thank you.



Honorable Ms MA Motshekga

Minister of Defence and Military Veterans, MP

30 September 2025





The CCB
achieved
96,5%
of its
predetermined
performance
objectives



4. FOREWORD BY THE CHAIRPERSON

*Vice-Admiral DM Mkhonto
Board Chairperson*

It is with great pleasure that I submit the Castle Control Board's 2024/25 Annual Report in my capacity as the new Chairperson. The Castle of Good Hope, a 359-year-old citadel from our earliest colonial past, is a National Heritage site of great cultural, architectural, historic, educational, military, and socio-economic significance.

The Castle Control Board (CCB) has long advocated for a scientific calculation of the Castle's contribution to the broader local and national economy, as well as its role as an imminent cultural tourism attraction and heritage enterprise. We thus fully embrace and support the 7th Administration's agreed Strategic Priority, i.e. **"Drive inclusive growth and job creation"**.

Besides the visitor economy, the Castle also hosts a vibrant filming and lifestyle event component, an on-site restaurant, gift shop, training bakery and kitchen, art studio, banqueting, and conference facilities that generate much-needed revenue and employment opportunities. Its 12 museums are now among the top ten must-see attractions on the Cape Town tourism scene. There is also potential space for accommodation and other hospitality and entertainment facilities. Regarding this important national strategic priority, we have included preliminary employment indicators (although we will only report against them next year) in the current APP, with the aim of fully integrating them into our new Medium-Term Development Plan 2025–2030.

Given our dependence on tourism revenue, the recovery of this fickle industry will directly determine our short-term to medium-term recovery plan. It is thus heartwarming to note that visitor numbers grew from 102 326 in the previous year to 137 296 in the current reporting year. This 34% visitor growth is not yet translating into desired revenue increases (annual revenue growth was 4,2%). The CCB is thus grateful for the relief funds (R6 million) provided by the Department of Defence for 2024/25, as well as the allocations of R5 million and R4 million for 2025/26 and 2026/27, respectively, to ensure that the CCB can carry out its statutory and operational commitments post-pandemic.

The Board and Management are steadfast in their commitment to clean administration and good corporate governance. The CCB received an unqualified audit with findings in the current financial year from the Auditor-General of South Africa. Thus, the Board and management make additional efforts to ensure the CCB receives a clean audit. It has demonstrated its ruthless intolerance of corporate governance infringements.

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 (EA) and all its stakeholders. After their inauguration in June, the CCB was Minister Motshekga and Deputy Holomisa's very first public entity to meet in July 2024. This engagement provided the EA with a thorough understanding of this small organisation's position within the national polity.

Please allow me to pick a few standouts from a content and quality-rich 2024/25 CCB Annual Report:

- In a historic first, the CCB has met or exceeded 96,5% of its predetermined performance objectives. (Subject to the final Audit Outcome).
- The 34% year-on-year growth in visitor numbers also exceeded our bold target of 130 000 set for FY 2024/25 by 5,6%.
- Led by the National Department of Public Works & Infrastructure and the City of Cape Town, the commendable and supportive role the CCB and its CEO played in legally and humanely relocating the informal dwellers living at the Castle's main entrance.
- The leading role the CCB played in support of the National Government's BRICS+ ambitions by hosting thought-provoking events in partnership with the Chinese, Russian, Indonesian, Turkish and other Embassies and Consulates.

- The concerted efforts by the CCB to create programmes and opportunities for women, youth, military veterans and people living with disabilities.
- The outstanding international and national media coverage of the Castle's multitude of exciting programmatic activities, which often compares with or exceeds other well-resourced institutions.
- In another historic move, supporting its staff who are now unionised and engaging the Board from a position of unity, mutual respect and commitment to a cause that utilises heritage as a tool for social cohesion and nation-building.

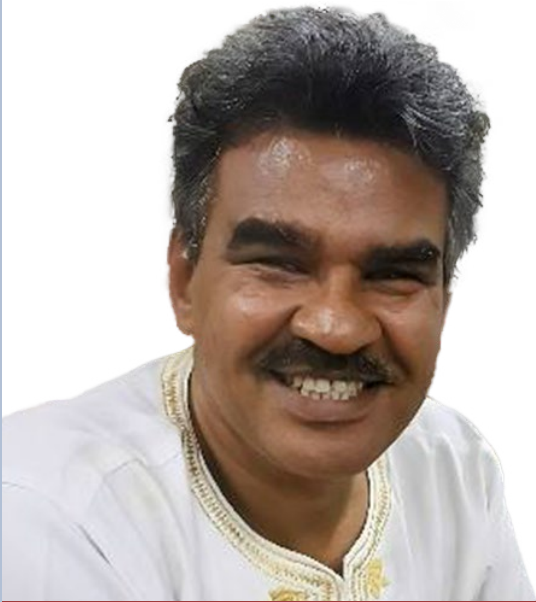
I am new, but my preliminary observations made me believe that with the kind of community, ministerial, departmental, international, public, and business support levels, the CCB, as small as it is, is sufficiently empowered to genuinely transform the Castle of Good Hope into a globally significant, truly accessible centre that showcases South Africa's shared heritage built on healing nation-building and reconciliation.



Vice-Admiral DM Mkhonto

(Chief of Logistics) Chairperson: Castle Control Board

30 September 2025



5. CHIEF EXECUTIVE OFFICER'S OVERVIEW

Calvyn Giffellan
Chief Executive Officer

Introduction

It is hard to believe that this is my 11th Annual Report with the Castle Control Board and the Ministry of Defence and Military Veterans. What a remarkable and eventful journey of transformative heritage and cultural work it was. A journey that, over the past year, has been marked by local, global, and national turmoil, directly impacting our work at South Africa's oldest colonial building.

Pages 27 to 50 synoptically reflect the CCB's performance against its approved Annual Performance Plan. A performance that reached a historic 96,6% accomplishment. The following are among the key points I want to extract from the more formalistic, data-driven and statutory Annual Report:

- **Minister Motshekga and General Holomisa's visit and engagement with the CCB on 10 July 2024.** The significance of this engagement was two-fold: we were the first entity the EA met after her inauguration in June 2024, thus providing the Board with the opportunity to fully brief her on the state of the organisation, the Castle's challenges, opportunities, and prospects, and how these impact its diverse and complex constituencies. Secondly, to hear the two leaders' vision for a transformed former apartheid-colonial space.
- **The amicable solution of the highly contentious matter of the homeless community that settled at the Castle's main entrance after the dreadful COVID-19 pandemic.** Often derogatively referred to as "Calvyn's Squatters", it was heartwarming to witness how the courts, City of Cape Town, the National Department of Public Works, and the CCB worked together to attain a humane, legal and sustained solution, albeit for that section of the eastern City bowl.
- Due to the momentum of the tourism economy's road to recovery, the CCB managed to self-generate **R5 611 000, a 17,2% increase from R4 785 755 in FY 2023/24.** With an additional R6 million from the DOD's Logistics Division, the legal custodian of the Castle, our total revenue increased to R11 611 000, effectively resourcing us during the financial year to deliver impactful programs to thousands of clients. The small surplus will be invested in much-needed programs such as the repainting and fencing of the Castle.
- **A whopping 34% year-on-year increase in visitor numbers** (scholars, learners, tourists, event attendees, cultural groups) **that jumped from 102 326 in FY 2023/24 to 137 296 in the 2024/25 financial year.** We are now well on our way to pre-pandemic numbers (160 000+). Still, we must be mindful that we do not exceed our carrying capacity, as articulated in our Conservation Management Plan.

34%

Year-on-year
increase in
visitor numbers



- **Our leadership in heritage debates articulated on national and international heritage platforms continued with involvement and publications**, e.g. South African Heritage Resources Agency's Heritage Month Seminar at Constitutional Hill, the Dutch-South African-Sri Lankan restoration of forts workshop series, host-lecturing UCT's MPhil Conservation of the Built Environment students, hosting the AmaHlubi Langalibalele Royal House Delegation, and participating in an international panel discussion in co-operation with ICOM-SA and UMAC dubbed "Challenging conversations of museum restitution", the return of art and the role of digitisation.
- Despite not having the Regional Works Regiment (WC) for the full year, their small team of artisans, working with the CCB maintenance and gardening team, **managed to perform 87 much-needed repair and maintenance jobs, keeping the Castle's wheels in motion.**
- **Media coverage** on the Castle and CCB remained overwhelmingly favourable and, despite quiet periods and the matter of people experiencing homelessness, reached a record **worldwide audience of 1.92 billion people**, translating into an **advertising value equivalent (AVE) of R231 million** (the amount it will cost us to buy that amount of exposure).
- **The CCB has incurred no fruitless and wasteful expenditure** but disclosed the amount of R77 086 in irregular expenditure on page 104 of our Annual Financial Statements. The AGSA provided us with a tailored procurement checklist that would reduce or eliminate future occurrences.
- Lastly, after more than a decade of mooted the idea, **the CCB staff have finally organised themselves under the National Education, Health and Allied Workers Union**, enabling them to bargain for better working conditions and equitable industrial relationships with their employer, the CCB.

In my engagement with the new Chairperson, Vice-Admiral DM Mkhonto, I was struck by the seamless handover process between him and the passionate Lieutenant General JS Mbuli. The incoming Chair, Board and Management are sharing the same vision and ideas that feed off years of continued organisational growth and development. For that, I want to thank retired Lieutenant General Mbuli from the bottom of my heart.

Finally, I want to thank the Chairperson and Board, Committee members, staff, the Ministry of Defence & Military Veterans, the Portfolio Committee, Department of Defence, the Department of Military Veterans, National Treasury, the 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

30 September 2025

6. 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 in accordance with the guidelines issued by the National Treasury.

We prepared the Annual Financial Statements (Part F) 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 judgments regarding this information.

The accounting authority is responsible for establishing and implementing a system of internal control designed to

provide reasonable assurance regarding the integrity and reliability of performance information, human resources information, and annual financial statements.

External auditors are required to express an independent opinion on the annual financial statements.

In our opinion, the Annual Report accurately reflects the operations, performance information, human resources information, and financial affairs of the public entity for the financial year ended 31 March 2025.



Calvyn Travers Gilfellan

Chief Executive Officer

30 September 2025



Vice-Admiral DM Mkhonto

Chairperson of the Board

30 September 2025

7. STRATEGIC OVERVIEW

7.1 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.

7.2 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 a 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.

7.3 Values

The Castle Control Board, in its Management of the Castle of Good Hope, has committed to infusing 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

8. LEGISLATIVE AND OTHER MANDATES

The Castle Control Board (CCB) 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 (MOD&MV). Furthermore, it is a designated Schedule 3A Public Entity, as defined in the Public Finance Management Act, 1999 (Act No. 1 of 1999) as amended.

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, 1999 (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.

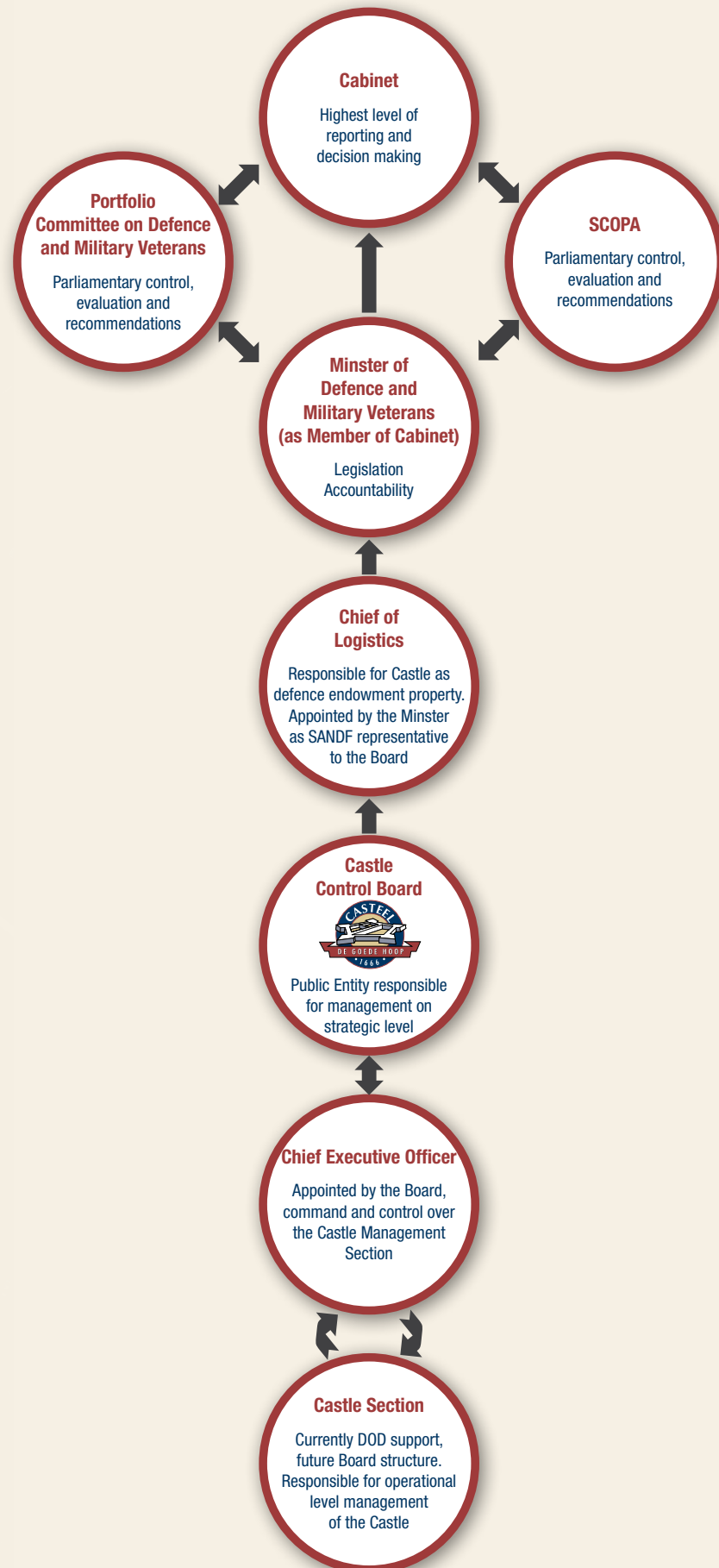
Based on the above, the Board has identified overlaps and gaps in the 1993 Castle Management Act. The MOD&MV's Legislative Drafting Directorate is mandated to drive the legislative review. The Board has engaged the said Directorate and provided a broad outline of the most pertinent issues. We included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



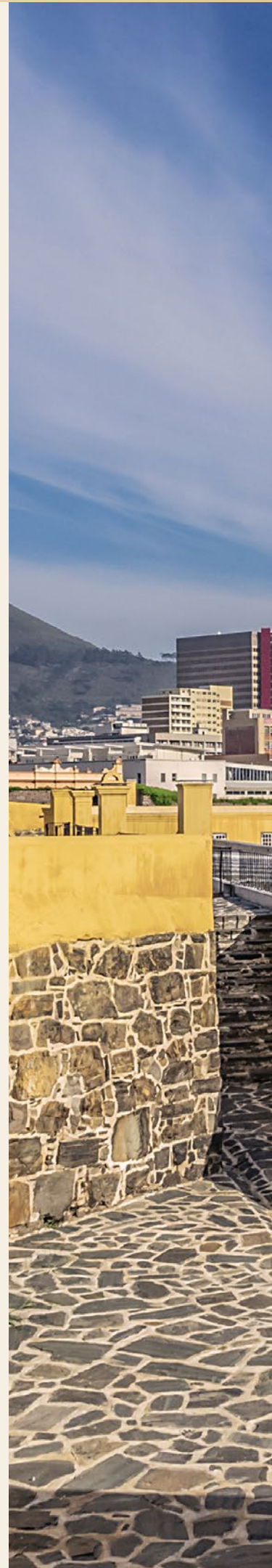
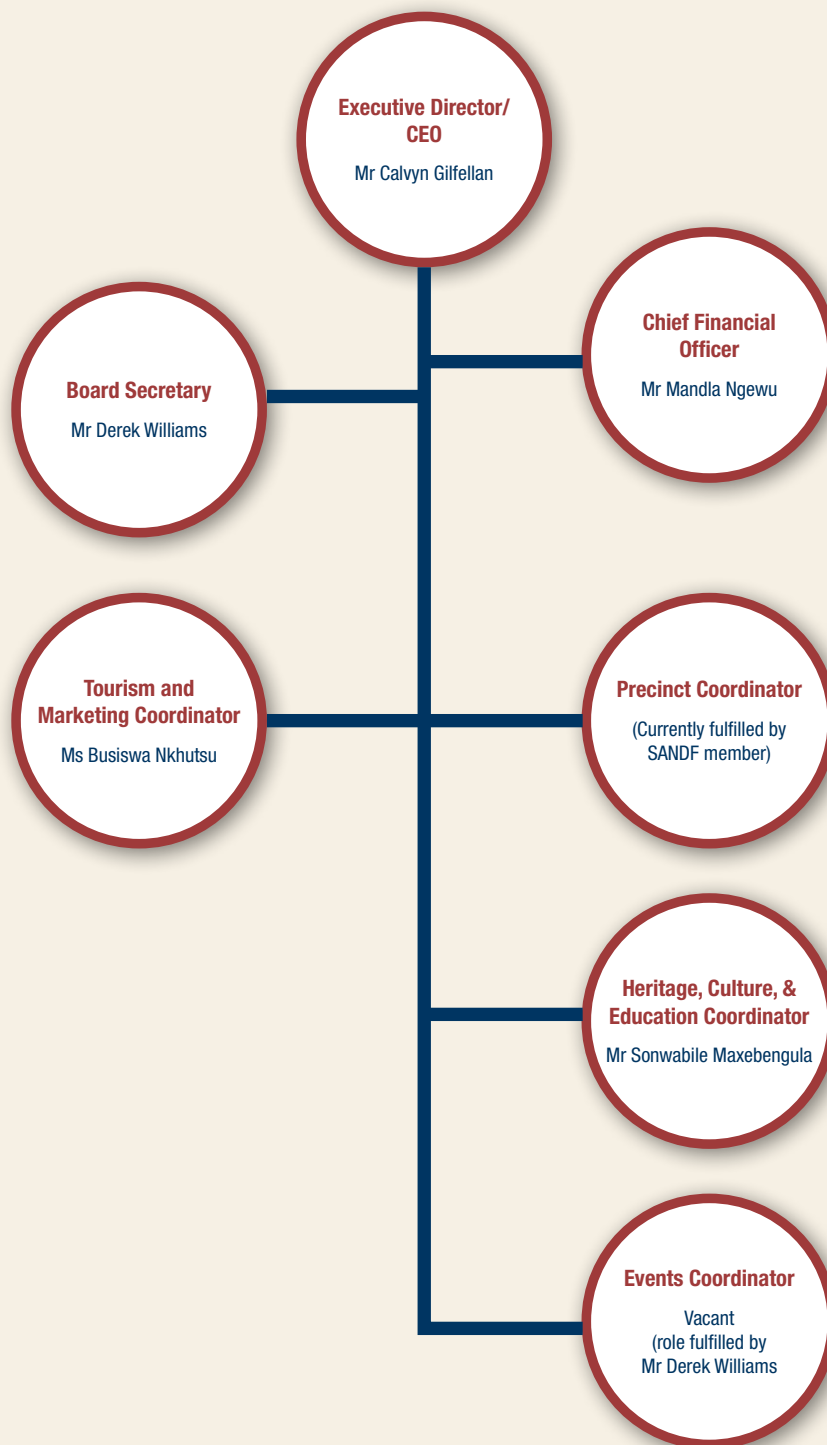
Areal image of the Castle.

9. ORGANISATIONAL STRUCTURE

9.1 The Castle Control Board



9.2 The CCB's Operational Management Structure





Part of Katzenellenbogen bastion.



Leerdam bastion, the oldest of five.



PART B: **Performance Information**

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 performance against predetermined objectives is included in the Report to Management, with material findings reported under Predetermined Objectives in the section titled 'Report on other legal and regulatory requirements' of the Auditor's Report.

Refer to [pages 70 to 73](#) of the Report of the Auditor-General, published as Part E: Financial Information.



A clean Castle moat.

2. SITUATIONAL ANALYSIS

2.1 Service Delivery Environment: Updated 2024 Situational Analysis after the National Elections

On 29 May 2024, millions of South Africans went to the polls to elect their new public representatives for the 7th administration. The major outcome of these polls was that no political party secured a simple majority, resulting in the formation of coalitions to create a so-called Government of National Unity (GNU). In the Opening of Parliament Address (OPA) by President Cyril Ramaphosa on 18 July 2024 (attached below), the President provided a broad outline of the projects and programmes that the 7th Administration, the Government of National Unity (GNU) will address in the next five years. The agreed Minimum Programme of Priorities of the 7th Administration serves as the foundational work of the new administration. These Strategic Priorities include the following, were formalised in the Medium-Term Development Plan (MTDP) 2024–2029 during October 2024:

- a. Strategic Priority 1: Drive inclusive growth and job creation,
- b. Strategic Priority 2: Reduce poverty and tackle the high cost of living, and
- c. Strategic Priority 3: Build a Capable, Ethical, and Developmental State.

These priorities were partially addressed in the CCB's resubmitted APP and fully integrated in the next planning cycle. Since this affect all areas dealing with National and other priorities set out in this APP, we will only reflect them fully in the 2025/2026 APP and the 2025–2030 Strategic Plan.

Given that the effects of COVID-19 have exposed the CCB to revenue generation constraints, resulting in a shortfall in the budgeted revenue, the Department of Defence has generously assisted the CCB with the funding shortfall. The financial support from DoD will continue through the MTSF period at R6 million, R5 million, and R4 million in FY2024/25, FY2025/26, and FY2026/27, respectively. Our next planning cycle will examine ways to supplement our revenue.

The Political Environment

In addition to the clear electoral mandate that guides and governs the 2020–2025 MTSF planning process, global and domestic political, socio-economic, and cultural developments have prompted the CCB to undertake an in-depth examination of its direction. The China-USA trade war, economic slowdown, increased unemployment, deepening global and local inequalities, rising fuel prices, rapid climate change, the so-called 4th Industrial Revolution, increased terrorist activities, and the coronavirus pandemic frame the medium-term strategic thinking and interventions. It is still being determined whether the instability in the Middle East and the Russia-Ukraine conflict affect tourism to the Castle of Good Hope. The government's stance might influence visitors from sympathetic countries to South Africa, which could, in turn, affect tourism to the Castle of Good Hope. More research is needed to ascertain the extent of the impact, if any.

Given the Castle of Good Hope's historical association with armed colonial conquest, land dispossession, imperialism, apartheid and oppression, its strategic operations cannot be divorced from a dynamic and sometimes explosive international but also domestic political environment. The fact that the site is still semi-militarised complicates the situation. More often than not, disgruntled Khoi, youth, or military veteran groups would visit the Castle, anticipating some antagonism from other users and stakeholders.

The political dimension plays itself out in numerous ways. For example, at the level of heritage management, there is the perpetual contestation between social groups who view it as a "bastion of white civilisation in darkest Africa" and those who perceive it as a symbol of armed colonial conquest. These opposing worldviews manifest themselves in negative social media, attacks on the organisation and reputational damage. A powerful, unified communications strategy is viewed as a means to counter this political threat.

More serious is the threat of international terrorism that has increased over the last few years, with radical groups continuing to destabilise countries and regions of the world. Familiar to this are improvised explosive devices, suicide bombings, kidnappings, bombings, destabilisation, occupation of ungoverned areas as launch bases, exploitation of security vacuums and creating volatile situations that undermine the authority of the state. As a "soft" heritage tourism attraction, the Castle of Good Hope is a potential, symbolic target for these kinds of intentions.

The Economic Environment

The Castle Control Board is almost entirely reliant (70%) on self-generated income from tourism, events, and rentals to fund its heritage and educational programmes. Given that the organisation primarily relies on domestic tourism, the South African economy, set to grow at a meagre 1,2% over the next Medium-Term Strategic Framework (MTSF), poses a significant threat to this small but vibrant heritage-enterprise entity.

The economic outlook has further weakened since the 2020 Medium-Term Budget Policy Statement (MTBS). The Gross Domestic Product (GDP) growth outlook has been revised down to less than 1,5 per cent from an estimated 1,7 per cent due to a fragile recovery in employment and investment. The recent drought and perceptions about crime are further inhibiting growth in the tourism sector.

The Social Environment

The world population continues to grow and is projected to reach 8,3 billion people by 2030. The four demographic trends that will fundamentally shape economic and political conditions, as well as international relationships, are increased life expectancy, overall population growth with a disproportionate youth bulge, migration, and urbanisation.

The 4th Industrial Revolution will have a profound impact on the social construct. This revolution will transform education to equip individuals with the skills necessary for sustainable employment and economic growth.

Automation, robotics, and artificial intelligence will reduce the demand for unskilled labour, consequently placing additional social services. In addition, the CCB strives for a gender, youth and disability-responsive workforce, ensuring the quality of life and better opportunities for women, youth and people living with disabilities.

The Technological Environment

Cyber connectivity and the global village concept will exacerbate the migration of skilled people critical to the economy. Furthermore, transnational crime syndicates exploit migration trends to expand their illicit activities, undermining sovereignty and economic growth, and ultimately leading to instability. South Africa will remain an attractive destination for legal and illegal migrants. These activities will strain social services and pressure the fiscus and increase competition for already constrained resources.

The government's inability to meet the demand for social services and the lack of employment opportunities result in increased violent protests, particularly among youth. Like the one witnessed in KZN and Gauteng in 2021, these violent protests are characterised by lawlessness and criminal acts that undermine society's fabric, with women and children bearing the brunt. Gangsterism and syndicated crime undermine the authority of the state. Unemployed youth are a real threat to domestic stability.

The Castle of Good Hope is well-suited to address these social ills and must devise a means to deal with them in a decisive yet humane manner.

The rising international trend of targeting political institutions and processes should be a severe concern for South Africa. Cyber adversaries and information security professionals are continually engaged in cyber warfare, focusing on accessing and preventing access to sensitive data. In 2018, individual members gained access to emails and other electronic information and smeared the Board's name. The State and the Castle Control Board must place cybersecurity as a strategic priority.

The Legal Environment

Experiences over the past few years have demonstrated that the Castle Control Board needs to be legal-wise. Although two legal professionals on the Audit Committee provided significant assistance, the organisation's high litigation frequency renders it vulnerable.

The Environmental Impact

Extreme weather conditions are likely to occur more frequently as climate change progresses. These effects would not be evenly distributed globally. Resource scarcity, population growth and climate change may increase the potential for conflict over disputed land and water.

As a global citizen, South Africa is greatly affected by international events. The recent COVID-19 pandemic, which affected the international community, had devastating effects on the South African economy. The CCB, which relies heavily on tourism, has been particularly affected by the lockdowns resulting from the COVID-19 pandemic. The lockdowns have significantly decreased visitor numbers, particularly during the 2020/21 financial year. However, easing international and local travel restrictions has led to a steady improvement in visitor numbers to the Castle of Good. There has been a steady increase in school groups compared to the previous fiscal year, FY2020/21. However, the number of visitors is not at the 2018/2019 levels. The calculation of baselines for visitor numbers and revenue generated is distorted by the effects of lockdowns due to the COVID-19 pandemic.

During FY2021/22, visitor numbers increased by 23% compared to the previous fiscal year, FY2020/21. Generally, young people make up approximately 32% of the total visitor numbers each year, with consistent trends observed over time. In 2022/23, the Castle hosted 33,452 visitors, marking the first full year of activities since the COVID-19 pandemic.

In 2023/24, we saw the first signs of recovery, with the visitor figure increasing to 102 326, followed by another 34% jump to 137 296 in 2024/25. The targets for the next three years have been increased to match the pre-COVID targets.

2.2 Organisational environment

One of CCB's most significant threats is its going concern linked to financial sustainability. Having received no direct financial subsidy from the national fiscus to date (despite legislation permitting the organisation), the CCB has been restricted to operating as a small heritage management agency of the MOD&MV. Any investment would lead to exponential growth in output in the CCB's strategic and conventional operations.

While the 350th commemoration of the CGH in 2016 has significantly enhanced the global stature of the CCB in local, national, and international heritage circles, it was the completion of the R108 million renovation project of the Castle that opened a myriad of exciting opportunities and challenges, briefly outlined below:

The CGH need to be operationally managed solely by the CCB, and all other entities present on or connected to the site – military and non-military – must adhere to the policies and procedures of the CCB.

The CCB, with the support of the MOD&MV family and guided by the ICMP, must be supported in holistically managing all maintenance, heritage, cultural, educational, security, health and safety, logistical, communication, and other operations of the CGH.

The CCB's income generation capacity and drive towards sustainability are often weakened by other organisations operating on site. The Board and EA must address the transfer of Het Bakhuis to the CCB. The same applies to the overall role of IZIKO and the Officers Messes at the CGH if the CCB is to achieve its full financial viability.

While executing its entire mandate, the CCB's own-generated income (optimally R7,8 million per annum) must be augmented by the MOD&MV to address the above in a manner that not only protects the R108 million bricks-and-mortar investment but also enhances it.

The additional resources required (under a typical post-COVID year) have been calculated at a nominal amount of R6 million per annum. The CCB received an allocation of R6 million for the fiscal year 2024/25. The DoD has further allocated R5 million and R4 million for the fiscal years 2025/26 and 2026/27, respectively. These allocations will enable the CCB to fulfil its mandate while strengthening its processes to achieve self-sustainability. Through the C. Log, the DoD has ringfenced an amount of R4,5 million to assist with the day-to-day maintenance of the Castle of Good Hope. The ringfenced amount is necessary to preserve the site for posterity. The ring-fenced amount is managed directly by C. Log.

In light of the recent cost-containment measures, all state entities and departments should be strongly encouraged to utilise the CGH's conference and event facilities for government functions.

The CCB endeavours to contribute to the skills of young people through an internship programme that exposes learners to all facets of tourism and heritage. There is scope for 14 young people to intern at the Castle of Good Hope.

As mentioned elsewhere in the APP, the Castle Control Board is legislatively responsible for the overall management, maintenance, and promotion of the Castle of Good Hope as a heritage site and tourist attraction.

The CCB excelled in the corporate governance and operational delivery environments. The three outlying years' clean audits demonstrated this. However, it did so under severe financial strain, as highlighted by the latest findings from the Australian Government's Auditor-General. The CCB's delivery approach is one of enterprise risk management. It addresses its top risks (funding, safety and security, multi-stakeholder demands, public image, and conservation) through design and operational plans, processes, and procedures at all organisational levels.

In terms of this legislative mandate, the organisation is expected to provide a range of public services and goods on behalf of the DOD and the DMV to local community members, tourists, learners, students, youth groups, military veterans, conservation agencies, exhibitors, performers, cultural organisations, traditional authorities, filming companies, event-organisers, military institutions, and the like.

To successfully execute this legislated mandate requires the necessary resources. During the previous MTSF, the CCB was able to accomplish this without direct funding from the DOD or the National Treasury, as it could tap into historically accumulated surpluses. However, as its clients' demands grow, the DOD must consider a sustainable funding model that includes its own-generated funding through tourism and events, as well as nominal state funding.

To this end, the responsible commercialisation of the Castle of Good Hope as a heritage site requires vigilance and proper environmental impact assessments. In January 2018, the DOD appointed a research team to develop a comprehensive Integrated Conservation Management Plan, the first of its kind in the Castle's history. This plan, completed in November 2019, guides the preservation and conservation of the Castle's physical structure, as well as the impact of tourism, events, filming, and other user-related activities. The CCB regards the balance between protection, adaptive reuse, public access, and commercialisation as sacrosanct and has shared many valuable lessons with local and global heritage audiences. It is vital to transform past symbols of exclusion, suffering, and oppression into beacons of healing, learning, nation-building, and hope!

The Board's ability to deliver its full range of services to the public is also dependent on close collaboration with the MOD&MV and other line support departments and institutions, as well as external experts. Therefore, the Board has strengthened its established relationships with central DOD units, including the Directorate of Strategy and Planning, the Chief Financial Officer's Office, the Legal Office, the Logistics Division, and the Minister's Chief of Staff. The CCB also successfully established and developed new strategic relationships to support the Minister's initiatives.

The DoD Logistics Division, the custodian of the Castle as a Defence Endowment Property, has ring-fenced some funding for maintenance and repair work. This supports the 2016 significant renovation programme of the citadel. This contribution significantly enhances the castle's overall appearance after the National Public Works maintenance team's departure.

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

The CCB is also aware that stakeholders require more open communication of its activities and achievements; hence, there has been a significant increase in public relations and media activity (reaching over 500 million people through the media) during the past year under review. However, the Board has taken a deliberate decision that a partnership for the sake of alliances is no longer enough; 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.

Given the global significance of the Castle of Good Hope, the organisation actively reached out and involved the Dutch, British, Spanish and French Consulates in some of its significant activities. These relationships are starting to yield tangible results, with the SA High Commissioner in Sri Lanka inviting the CEO to present the Castle's vision and programs to an international audience at the Galle Literary Festival in January 2018. This event was followed by a high-profile conference on decolonisation held in Brussels in October 2019.

This international exposure has increased awareness of the Castle, and the positioning of the Castle as a place of reflection, healing, and nation-building has placed a greater responsibility on the CCB to ensure that we manage these demands responsibly and sensitively. The CCB endeavours to attract women and people with disabilities to its workforce. Women comprise approximately 44% of the CCB's total workforce. The uneven terrain and nature of the business make it difficult to attract people living with disabilities, limiting this to only one female employee. Generally, young people make up about 55% of the CCB workforce. There is a push to increase the representation of women and young people in the management structure of the CCB. Progress will depend on the availability of funds.

2.3 Performance Delivery Environment

CCB Contribution to National Imperatives

Over the 2020–2025 MTSF period, the CCB supported the government's priorities, ultimately aligning with the National Development Plan (NDP), Vision 2030, and the NDP's 5-year Implementation Plan. The CCB management shall ensure that CCB strategies align with the National, Provincial and Local Government Planning Cycle.

NDP: The 5-year Implementation Plan will primarily focus on job creation, poverty reduction, and reducing inequality. In support of the NDP's Vision 2030 and its 5-year Implementation Plan, as well as the Government's Apex priorities outlined in the Revised 2019-2024 MTSF, the CCB will contribute directly and indirectly, as addressed in this Plan. The CCB shall support these focus areas through the following Pillars of Government and the Governmental priorities:

The CCB has addressed the following MTSF Pillars in its APP for 2024/25 MTEF:

- **MTSF Pillar 1:** Achieving a more capable state.
- **MTSF Pillar 2:** Driving a strong and inclusive economy.
- **MTSF Pillar 3:** Building and strengthening the capabilities of South Africans.

To ensure alignment with the Revised 2019–2024 MTEF Priorities, the CCB aligned its plan to the following apex priorities for the 2024/25 MTEF:

- **Apex Priority 1: A capable, ethical, and developmental state:**

The CCB will shore up its internal controls and governance policies, such as the Ethics Policy, Financial Management Policy, Supply Chain Management Policy, Gift Policy, etc, to maintain good corporate governance.

- **Apex Priority 2: Economic Transformation and Job Creation:**

The CCB strives to develop its spaces to extract maximum economic value actively. Enhancing the economic viability of the citadel will foster the employment of young people, women, military veterans, and individuals with disabilities. The CCB's 27 staff members comprise two individuals living with disabilities, five youth, and eight women. The board will strive to ensure that more youth and women are employed when opportunities arise. The employment of people living with disabilities is hampered by the Castle of Good Hope's terrain, with limited access to various spaces.

- **Apex Priority 3: Education, skills, and health:**

Creating an environment for students to do their internship and improve their skills. The organisation of educational programmes for staff, military veterans, youth, women, and people living with disabilities. The CCB will strive to maintain 80% of women interns.

- **Apex Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services:**

The CCB strives to provide informative historical and architectural tours of the Castle of Good Hope. When funds are available, the CCB absorbs interns and casual workers into its permanent structure, thereby enhancing the earning capacity and improving the quality of services provided by the CCB.

- **Apex Priority 5: Spatial Integration, Human Settlements and Local Government:**

The CCB, through tourism programmes, contributes to the local economy and ensures the promotion of the Castle of Good Hope and the city as the tourist destination of choice. The Board is implementing measures to ensure accessibility of spaces for people with disabilities. There are plans to invest in two wheelchairs and rubber mats. There are two lifts,

one at the military museum, to ensure accessibility of the exhibitions. The other lift is to provide access to conference venues. The board acknowledges that, working closely with the South African Heritage Resources Agency, more should be done to improve universal access to this historical heritage site.

- **Apex Priority 6: Social Cohesion and Safer Communities:**

The CCB strives to collaborate with other spheres of government to enhance safety and security within the precinct and create a safer environment for all stakeholders.

- **Apex Priority 7: A Better Africa and a Better World:**

The CCB aims to preserve and conserve the site for future generations, providing an enabling environment for debates on the history and heritage of the place, its impact in Africa, and the World.

Contribution To the MOD&MV Priorities For 2024/25 MTEF.

- **Apex Priority 2: Ensure Departmental Governance, Administration and Accountability within the Regulatory Framework:**

Strategic Resourcing—revenue Generation to supplement the Insufficient Fiscal Allocation. Ensure effective and efficient Departmental governance systems that enable civil control and administration of Defence, supported by participation from internal and external assurance providers. The following will be executed to enable this Priority Outcome:

- Accounting to Parliament.
- Ensuring the CCB obtains and maintains a clean audit status through the reduction of the number of material audit findings.
- Reduce irregular, unauthorised, and wasteful expenditure, as well as fraud, corruption, and misconduct, which were prevalent.
- Ensure timely entity consequence management along the chain of command.
- Pursue the eradication of Gender -Based Violence, femicide, sexual exploitation and abuse through sound leadership and the implementation of internal controls that ensure reported cases of alleged abuse, based on the merits of each case, are timeously recorded, investigated, prosecuted and concluded.

Contribution To National Imperatives

• Apex Priority 2: Ensure Departmental Governance, Administration and Accountability within the Regulatory Framework:

Strategic Resourcing—revenue Generation to supplement the Insufficient Fiscal Allocation. Direct a focussed effort to identify alternate funding and revenue generation streams that include, amongst others, maximised reimbursements against agreed upon Memorandum of Understanding and sweating of departmental assets.

The CCB supports the MOD&MV Priorities for 2024/25 MTEF by aligning its programmes to ensure clean, corporate governance and enhanced accountability to parliament.

The CCB will ensure direct and indirect contribution and support to the following National Imperatives:

- The National Growth Path through the internship programmes to support the youth in skills development, particularly in the tourism, marketing, and events sectors.
- The Forum of South African Directors General, in terms of the following:
 - Payments of suppliers within 30 days—The CCB endeavours to support payments of suppliers within 30 days from the submission of the correct invoice and will continue to do so.
 - Reduction of Audit findings. The CCB will endeavour to maintain a clean audit outcome by resolving all audit findings and strengthening the internal control environment.
 - Submission of the CCB Accountability Documents. The CCB will ensure that the Executives' Performance Agreements, Financial Disclosures, annual Reports, and quarterly Reports (EQPR) are submitted on time.
 - Submission of CCB APP aligned to National Framework requirements.

2.4 Key policy developments and legislative changes

The CCB team updated the Portfolio Committee on Defence and Military Veterans when we met with them in May and October 2022, and articulated this requirement in the handover document prepared and delivered to the new EA in October 2021. 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 shareholders' compact with the Ministry, reviewing the composition, structure, and tenure of the Board, and checking the mandate of the CCB. The Board has updated the handover document and incorporated relevant elements into the MODMV-handover memorandum. It will soon brief the new EA, the Honourable Minister A. Motshekga.



The Camissa Khoi-group performing a cleansing ceremony, 2024.

3. STRATEGIC OUTCOME-ORIENTED GOALS

CCB Outcome Performance Indicators

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

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

Castle Control Board Programs for the 2024/25 MTEF

3.1 Programme 1: Administration - Accountable and effective governance of the CCB is provided

Purpose: *The purpose of the Administration programme is to provide Strategic Leadership, Management and Support Services.*

Outcomes, outputs, performance indicators and targets

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

Table 1: *Programme 1 - Administration: Outcomes, outputs, performance indicators and targets for the 2024/25 MTEF*

CCB Outcome	CCB Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Comments on Deviations (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Number of corporate governance policies approved per annum	3	2	Achieved: 2 The following policies have been approved during the year: 1. Leave Policy (approved February 2025) 2. Absenteeism Policy (approved February 2025)	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage of significant prior year audit findings resolved.	85%	90%	Achieved: 90%	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	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%: The 2025/26 APP was submitted, presented to the EA and approved by Parliament.	0%	None

CCB Outcome	CCB Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Comments on Deviations (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage of adherence to the CCB Master Record Index for Plans (CCB Annual Operational Plan submitted to Executive Authority for approval)	100% (1)	100% (1)	Achieved 100%: The 2025/26 APP was submitted, presented to the EA and approved – the Ops Plan is in the APP and approved by Parliament.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage adherence to the CCB Master Record Index for Plans (CCB Strategic Plan [2025-2030] to be submitted to the Executive Authority for approval)	-	100% (1)	Achieved 100%: The 2025–2030 SP was submitted, presented to the EA and approved by Parliament.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage compliance with CCB accountability documents submitted as per National Prescripts (CCB Annual Report)	100% (1)	100% (1)	100%: The final draft was submitted to AGSA on 30 September 2024. The first draft of the 2025 Annual Report was submitted on 31 May 2025.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage of CCB accountability documents submitted as per National Prescripts (CCB Quarterly Performance Reports)	100% (4)	100% (4)	Achieved 100%: 1. Q1 performance report submitted 31 July 2024 2. Q2 performance report submitted on 30 October 2024. 3. Q3 performance report submitted 30 January 2025 4. Q4 performance report submitted 29 April 2025	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage of CCB accountability documents submitted as per National Prescripts (CCB Quarterly Financial Reports timeously submitted to the Executive Authority and National Treasury)	100% (4)	100% (1)	Achieved 100%: 1. Q1 Financial Report submitted 31 July 2024 2. Q2 Financial Report submitted 30 October 2024. 3. Q3 Financial Report submitted 31 January 2025 4. Q4 Financial Report submitted on 30 April 2025.	0%	None

A collage of images depicting the CCB's inclusive heritage programs.



CCB Outcome	CCB Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Comments on Deviations (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage of CCB accountability documents submitted as per National Prescripts (CCB CEO performance agreement submitted to the Board for approval)	100% (1)	100% (1)	Achieved 100%: The CEO's performance agreement, signed by the Chairman and inclusive of the 2025/26 APP submitted and presented.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage of CCB accountability documents submitted as per National Prescripts (CCB SMS' performance agreements to the CEO for approval)	100% (3)	100% (3)	Achieved 100%: Inclusive of their employment contracts but adjusted as per APP targets.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage of CCB accountability documents submitted as per National Prescripts (CCB SMS' Financial Disclosures submitted for approval)	100%	100%	Achieved 100%: Done at every Board meeting. Only two SMS members (CEO and CFO) affected.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage adherence to Parliamentary Activities (Submission of all reports and attendance of committee meetings in support of parliamentary activities)	100%	100%	Achieved 100%: 1. CCB met the Portfolio Committee on 9 July 2024. 2. CCB met with Minister Motshekga and Gen Holomisa, 10 July 2024. 3. CCB attended the 2025 MTEF Peace and Security Functional Group meeting, 15 August 2024. 4. All reports and requests for information submitted to the Portfolio Committee and physical meeting took place in October 2024.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage reduction in the number of irregular expenditures within the CCB	85%	95%	Not-achieved (60%)	0%	The AGSA provided us with a SCM checklist befitting an entity of our size. This will assist with strengthening our procurement processes.

CCB Outcome	CCB Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Comments on Deviations (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage reduction in the number of fruitless and wasteful expenditures within the CCB	100%	100%	Achieved 100%	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	Accountable and effective governance of the CCB is provided	Percentage payments within 30 days from receipt of legitimate invoices	100%	100%	Achieved: 100%	(0%)	None

Although this programme is not explicitly stated in our legislative mandate, this is a PFMA requirement to ensure good governance and compliance with the National Regulatory Framework. Core Programme Performance Indicators are defined as performance information that is directly linked to the sustained legislative mandate of the CCB.



'Doek on Fleek' all-female picnic concert, 2024

3.2 Programme 2: Maintenance and Conservation at the Castle of Good Hope (CGH)

Purpose: *This programme aims to ensure the maintenance, preservation, interpretation and showcasing of the history of the Castle of Good Hope.*

Outcomes, outputs, performance indicators and targets for the 2024/25 MTEF

The following tables reflect the annual and quarterly targets for the Maintenance and Conservation of the Castle of Good Hope programme.

Table 2: *Programme 2 - Maintenance and Conservation of the Castle of Good Hope: Outcomes, outputs, performance indicators and targets for the 2024/25 MTEF*

Outcome	Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope.	Number of preventative and regulation maintenance projects completed	9	8	Achieved: 87 1. A-block civilian restaurant socket unserviceable (u/s) 2. Courtyard chandeliers d/night bulbs 3. Arsenal 2-way switching u/s 4. A- block: reserve force offices replace u/s bulbs 5. Refit bulkhead & fluorescent bulbs – LED 6. A-block public toilet - tap u/s 7. TPT Garage/hanger roof & gutter damaged due to storm 8. SMPR Headquarters - pipe burst - kitchen & toilet supply 9. F-block Secunda top floor, latch u/s 10. F-block Secunda top floor, latch u/s 11. A block pub toilet - replace bulkhead lights with LED 12. Waterblommetjie - replace bulkhead lights with led 13. F-block - fire dept entrance - replace bulkhead – LED 14. G-block - Hetbakhuis side entrance lights repair 15. Oranje bastion toilet bulkhead – LED 16. Koena art - light switch replace 17. Hetbakhuis top floor dishing area - lights replace/ repair 18. G-block - Simon Vd Stel toilet - lights replaced 19. D block - flood light repair 20. Replace chandelier lights, Iziko - Lady Ann Hall 21. Replace 6 x windowpanes broken 22. Blocked urinal - Hetbakhuis G block 23. Oranje bastion toilet leak female 24. Guards' male toilet fixed 25. SMPR female drain blocked 26. Replaced the ball valve at the female toilet Lady Ann the top floor of – block 27. Temporary close - window frame with Perspex B-block music band practice room 28. Fault tripping conference room - D block 29. Broken window - office CCB B-block	+987%	This exceptional performance is driven by the availability of the 5 Regional Works Units (WC) artisans.

Outcome	Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope.	Number of preventative and regulation maintenance projects completed	9	8	30. Fit new lock to toilet door - SMPR male 31. Fault find elect floor socket @ the Mil museum office 32. Repair broken windowpanes - Koena Art Museum 33. Hydro boil - LEGSATO u/s 34. Floor hazard painted F-G block 35. Lady Ann, female toilet, wood floor repair 36. Temp close - window frame - Lady Ann kitchen with plastic 37. Manufacture a wooden gate at the mount 38. Refit the Perspex sheet to the new set of repaired windows in the block music room 39. Fit kicker board to Cape Heritage Museum toilet door F-block 40. Replace 7 x bulkhead lights with LED fittings 41. Fit window latches to F-block toilet windows 42. Refit the B-block toilet mirror to the F-block toilet 43. The toilet pot is loose from the ground @ SMPR female toilet 44. LEGSATO hydro-boiler kitchen 2 nd floor 45. Repair lighting CCB CEO office 46. Lady Ann's water leak 47. Armoury-plumbing 48. Waterblommetjie - plumbing 49. Oranje bastion - plumbing 50. Leerdam Bastion - Plumbing 51. CFO office lights assess & fix 52. LEGSATO toilet facilities 53. Open wiring on the roof 54. Sally port latch 55. LEGSATO office light switch 56. Small kitchen lights replacement 57. Male guard's shower blocked 58. Secunda 3 rd floor - windows replaced 59. F-block - Mil kitchen - window replace 60. B-block flood light is loose 61. Paint job at the CCB's boardroom toilets and staircase 62. Paint job at the Leerdam bathroom facility 63. Unblocking urinals in tourism ablutions, 17 July 2024 64. Assessed serviceability of Cape Heritage Museum, Nassau, Oranje and Generator Room Ablution facilities, 17 July 2024 65. Replacement of Camissa Museum Plaque, 19 July 2024 66. Removal and replacing of spotlights in Good Hope Gallery, 20 July 2024 67. Fixing of the Dolphin Pool pumping system with the help of a film crew, 23 July 2024 68. Replacing broken windows at Cape Town Highlanders, 29 July 2024 69. Repairing of A-frame billboard, 15 August 2024	+987%	This exceptional performance is driven by the availability of the 5 Regional Works Units (WC) artisans.

A collage of images at the new garden at the spot where the relocated homeless community used to live.



Outcome	Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope.	Number of preventative and regulation maintenance projects completed	9	8	70. Fixing of paving at Castle's front entrance, 9 September 2024 71. CAPE TOWN PTI / Intervention & Service delivery issues – Onsite, 6 September 2024 72. Fixing of the walk-in freezer, electrical works, and windows were in the pipeline 73. Servicing of Fire Detection System under supervision of B Bitterbos, from October 2024 74. Fixing of broken water pipe, under Col Klopper, 17 October 2024 75. Repair of red paving at CTH under Col Klopper, 18 October 2024 76. Repainting of all Canon Bollards front entrance, 24 November 2024 77. Fixing of vandalised outside tap at Restitution Garden, 15 January 2025 78. Painting of Conference Centre window and door frames, 16 January 2025 79. Painting of door frames, Defence Reserve Office, 17 January 2025 80. Painting of Conference Centre window and door frames, 20 - 21 January 2025 81. Waterproofing the roof at Highlander's Mess, 25 January 2025 82. Painting of Salaam Nandi Restaurant Interior, 28 January 2025 83. Repair of windows at Col Kleynhans's Office, 7 February 2025 84. Repainting of Torture Chamber sign, 17 February 2025 85. Fixing conference room windows, 21 February 2025 86. Servicing of fire extinguishers, 5 March – 20 March 2025 87. Fixing of windows at Secunde Hall, 6 March 2025	+987%	This exceptional performance is driven by the availability of the 5 Regional Works Units (WC) artisans.
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope.	An annual increase in the number of tangible heritage projects implemented at the Castle of Good Hope	4	4	Achieved: 4 1. A lane of fruit trees was constructed at the Castle entrance 2. Completion of the last room of the 500 Years of circumnavigation project (K Govender, September 2024) 3. Completion of the last room of the Camissa Museum for the opening of the exhibition (Bongani, October 2024) 4. Re-interpretation of the Chapel to accommodate the Stéphane Conradie art gallery	0%	None

Outcome	Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of non-commercial, cultural events hosted annually at the Castle of Good Hope	14	15	Achieved: 92 1. Cammissa the Movement - Freedom Day Event, 27 April 2024 2. Mrs Kiewiet Book Launch Talk, 30 April 2024 3. Iranian Cultural Event, 18 April 2024 4. Hosting the Dutch and South African Ambassadors to Benin, 04 June 2024 5. Thrall Dialogues Meeting, 05 June 2024 6. Thrall Dialogues #3 Tech, Heritage and Education, 08 June 2024 7. SAHRA Wellness Event, 21 June 2024 8. UNDRIP indigenous rights training. 6 July 2024 9. Khoena Art Conversation & concert series (Edition 1) Alvin Dyers – Jazz, 7 July 2024 10. Professional Personal Institute of Excellence Graduation ceremony, 20 July 2024 11. YPO CEOs meeting, 24 July 2024 12. Krotoa Castle-Robben Island-Groote Church 350 commemoration – 28 July 2024 13. Log Support Formation work session, Conference Room, 19 August 2024 14. Cape Heritage Museum Educational Tour and Reflection, Chapel, 28 August 2024 15. Portfolio Committee meeting - Dept of Agriculture, 3 September 2024 16. Visit by University of Stellenbosch Group with Mr M Kara to discuss the Castle's transformation drive, 4 September 2024 17. Panel discussion in co- operation with ICOM – SA and UMAC – Challenging Conversations of museum restitution, the return of art and the role of digitisation, 5 September 2024 18. Portfolio Committee meeting - Dept of Agriculture, 10 September 2024 19. SA Heritage Resources Agency (SAHRA) heritage presentation 12H00 'Transforming Space: Castle of Good Hope', 11 September 2024 20. SAHRA Farewell Event, 12 September 2024 21. Hosting DUTCHCULTURE Castle catch-up session, 12 September 2024 22. Portfolio Committee Meeting, 17 September 2024 23. Cape Youth Collective Anti-Xenophobia- Concert, 24 September 2024 24. CONTRALESA Western Cape Heritage Day cultural event, 24 September 2024 25. CAMISSA Khoi group (Malcolm Taylor) revivalist seminar in Alleman's, 24 September 2024 26. Wesgro visit: Camissa Museum, Cape Castle, 27 September 2024	+513%	Looking at the international, national and local spread of events, this is a truly remarkable performance indicative of the broad acceptance of the castle as a transformed (decolonising) space.

Outcome	Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of non-commercial, cultural events hosted annually at the Castle of Good Hope	14	15	27. Launch of the Anti-Gentrification Front, 29 September 2024 28. SC 16 I Planning Eviction @ Castle - Strand Street CPT - Fencing - Onsite, 30 September 2024 29. Al Garya Annual Event Planning Meeting (2024/10/08) 30. Algayria event (2024/11/08) 31. Bostander Royal House meeting (2024/11/23) 32. Camisa Museum & Heal the Hood Dialogue (2024/10/01) 33. Cape Malay Wedding Documentary (2024/10/20) 34. Cape X NL/ Castle public program (2024/12/13) 35. Castle clean-up and landscaping meeting DPWL, COCT, and volunteers (2024/11/12) 36. Castle of Good Hope - Emergency fencing – court order execution (2024/10/07) 37. Chief B Jacobs SACC (2024/11/03) 38. Chief Jacob's SACC Meeting (2024/12/01) 39. Chief Jacobs SACC meeting (2024/10/06) 40. Children's book launch (2024/11/23) 41. Cultural & Language workshop (2024/10/15) 42. Department of Social Development site visit (2024/11/14) 43. Dutch interview life at the Cape at the transition from Dutch to British Castle front courtyard (2024/10/28) 44. Emancipation of enslaved people, Race December (2024/11/06) 45. Griqua Royal House (2024/11/08) 46. High level visit & tour with University Professors (2024/11/24) 47. Indonesian Delegation Makassar & Hasanuddin universities with honourable S. Esau (2024/10/28) 48. Interfaith Mass Prayer event (2024/11/26) 49. Khayelitsha Community meeting - Cape Heritage Museum (2024/12/09) 50. Khoi Film Discussion with Urban Brew & Marius Fransman (2024/10/03) 51. Planning session with Ms Bella Kulchieva, Russian Consulate - finalisation of the film event (2024/12/09) 52. High-level planning session with Prof Bryan Williams to secure venue for his Book Launch (2024/12/11) 53. Princess Chantal Revell - workshop (2024/10/08) 54. Slavery Heritage Book guide - book presentation (2024/12/08) 55. Stakeholders and Castle friends end-of-year function and film screening (2024/12/05)	+513%	Looking at the international, national and local spread of events, this is a truly remarkable performance indicative of the broad acceptance of the castle as a transformed (decolonising) space.

Outcome	Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of non-commercial, cultural events hosted annually at the Castle of Good Hope	14	15	56. Steve Biko Award for Psychological Liberation, Emperor's Palace (JHB) (2024/10/08-09) 57. Thanaah's Journey to the international stage (2024/11/29) 58. The Dialogue with Culture (2024/12/03) 59. Thrall Dialogues #3 Tech, Heritage & Education (2024/12/19) 60. Traditional leader meeting (2024/10/28) 61. Western Cape Community Leaders Council in RSA (2024/11/30) 62. Writers - STEP programme (2024/11/08) 63. United Aboriginal Khoi-San Kingdom House (8/01/2025) 64. AmaHlubi Langelibalele Royal House Delegation (10/01/25) 65. African Archer free concert, (12/01/2025) 66. Griqua Royal House Meeting (11/01/25) 67. Karlind Govender's Netflix workshop (22/01/25) 68. Engagement with King Hoogstaander (27/01/25) 69. CAOSA Meeting (1-02-25) 70. CONTRALESA Provincial meeting (01-02-25) 71. ICH presentation (Tita- Ge) Khoi event (8-08- 25) 72. Autshumato Anti- Aircraft Regt Band Practice (11-02-25) 73. Khoi and cultural memory community engagement on board the Dutch Ship, The Clipper (13-02-25) 74. SAHRA Grading and Declaration Meeting (14-02-25) 75. Black lawyers of Cape Town workshop (15-02-25) 76. Xham! Meeting (15-02-25) 77. Luckhoff Restitution meeting CEO (15-02-25) 78. CEO, Wisaal, and Rene - Afrikaans100 commemoration planning session (17-02-25) 79. MPhil Introduction to Conservation, student visit (25-02-25) 80. CLOG Tender meeting - CCTV cameras & security system (25-02-25) 81. Portfolio Committee Meeting on Defence (26-02-25) 82. OC ASB WC Officer's Forum meeting (28-02-25) 83. CONTRALESA PEC & general meeting (1- 03-25) 84. Movable Heritage Assets Collection Task Team Meeting (4-03-25) 85. UWC/Tshishimani gathering (8-03-25) 86. Chochoqua Tribe Meeting (8-03-25) 87. Chochoqua Meeting (15-03-25) 88. Griqua Royal House (15-03-25) 89. Portfolio Committee meeting on Security (19-03-25) 90. Prof Williams Flowers Consume War book launch (20-03-25) 91. CONTRALESA PEC Meeting (26-03-25) 92. CAMISSA MUSEUM // CAPE X NL transition ceremony & film (30-03-25)	+513%	Looking at the international, national and local spread of events, this is a truly remarkable performance indicative of the broad acceptance of the castle as a transformed (decolonising) space.

A collage of images capturing some of the CCB's heritage programs.



Outcome	Output	Output Indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	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	Number of exhibitions hosted annually at the Castle of Good Hope	7	6	Achieved: 13 1. 7 April 2024, Palestinian Art Exhibitions at Abass Jamie Book launch, Cape Heritage Museum, Chapel, 7 April 2024 2. San and Khoi Art Exhibition, Cape Heritage Museum, Chapel, 11 April 2024 3. Iranian Cultural Exhibition, Secunda Hall, 18 April 2024 4. African Queens Art Exhibition Chantal Coetzee, 9 August to 30 September 2024 5. Chinese Cape Town Book Exhibition: 6-9 September 2024 6. Heritage Exhibition (2024/10/22) 7. Sustainability Day (2024/10/23) 8. Guardians of the Seed Exhibition, 8 – 16 November 2024 9. Whispers and Shouts International Exhibition launch (2024/12/07) 10. Yazeed Kameldien's Palestinian Exhibition and Live performance (2024/11/24) 11. Stéphane Conradie art exhibition (Jan to March 2025) 12. Pancho Traditional Philippine Art exhibition (25 Jan - 2 Feb 2025) 13. Andre Stenin International Photography Competition Exhibition, March 2025	+116%	This more than double overachievement is closely linked to the rapid increase in community, cultural and non-commercial events.

This programme emanates directly from the Castle Management Act of South Africa, 1993 (Act No. 207 of 1993), which states that the CCB is responsible for preserving and protecting the military and cultural heritage of the Castle of Good Hope. The property and collections at the Castle belong to the MOD&MV. The latter finances major renovation and refurbishment of the Castle of Good Hope. However, the day-to-day routine and preventative maintenance and conservation are the responsibility of the CCB.



A group of international students welcomed in front of the statues of leaders who resisted armed colonial conquest.

3.3 Programme 3: Maximising the Castle's tourism potential

Purpose: The purpose of this programme is to optimise the tourism potential of the Castle of Good Hope.

Outcomes, outputs, performance indicators and targets

The following tables reflect the annual and quarterly targets for the Tourism Management Programme. Please note that the 2021/22 and 2022/23 targets have been "Covid-19" adjusted.

Table 3: Programme 3 - Maximising the Castle's Tourism Potential: Outcomes, outputs, performance indicators and targets for the 2024/25 MTEF

Outcome	Outputs	Output indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	A well-conserved, maintained, and protected Castle of Good Hope	The annual number of visitors and tourists attracted to the Castle of Good Hope	102 326	130 000	Achieved: 137 296	+5.6%	The 5,6% over-achievement was driven by a series of high-volume events, such as the Slave Route Marathon, the Kuier@theCastle Market and the Doek-on-Fleek picnics that boosted our visitor numbers. Compared with the previous year, one can deduce that the Castle's visitor economy is on the mend.
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	A well-conserved, maintained, and protected Castle of Good Hope	Gross revenue generated through tourism and events	R10 785 755	R10 705 000	Achieved: R11 611 000	+8.46%	This overachievement matches the increase in visitor numbers.
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	New Indicator	Number of full-time jobs sustained by the Castle's heritage tourism sector	New Indicator	37	Not applicable for FY2024/25	N/A	N/A

Outcome	Outputs	Output indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	A well-conserved, maintained, and protected Castle of Good Hope	Number of temporary employment opportunities created via the Castle's events, filming and hospitality sector	New Indicator	1 200	Not applicable for FY2024/25	N/A	N/A
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	A well-conserved, maintained, and protected Castle of Good Hope	Number of commercial events hosted at the Castle of Good Hope	18	30	Achieved: 30 1. Unseen base camp, 19 – 21 April 2024) 2. Kuier market (27 April 2024) 3. Ekhaya Music festival (28 April 2024) 4. Venturescape (Gigamon) (1 – 3 May 2024) 5. Unseen base camp (3 – 5 May 2024) 6. Kuier Market (25 May 2024) 7. Kuier Market (29 June 2024) 8. Wonga – Workshop in Boardroom (25 July 2024) 9. Kuier at the Castle Market, (31 August 2024) 10. Endless Configuration – Workshop in Boardroom (5 September 2024) 11. Doek on Fleek Lifestyle Event, (7 September 2024) 12. University of Missouri Educational and Lunch for 6WC Salaam Nandi, (2 September 2024) 13. 2 Mil Pharmaceutical Group, Het Bakhuis (5 September 2024) 14. Allianz VIP Gala Dinner, 13 – 18 September 2024. (Het Bakhuis) 15. Kuier at the Castle Market, 28 September 2024. 16. Doek on Fleek, 13 October 2024. 17. Kuier Market, 26 October 2024. 18. Doek on Fleek, 3 November 2024. 19. A Sachs, 6 November 2024. 20. Donvino Concert, 9 November 2024. 21. Morii events, 17 – 24 November 2024. 22. Kuier Market, 30 November 2024. 23. Zim Music Fest, 6 December 2024 24. Woolworths Year end event, 10 December 2024.	0%	None

A collage of images depicting educational, cultural and heritage programs hosted at the Castle.



Outcome	Outputs	Output indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition	A well-conserved, maintained, and protected Castle of Good Hope	Number of commercial events hosted at the Castle of Good Hope	18	30	25. Kuier market, 14–15 December 2024. 26. Universal Church, 31 December 2024. 27. Cape Town Street Festival, 2 January 2025. 28. Gavin Mason, 3 February 2025. 29. Cape Town Cycle Tour, 9 March 2025. 30. Morii events, 29–30 March 2025.	0%	None
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of film and fashion shoots accommodated at the Castle of Good Hope	42	15	Achieved: 22 1. Blue Ice Africa (1–9 April 2024) 2. Yellow bone (2–4 May 2024) 3. Michael Shobotsky (Lady Anne Barnard Panorama – 9–11 May 2024) 4. Project Renaissance, 22 July–23 August 2024 5. Stillking Films (base camp) 17 August 2024 6. Nostalgia Productions, 3 October 2024 7. Idea Candy, 23 October 2024. 8. Network Prod, 24 October 2024. 9. Network Prod, 28 October 2024. 10. Al Jazeera USA Live Election, 4–5 November 2024. 11. Go SEE Do TV, 16 November 2024. 12. Rapid Blue, 19 November 2024. 13. 15 Jan Devil's Peak Production 14. 7 Feb Sparky Films basecamp 15. 13 February Gatehouse Films 16. 14 Feb Shooting Gallery 17. 19 Feb BIA Base camp 18. 20 Feb Kyknet Bonanza 19. 25 Feb BIA Base camp 20. 5/6 Mar Heygui Photo shoot 21. 7 Mar BIA Base camp 22. 17–31 Mar Advantage Films	+46%	This overachievement was mainly due to a surge in the CCB's ability to convert filming queries into real business.
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of tourism infrastructure upgrades completed	1	2	Achieved: 2 23. Palestine Five Bastion Olive Tree Lane, 2 September 2024.. 24. Phase 2 of the upgrade of the garden where people experiencing homelessness once lived, completed in January 2025	0%	None

Outcome	Outputs	Output indicators	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of Joint Marketing Initiatives Undertaken	2	2	Achieved: 2 1. May – Itheko Slave Route Challenge, May 2024 2. Jet-setting With Janet Marketing Recording Session, 4 September 2024	0%	None



AmaHlubi King Langalibalele II and entourage inside the Cape Heritage Museum at the Castle.

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 2023/24 targets have been "COVID-19" adjusted.

Table 4: Programme 4 - Increase Public Access to the CGH: Annual and Quarterly Targets for the FY2024/25

Outcome	Outputs	Output Indicator	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	The annual number of potential visitors reached through the media	1.3 billion	120 000 000	Achieved: 1,92 billion	+1 590	This astronomical achievement was driven by three factors: The Kuier@theCastle marketing drive, the public interest in the relocation of the homeless community, and the overall increase in community-based commercial events hosted at the Castle.
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of student interns hosted at the CGH per annum	12	12	Achieved: 26 1. Shaheed Roos 2. Nokubonga Matomane 3. Nelisa Gantsho 4. Sesethu Nkinga 5. Mr B Bangani 6. Ms B Barnabas 7. Ms L Bayile 8. Ms S Dlayedwa 9. Ms L Dwayi 10. Ms B Gcaba 11. Ms N Klassen 12. Ms M Mashela 13. Ms L Mbase 14. Ms N Ndube 15. Mr A Ngame 16. Mr S Ngeleka 17. Mr O Nyathela 18. Ms O Ramba 19. Ms V Rawele 20. Ms ML Serfontein 21. Ms T Simawuza 22. Ms N Speelman 23. Ms N Vongwe 24. Ms S Mshweshwe 25. Ms U Masindi 26. Ms. LE Speiden (International intern)	+116%	The National Tourism Department's Tourism Safety Interns boosted our numbers.

Outcome	Outputs	Output Indicator	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	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	18	22	Achieved: 46 1. Krotoa United Women Western Cape meeting, 6 Apr 2024 2. Water ceremony, 6 Apr 2024 3. Balls not Guns meeting, 18 Apr 2024 4. June 16 Youth Dialogue, 15-16 June 2024 5. Malay Choir Workshop and Cape Malay Wedding Documentary, 22 Jun 2024 6. CONTRALESA PEC Meeting, 29 Jun 2024 7. Krotoa United Women Western Cape meeting, 13 July 2024 8. WWSG (Mitchell's Plain) Birthday Celebration, 14 July 2024 9. Development Action Group and partners, specifically Community- Based Organisations (CBOs) Dialogue, 20 July 2024 10. Trafalgar High/Harold Cressy High Schools' workshop on gangs and gangsterism in the conference centre, 31 July 2024 11. All-female judges & lawyers conference, 8 August 2024 12. Indigenous Peoples Unity Indaba, 9 August 2024 13. International Indigenous Peoples' Day Circle of Elders gathering, 9 August 2024 14. CONTRALESA's Women's Day Event, 9 August 2024 15. Divorce Amendment Act workshop, 17 August 2024 16. Scholars Equal Education Law Centre, 12 September 2024 17. CONTRALESA PEC Meeting, 7 September 2024 18. CEO Hosting Kuilsriver SAPS for a complimentary Heritage Day visit: Wednesday 18 September 2024	+109%	After the lockdown, the return of high-profile community cultural events drove this positive deviation.

Outcome	Outputs	Output Indicator	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	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	18	22	19. Dept of Justice/Cape Heritage Museum Event, 20 September 2024 20. Chinese National Day Reception on 20 September 2024 21. Cape Heritage Museum Heritage Dialogue, 21 September 2024 22. Western Cape Provincial Junior Commissioners Castle of Good Hope Tour and Heritage Dialogue, 25 September 2024 23. Chainouqua Kingdom Thanksgiving, 27 September 2024 24. Griqua Royal House Meeting, 27 September 2024 25. First Nation - Unity caucus meeting 28 September 2024 26. Youth Development: UK Exchange Visit - tour of the Castle (2024/10/01) 27. Complimentary tour for the "Feed the less fortunate" orphan group (2024/10/05) 28. Lucinda - new international intern Krotoa paper update (2024/10/07) 29. CONTRALESA Women's Function (2024/10/09) 30. Schools march & drill event (2024/10/12) 31. Athlone School for the blind (2024/10/12) 32. Youth Arise Development Movement: STEP programme (2024/10/19) 33. Cadets 2025/2026 tour planning workshop for Malaysia (2024/11/07) 34. Kids Pot Graduation (2024/11/16) 35. Gabieba's Senior Lunch (2024/12/15) 36. Chinese Ministry for Military Veterans (2024/12/04) 37. Deon Britz & EPP strategy workshop (2024/11/23) 38. Al Alamein Parade (2024/10/27)	+109%	After the lockdown, the return of high-profile community cultural events drove this positive deviation.

Outcome	Outputs	Output Indicator	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	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	18	22	39. Meeting with Military Veterans training kitchen with Chef Mark (2024/11/19) 40. Balls Not Guns workshop (21/01/25) 41. National Department of Tourism Site visits to look at Universal Access (29/01/25) 42. Balls not Guns Event (26-02-25) 43. Graduation SA military youth Cadets academy and the Khoi and SAN youth Cadets academy (1-03-25) 44. Audio Description Disabled Tour Presentation (4-03-25) 45. Young Leaders Conference (21-03-2025) 46. CONTRALESA Women's PEC Meeting (22-03-25)	+109%	After the lockdown, the return of high-profile community cultural events drove this positive deviation.



The launch of Prof Brian William's book, 'Flowers consume War'.

Outcome	Outputs	Output Indicator	Actual Performance 2023/24	Planned Target 2024/25	Actual Achievements 2024/25	Deviations	Reason for Deviation (>5%)
A	B	C	D	E	F	G	H
Internationally known and recognised cultural and heritage brand for Ubuntu, dialogue, nation-building and human rights recognition.	A well-conserved, maintained, and protected Castle of Good Hope	Number of heritage programmes organised for Military Veterans	6	6	Achieved: 17 1. SAAACA Meeting, 25 Apr 2024. 2. SAAACA Meeting, 27 Jun 2024. 3. NMMR and CFA Officers' Event, 20 July 2024. 4. SAAC Aboriginal Coloureds meeting, 2 September 2024. 5. The Battle of Square Hill, 22 September 2024. 6. Chinese Ministry for Military Veterans (2024/12/04) 7. Deon Britz & EPP strategy workshop (2024/11/23) 8. Al Alamein Parade (2024/10/27) 9. Meeting with Military Veterans training kitchen with Chef Mark (2024/11/19) 10. Military Veterans Meeting (28-03-25) 11. Russians & South African Military Veterans Event (19-02-25) 12. Introductory Meeting and proposal for partnership for the Liberation Museum (14-03-25) 13. Temporary employment of Milvet S Mbobo for 2 weeks. 14. Military Veterans Meeting (28-03-25) 15. Russians & South African Military Veterans Event (19-02-25) 16. Introductory Meeting and proposal for partnership for the Liberation Museum (14-03-25) 17. Temporary employment of Milvet S Mbobo for 2 weeks.	+183%	After the lockdown, the return of military veteran events drove this positive deviation.

This programme emanates directly from the Castle Management Act of South Africa, 1993 (Act No. 207 of 1993), which states that the CCB is responsible for optimising public access to the CGH. It is widely accepted that this is an international norm and tendency, hence the Board's rallying call to "Bring the People to the Castle of Good Hope and take the Castle of Good Hope to the People". This mandate is a noble cause, and the CCB management must strike a delicate balance between this objective and the need to meet commercial demands. They often rely on government, corporate, and public sponsorship, as well as goodwill, to realise this objective to its fullest.

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 rolling out 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-the-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 14 per annum. It seems as if the former will provide the CCB with interns paid by the other institutions and Departments.

Changes to planned targets

Although we have prepared an APP with downward-adjusted targets, we decided to stick to MTEF targets for FY2024/25 as submitted and approved in March 2022. The new employment targets will kick in FY2025/26.

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	2023/2024			2024/2025*		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration through corporate governance	8 957	7 441	1 516	8 857	9 492	(635)
Preservation and protection of military and cultural heritage	700	639	61	9 024	1 075	7 949
Maximising the Castle's tourism potential	90	22	68	156	64	92
Increased public profile and positive perception of the Castle	258	257	1	750	431	319
TOTAL	10 005	8 359	1 646	18 787	11 062	7 725

Revenue collection

Sources of revenue	2023/24			2024/25		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected *	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sales	2 559	2 507	52	2 828	3 283	(455)
Rental Income	1 212	1 910	(698)	1 047	1 256	(209)
Other Income (incl. in-kind services)	74	441	(367)	520	489	31
Interest Income	160	293	(133)	310	583	(273)
Grant	6 000	6 000	0	6 000	6 000	0
Total	10 005	11 151*	(1 146)	10 705	11 611	(906)

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

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

3.5 Capital investment

We invested our accumulated liquid assets with ABSA Bank. We decided to combine these investments during the past budget year and invest them 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.



The Lady Anne Banquet Hall, with its 101-seater table



PART E: Governance

1. INTRODUCTION

The CCB is committed to its corporate governance responsibilities. 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 typically informed about the Board's intentions regarding this matter.

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:

- CCB met the Portfolio Committee on 9 July 2024.
- CCB attended the 2025 MTEF Peace and Security Functional Group meeting, 15 August 2024.

The CCB valued these engagements because they fostered an understanding of our work and empathy for our challenging financial situation. The CCB received relief from the DOD since 2020 through their oversight and guidance.

3. EXECUTIVE AUTHORITY

The Minister of Defence and Military Veterans, the Honourable Ms A Motshekga, is the executive authority for the Castle. The CCB had subsequent engagements with the Honourable Minister on the following dates:

- The CCB attended the Minister's briefing on 9 July 2024.
- CCB met with Minister A Motshekga and Gen. B Holomisa, 10 July 2024.

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 interests. 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.
- The appointment of members and alternates as representatives of stakeholders is for a term of two 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 members.

After appointing their Executive Director (CEO), 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 roles of the board and executive management.



Composition of the Board

Stakeholders	Name
South African National Defence Force – Chief of Logistics (Chairperson)	Vice-Admiral DM Mkhonto
Cape Town Regional Chamber of Commerce	Mr M Wernich
Iziko Museums of South Africa	Mr H Arnolds
Department of Public Works	Mr M Nyali
South African Heritage Resources Agency	Mr G Sipoyo
Officer Commanding Army Support Base Western Cape	Col. K Aarons
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
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 (Chairperson) Ms C de Vries (Member) Ms J Niekerk (Member) Mr Calvyn Giffellan (CEO) 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 5: *Remuneration of Board Members*

Name	Remuneration R'000	Other allowance	Other Reimbursements	Total R'000
Vice-Admiral DM Mkhonto	Nil	Nil	Nil	Nil
Mr M Wernich	Nil	Nil	Nil	Nil
Mr H Arnolds	Nil	Nil	Nil	Nil
Mr M Nyali	Nil	Nil	Nil	Nil
Mr G Sipoyo	Nil	Nil	Nil	Nil
Col. K Aarons	Nil	Nil	Nil	Nil
Mr D Hart	Nil	Nil	Nil	Nil
Ms C Koch	Nil	Nil	Nil	Nil
Adv. D Mitchell*	R17	Nil	Nil	R17
Ms A Aggenbach*	R22	Nil	Nil	R22
Mr C Giffellan	R1 350	Nil	Nil	R1 350
Mr M Ngewu	R1 102	Nil	Nil	R1 102

Notes:

* In their capacity as Board Members

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



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. It 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 and identify new and emerging risks.

Risk management and mitigation are standard items on the CCB's Audit and Risk Committee, which advises Management on the overall system of risk management, particularly the justification of unacceptable levels of risk.

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 robustly functioning Audit and Risk Committee, along with the efforts of individual Board members, has strengthened internal control at the CCB. Regular management meetings, unit meetings, monthly staff meetings, clear delegation of authority, and the appointment of internal SCM committees have significantly strengthened the internal control environment.

INTERNAL AUDIT AND AUDIT COMMITTEE

The CCB had a fully functional Internal Audit function for the year under review. Morar Incorporated was evaluating the Board's activities for the FY2024/25:

- Evaluate the effectiveness of controls over the reliability and integrity of information management processes, including performance measurement and evaluation.
- 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.
- Evaluate the economic and operational efficiencies associated with the specified 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 and Risk Committee, and the AGSA is excellent, leading to the completion of some preliminary work, including reviewing critical policies, approving ICT policies, and the Internal Audit Charter by year-end.

The Audit and Risk Committee, under the exemplary leadership of Advocate Dave Mitchell, has been invaluable to the strides 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 undoubtedly the primary reason for the smooth and strategic operation of the Board.

Table 6: *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 Giffellan	BA, BA-Honours, MA (Geography and Environmental Studies)	Ex-Officio	Board Member	April 2013	N/A	4
Mr M Ngewu	BSc, B Com, B Compt (Hons), MPhil, CGMA	Ex-Officio	Board Member	April 2014	N/A	4
Ms J Niekerk	BA, LL B	External	–	February 2018	N/A	3

Table 7: Attendance at meetings

Name of Member	No. of Meetings Attended	
	Year to 31.3.2025	Since 31.3.2025
Adv. D Mitchell (Chairperson)	3	1
Ms C de Vries	2	1
Ms J Niekerk	3	1
Mr D Williams	3	1
Mr M Ngewu	3	1
Mr C Gilfellan	3	1

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 confirmed that we addressed most matters to the satisfaction of the Board, the Executive Authority, and the Australian Government Solicitor's Advice (AGSA). The latter has raised some new ones, which we shall focus on during the year.

FRAUD AND CORRUPTION

The CCB has a comprehensive Fraud Prevention Policy that also addresses criminal activity.

The plan aims to introduce a standard mechanism to guide all staff in minimising fraud to an absolute minimum, teach methods to ensure that the CCB utilises resources to provide better care and quality of service, and ensure that any form of waste is regarded as 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, recognising that fraud and corruption are matched by an insistence that the work of those responsible for countering fraud is carried out to the highest standards and is supported by well-designed, comprehensive training that covers all aspects of the work. This training covers the entire spectrum, from prevention to the effective imposition of appropriate sanctions for those committing fraud, ensuring that raising awareness of and involvement in countering fraud is a general responsibility of all professionals.

Because the Castle of Good Hope is a hemmed-in, well-monitored and protected citadel, access monitoring by the SANDF is a significant crime deterrent. It is more likely that criminal activities emanate internally. The MOD&MV's

operational guidelines, as well as the on-site military staff, are more than sufficient to deal with the issue. For significant corporate functions at the Castle, we source additional private security, which is paid for by the client. Upgrading the CCTV camera system will further enhance our capability to manage safety and security.

MINIMISING CONFLICT OF INTEREST

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

CODE OF CONDUCT

The Board has reviewed and re-adopted a Code of Conduct to guide all civilian officials and employees regarding their relationships with the legislature, political and executive office-bearers, other employees, and the public. The Code also outlines how employees should perform their duties to avoid conflicts of interest.

Although we have developed the Code of Conduct to be as comprehensive as possible, it is not an exhaustive set of rules that regulates 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 deemed to have committed misconduct and may face the consequences outlined in the relevant collective agreement if they contravene any provision of this Code or fail to comply with any provision thereof.

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 at home.

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

BOARD SECRETARY

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

SOCIAL RESPONSIBILITY

In both the Chairperson's and Accounting Officer's reports, it is clear that the entity takes its social responsibility very seriously. It dedicates an entire strategic aim to increasing 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 selected citizens with free access to public holidays.

In addition, we regularly receive requests from local scholars who cannot afford the R8 entry fee for the Castle. In such cases, we assess the situation and allow the group to enter freely. The latter could be offered 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, as well as organised Khoisan and Nguni cultural groups and military veterans.



The monthly kuier@thecastle local craft market attracts hundreds of patrons.

5. 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 2025.

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 2025 and once 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 31.3.2025	Since 31.3.2025
Adv. David Mitchell (Chairperson) ^{1,2}	3	1
Ms Carmen de Vries (Acting chairperson) ^{2,3}	3	-
Adv. Jodi-Anne Niekerk ³	3	1

1. Adv. Mitchell is a member of the Castle Control Board, appointed by the Minister of Defence & Military Veterans.
2. For the period 3 July 2024 to xxxxxx, Adv. Mitchell served as Acting Chairman of the Board and Ms de Vries as Acting Chairman of the Audit Committee.
3. Appointment as a member of the Audit Committee terminated 31 July 2025.

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

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 and has given the entity an unqualified audit outcome with findings that can be analysed and assessed as follows:

- The entity's annual financial statements were accepted as being correctly prepared and presenting the financial position of the CCB, reflecting in all material respects its financial performance and financial cash flows.
- Accounting figures for the previous year were adjusted as a special TV forming part of front entrance security was reclassified as an IT asset, rather than as office or conference equipment, with consequential changes in annual depreciation charges.
- Performance indicators and reported performance information contained in the annual performance report were assessed as providing useful and reliable information on the entity's performance as measured against its predetermined objectives.
- The entity's financial management was assessed as sound with strong expenditure management and good internal controls.
- Shortcomings were identified in the entity's procurement and contract management, especially with regard to the timeous handling of deviations and deficiencies in applying fully compliant bidding evaluation and assessment practices. Several of these compliance practice inadequacies had continued without remediation from previous years, and the entity had not implemented the Auditor-General's recommendation of using a compliance checklist and other planning safeguards – areas where closer Audit Committee supervision ought to have been forthcoming.
- Irregular expenditure amounting to R77 086 was identified by the Auditor-General during the course of the audit and appropriate disclosures made. Although small, these instances relate to inattentiveness to important procurement and reporting prescripts such as ensuring that three written quotes are obtained wherever possible, applying preferential procurement scorecards correctly, and ensuring that formalities regarding contract extensions and planning steps for non-routine events are not bypassed or overlooked. Nonetheless, there was no unwarranted, fruitless or wasteful expenditure.

Governance enhancement and staff training

The entity has taken steps to strengthen the oversight efficacy of the Board, to enhance the skills-set and contribution support emanating from an expanded Audit Committee and to increase the training and learning development of staff at all levels, especially in the areas of supply chain management, procurement and regulatory compliance.

Procurement practices regarding the new Castle fencing

The Board is currently busy with an important and far-reaching project to install effective security fencing along parts of its perimeter, including its boundary along Strand Street/Newmarket Street. This is a new project that has never before been tackled in the Castle's 350 year-plus history.

Audit Committee respectfully draws attention to the practical and legal framework applicable to a project of this nature, where the setting of contract specifications for this procurement falls ultimately beyond the powers of the Castle Control Board and hence cannot be evaluated according to routine public sector financial management and procurement review standards.

- As a national heritage site (and especially one that may be considered for world heritage status at some point), the Castle's fencing must comply with permit conditions stipulated by the South African Heritage Resources Agency (SAHRA) in terms of the National Heritage Resources Act.
- Furthermore, fence design must be acceptable to the City of Cape Town within whose municipal area the Castle is located, such that all applicable municipal regulations, planning approvals and other by-laws must be ascertained and complied with.
- The need for Castle fencing was examined too by the Western Cape High Court in the course of 2024, and the High Court's obiter dicta and constitutional and human rights reminders need to be respected.

Reporting and oversight

The Castle Control Board has reported regularly to the Minister of Defence & Military Veterans who is its Executive Authority and also the titular owner of the Castle of Good Hope as a Defence endowment property, 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 the audited annual financial statements and annual performance report to be included in the annual report. These have been discussed 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 2025 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 annual performance report can be accepted and read together with the Auditor-General's report.

Conclusion

As highlighted by the Auditor-General, we commend management and the leadership of the Board who held office during the financial year for their efforts in controlling and managing the Castle as a prestigious national and international citadel.

We thank the Auditor-General's team for their diligent attentiveness and for their constructive guidance which will assist the entity to reach and maintain the highest of standards.



Adv. DJ Mitchell, LL.B. C.A.(S.A.) CFA

Chairperson of the Audit & Risk Committee

Date: 30 September 2025

Collage of images depicting the Castle’s annual ‘Emancipation of Enslaved People’ race.





The annual Nakba Commemoration, May 2024.



PART D: Human Resource Management

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 regarding 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 reduced the findings related to staff and the segregation of duties. However, a couple of the historic HR issues remained. 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 CCB's HR policies and structure for the new financial year.

The HR situation at the CCB improved through annual reviews of all staff contracts, the development of performance agreements for all staff, revisions to the remuneration scales, addressing staff contentment, handling isolated disciplinary matters, and implementing staff benefits and obligations, ultimately building a high-performance Castle team.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

The CCB Management team included 26 full-time CCB remunerated staff members at the end of FY2024/2025.

Besides, we still have access to three 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 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 8: *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.	No. of employees	Average personnel cost per employee (R'000)
Administration	9 822	7 302	74.3%	57*	128,1

Notes: * Includes interns and casuals needed to supplement cleaners and help with events.

Table 9: *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	2 452	33.6%	2	1 226
Senior Management	0	0%	0	0
Professional qualified	2 167	29.7%	8*	270,9
Skilled	R0	0%	0	0
Semi-skilled	1 288	17.6%	6	214,6
Unskilled	1 395	19.1%	41**	34
TOTAL	7 302	100%	57	128,1

Notes:

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

**Includes temporary employees, short-term 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-based contract. 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 CCB's organisational performance framework, the organisation will treat all future staff appointments in this manner. Since 2018, the organisation has frozen all performance bonuses.

Table 10: *Performance Rewards*

Employment Category	Performance rewards	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost
Top Management	0	7 302	0
Senior Management	0	7 302	0
Professional qualified	0	7 302	0
Skilled	0	7 302	0
Semi-skilled	0	7 302	0
Unskilled	0	7 302	0
TOTAL	0	7 302	0

Table 11: *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	9 822	17,6	0,01%	4	4,4

Table 12: *Employment and vacancies*

Programme/activity/ objective	2023/2024 No. of Employees	2023/2024 Approved posts	2024/2025 Approved posts	2024/2025 Vacancies	% of vacancies
Administration	26	28	28	3	10,7%

Table 13: *Employment and vacancies per employment category*

Employment category	2023/2024 No. of Employees	2024/2025 Approved Posts	2024/2025 No. of Employees	2024/2025 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	41**	0	0%
TOTAL	38**	28	57**	3	7%

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

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



Employment and vacancies

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

Table 14: *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	12	-	-	12
TOTAL	28	-	-	28

Table 15: *Reasons for staff leaving.*

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



Castle Control Board Staff, Kat Balcony.

Table 16: *Labour Relations: Misconduct and disciplinary action*

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

Table 17: *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 18: *Equity Target and Employment Equity Status (Male)*

Levels	Male							
	African		Coloured		Indian		White	
	Curre	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	8		0		0		0	
TOTAL	12		3		0		2	

Table 19: *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	
Profession al qualified	2		1		0		0	
Skilled	0		0		0		0	
Semi-skilled	1		2		0		0	
Unskilled	1		1		0		0	
TOTAL	4		4		0		0	

Table 20: *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		0	
Unskilled	0		1	
TOTAL	0		1	



Inside the IZIKO-curated, decolonised William Fehr collection of 18th century artefacts.



PART E: **Report of the Auditor-General**

1. Report of the Auditor-General to Parliament on Castle Control Board

Report on the audit of the financial statements

1. I have reviewed the financial statements of the Castle Control Board set out on pages 79 to 108, which comprise the statement of financial position as at 31 March 2025, 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 2025 and its financial performance and cash flows for the year then ended in accordance with the SA Standards of General 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 corresponding figures

4. As disclosed in note 26 to the financial statements, the corresponding figures for 31 March 2024 were restated as a result of an error in the financial statements of the public entity at, and for the year ended, 31 March 2025.

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 the SA Standards of 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 public entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the Auditor-General for the audit 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 - Maximizing the Castle's Tourism Potential presented in the annual performance report for the year ended 31 March 2025. 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.
- The 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
 - all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included
 - 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 can be 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 and is comparable and understandable
 - 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; and not to express an assurance opinion or conclusion.
15. I did not identify any material findings on the reported performance information for the selected indicators.
- ### Report on compliance with legislation
16. 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.
17. I performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
18. 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.
19. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:
- #### Revenue management
20. Effective and appropriate steps were not taken to collect all revenue due, as required by section 51(1)(b)(i) of the PFMA.
- #### Procurement and contract management
21. Some of the goods and services were procured without obtaining at least three written price quotations in accordance with Treasury Regulation 16A6.1 and paragraph 3.2.1 of SCM instruction note 2 of 2021/22.

Internal control deficiencies

22. 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.
23. 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.
 - Deficiencies in effective implementation of compliance monitoring controls to ensure compliance with key applicable legislation as this resulted in the non-compliance with key requirements of the PFMA, supply chain management policy and irregular expenditure being incurred. This is primarily due to inadequate understanding and interpretation of relevant requirements of the applicable legislation, particularly in instances involving large scale procurement.

Professional ethics and quality control

24. 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.
25. 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

Auditor-General

Cape Town

31 July 2025



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

Annexure to the auditor's report

Compliance with legislation - selected legislative requirements

1. 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); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury 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; 4.4(a); 4.17; 7.2; 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
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury 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; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 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)



Guards at the Lion's Gate entrance to the Castle.



PART F: Financial Information

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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 an independent opinion 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 70 to 73.

The annual financial statements set out on pages 79 to 108 which have been prepared on the going concern basis, were approved by the Board on 31 July 2025 and were signed on its behalf by:

Vice-Admiral DM Mkhonto
Chairperson

Accounting Authority's Report

The members of the Board submit their report for the year ended 31 March 2025.

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. R 6 million in funding was received in 2024/25 with a further R 5 million expected during 2025/26. 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 39 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
Vice-Admiral DM Mkhonto	SANDF - Chief of Logistics (Chairperson)
Adv. D Mitchell	Appointed by the Minister of Defence and Military Veterans
Ms A Aggenbach	Appointed by the Minister of Defence and Military Veterans
Mr D Hart	City of Cape Town
Mr H Arnolds	Iziko Museums of South Africa
Mr CT Giffellan	Castle Control Board
Ms C Koch	WESGRO
Mr G Sipoyo	South African Heritage Resources Agency
Mr M Wernich	Cape Town Regional Chamber of Commerce and Industry (Appointed 02 December 2024)
Mr J Moolman	Cape Town Regional Chamber of Commerce and Industry (Resigned 27 November 2024)
Mr Nyale	Department of Public Works and Infrastructure (Appointed March 2024)
Col KR Aarons	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.

Vice-Admiral DM Mkhonto
Chairperson

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Statement of Financial Position
at 31 March 2025

	Notes	2025 R (Actual)	2024 R (Restated)
ASSETS			
Current Assets		9 544 190	8 602 005
Cash and Cash Equivalents	2	9 295 645	8 077 811
Receivables from Exchange Transactions	3	246 496	521 690
Inventory	4	2 049	2 505
Non-current Assets		2 427 656	2 768 614
Property, Plant and Equipment	5	694 402	943 906
Intangible Assets	6	346 389	437 899
Heritage Assets	7	1 386 865	1 386 810
Total Assets		11 971 846	11 370 620
LIABILITIES			
Current Liabilities		989 053	932 637
Payables from Exchange Transactions	8	562 517	517 893
Employee Benefits	9	426 537	414 743
Total Liabilities		989 053	932 637
NET ASSETS		10 982 793	10 437 983
Accumulated Surplus	10	10 982 793	10 437 983
NET ASSETS		10 982 793	10 437 983

Statement of Financial Performance

for the year ending 31 March 2025

	Notes	2025 R (Actual)	2024 R (Restated)
REVENUE			
REVENUE FROM NON-EXCHANGE TRANSACTIONS		6 451 489	6 391 091
Transfer Revenue		6 430 255	6 391 091
Government Grants and Subsidies - Operating	11	6 000 000	6 000 000
Services In-kind and Public Donations	12	430 255	391 091
Other Revenue	13	21 234	-
REVENUE FROM EXCHANGE TRANSACTIONS		5 159 725	4 553 402
Operating Activities		5 159 725	4 553 402
Ticket Sales	14	3 282 541	2 697 314
Rental of Facilities and Equipment	15	1 256 585	1 483 080
Interest Earned - External Investments	16	583 160	359 022
Other Revenue	17	37 438	11 775
Gain on Disposal of Property, Plant and Equipment	18	-	2 212
TOTAL REVENUE		11 611 214	10 944 493
EXPENDITURE			
Employee Related Costs	19	7 259 665	6 295 104
Depreciation and Amortisation	20	368 833	280 192
Irrecoverable debts written off		17 837	-
Contracted Services	21	346 209	274 155
Cost of Sales	22	9 566	106
General Expenses	23	3 063 646	2 111 619
Loss on Disposal of Property, Plant and Equipment	24	649	-
TOTAL EXPENDITURE		11 066 403	8 961 176
NET SURPLUS FOR THE YEAR		544 810	1 983 317

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Statement of Changes in Net Assets
for the year ending 31 March 2025

	ACCUMULATED SURPLUS R	TOTAL R
Balance on 31 March 2023 - Previously reported	8 456 365	8 456 365
Correction of error - Refer to note 26.2	(1 699)	(1 699)
Balance on 31 March 2023 - Restated	8 454 666	8 454 666
Net Surplus for the Year	1 983 317	1 983 317
Balance on 31 March 2024 - Restated	10 437 983	10 437 983
Net Surplus for the Year	544 810	544 810
Balance on 31 March 2025	10 982 793	10 982 793

Cash Flow Statement

for the year ending 31 March 2025

	Notes	2025 R (Actual)	2024 R (Actual)
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Rental of Facilities and Equipment, Ticket Sales and Other Services		4 845 725	4 319 048
Grants		6 000 000	6 000 000
Interest		577 315	345 855
Other Income		37 438	11 775
Payments			
Employee Cost		(7 247 872)	(6 258 232)
Suppliers		(2 966 303)	(1 931 524)
NET CASH FROM OPERATING ACTIVITIES	27	1 246 304	2 486 922
CASH FLOW FROM INVESTING ACTIVITIES			
Receipts			
Proceeds on Disposal of Property, Plant and Equipment		-	3 160
Payments			
Purchase of Property, Plant and Equipment		(28 469)	(148 389)
Purchase of Intangible Assets		-	(426 661)
NET CASH USED INVESTING ACTIVITIES		(28 469)	(571 891)
NET INCREASE IN CASH HELD		1 217 834	1 915 032
Cash and Cash Equivalents at the beginning of the year		8 077 811	6 162 779
Cash and Cash Equivalents at the end of the year	28	9 295 645	8 077 811
NET INCREASE IN CASH HELD		1 217 834	1 915 032

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Statement of Comparison of Budget and Actual Amounts

Statement of Financial Performance for the year ending 31 March 2025

8.1 ADJUSTMENTS TO APPROVED BUDGET

	2025 R (Approved Budget)	2025 R (Adjustments)	2025 R (Final Budget)	2025 R (Actuals)	2025 R (Variance)
REVENUE BY SOURCE					
REVENUE FROM NON-EXCHANGE TRANSACTIONS					
Transfer Revenue	6 000 000	-	6 000 000	6 430 255	430 255
Government Grants and Subsidies - Operating	6 000 000	-	6 000 000	6 000 000	-
Services in-kind and public donations	-	-	-	430 255	430 255
Other Revenue	-	-	-	21 234	21 234
Total Revenue from Non-Exchange Transactions	6 000 000	-	6 000 000	6 451 489	451 489
REVENUE FROM EXCHANGE TRANSACTIONS					
Operating Activities	4 705 000	-	4 705 000	5 159 725	454 725
Ticket Sales	2 828 000	-	2 828 000	3 282 541	454 541
Rental of Facilities and Equipment	1 197 000	-	1 197 000	1 256 585	59 585
Interest Earned - External Investments	310 000	-	310 000	583 160	273 160
Other Revenue	370 000	-	370 000	37 438	(332 562)
Total Revenue from Exchange Transactions	4 705 000	-	4 705 000	5 159 725	454 725
TOTAL OPERATING REVENUE	10 705 000	-	10 705 000	11 611 214	906 214
EXPENDITURE BY TYPE					
Employee Related Costs	6 609 000	-	6 609 000	7 259 665	650 665
Depreciation and Amortisation	515 000	-	515 000	368 833	(146 167)
Irrecoverable debts written off	-	-	-	17 837	17 837
Contracted Services	594 000	8 082 000	8 676 000	346 209	(8 329 791)
Cost of Sales	-	-	-	9 566	9 566
General Expenses	2 946 000	-	2 946 000	3 063 646	117 646
Loss on Disposal of Property, Plant and Equipment	41 000	-	41 000	649	(40 351)
TOTAL OPERATING EXPENDITURE	10 705 000	8 082 000	18 787 000	11 066 403	(7 720 597)
NET SURPLUS/(DEFICIT) FOR THE YEAR	-	(8 082 000)	(8 082 000)	544 810	8 626 810

Refer to note 29.2 for further details relating to material variances and adjustments

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.

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 2024 to 31 March 2025.

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:

Accounting policies (continued)

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.

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.

Accounting policies (continued)

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.

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.

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.

Accounting policies (continued)

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.

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.

Accounting policies (continued)

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.

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.

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.

Accounting policies (continued)

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.

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.

Accounting policies (continued)

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 measured 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.

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.

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.

Accounting policies (continued)

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.

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.

Notes to the financial statements

for the year ending 31 March 2025

	2025 R	2024 R
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2. CASH AND CASH EQUIVALENTS

Primary Bank Account	19 830	234 721
Call and Notice Deposits	9 229 914	7 793 463
Cash on Hand	45 901	49 628
Total	9 295 645	8 077 811

Call and Notice Deposits

Call and Notice Deposits consist of the following accounts:

ABSA Depositor Plus - 9286710838	9 229 914	7 793 463
Total	9 229 914	7 793 463

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.

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Trade Debtors	114 550	412 005
Accrued Interest	56 813	50 968
Staff Loan	74 276	50 867
Prepaid Expenses	856	7 849
Total	246 496	521 690

On 31 March 2025 there were no individual significant accounts outstanding to the CCB. On 31 March 2024, an amounting of R391 146 were owed to the CCB by the Department of Military Veterans. No impairment was raised against this receivable and the account was largely settled during 2024/25.

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.

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
Ageing of receivables:		
Trade Debtors		
Current (0 - 30 days)	84 175	3 370
Past Due (31 - 60 Days)	-	265
Past Due (61 - 90 Days)	100	265
Past Due (90 Days +)	30 276	408 105
Total	114 550	412 005
Accrued Interest		
Current (0 - 30 days)	56 813	50 968
Past Due (31 - 60 Days)	-	-
Past Due (61 - 90 Days)	-	-
Past Due (90 Days +)	-	-
Total	56 813	50 968
Staff Loan		
Current (0 - 30 days)	22 498	10 789
Past Due (31 - 60 Days)	4 400	-
Past Due (61 - 90 Days)	1 300	-
Past Due (90 Days +)	46 078	40 078
Total	74 276	50 867
Prepaid Expenses		
Current (0 - 30 days)	-	6 993
Past Due (31 - 60 Days)	-	-
Past Due (61 - 90 Days)	-	-
Past Due (90 Days +)	856	856
Total	856	7 849
Total Ageing		
Current (0 - 30 days)	163 486	72 121
Past Due (31 - 60 Days)	4 400	265
Past Due (61 - 90 Days)	1 400	265
Past Due (90 Days +)	77 209	449 039
Total	246 496	521 690

As at 31 March 2025 receivables of R45 111 (2024: R408 635) were past due but not impaired. Management has determined that these receivables are recoverable and no provision for impairment is required.

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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4. INVENTORY

Consumable Stores	2 049	2 505
Total	2 049	2 505

Inventory recognised as an expense during the year	9 566	106
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5. PROPERTY, PLANT AND EQUIPMENT

31 MARCH 2025	Cost R	Accumulated Depreciation and Impairment R	Carrying Value R
Office Equipment	1 273 274	(857 110)	416 163
IT Equipment	2 244 405	(1 966 166)	278 239
Total	3 517 679	(2 823 276)	694 402

31 MARCH 2024	Cost R	Accumulated Depreciation and Impairment R	Carrying Value R
Office Equipment	1 260 950	(743 373)	517 577
IT Equipment	2 230 059	(1 803 730)	426 329
Total	3 491 008	(2 547 102)	943 906

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

31 MARCH 2025	Office Equipment R	IT Equipment R	Total R
Opening Balance	517 577	426 329	943 906
Additions	13 223	15 246	28 469
Disposals	(119)	(529)	(648)
Depreciation	(114 518)	(162 806)	(277 324)
Closing Balance	416 163	278 239	694 402

Included in IT Equipment is an amount of R25 553 (2024 - R 25 553) relating to the Point-of-Sale (Gift Shop) that are still Work in Process on 31 March 2025. The delay in the finalisation of the Point-of-Sale system is due to proposed changes to the business model being employed at the gift shop resulting in the Point-of-Sale system not being completed yet. Management did not identify any impairments relating to the work in progress. No depreciation were recognised on this addition.

31 MARCH 2024	Office Equipment R	IT Equipment R	Total R
Opening Balance	552 507	517 956	1 070 463
Additions	80 435	67 954	148 389
Disposals	(529)	(419)	(948)
Depreciation	(114 837)	(159 162)	(273 998)
Closing Balance	517 577	426 329	943 906

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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Property, Plant and Equipment were restated - Refer to note 26.1

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.

6. INTANGIBLE ASSETS

	Cost R	Accumulated Amortisation and Impairment R	Carrying Value R
31 MARCH 2025			
Computer software, other	647 076	(300 687)	346 389
Total	647 076	(300 687)	346 389

	Cost R	Accumulated Amortisation and Impairment R	Carrying Value R
31 MARCH 2024			
Computer software, other	648 075	(210 176)	437 899
Total	648 075	(210 176)	437 899

The Intangible Asset balance can be reconciled as follows:

	Computer software, other R	Total R
31 MARCH 2025		
Opening Balance	437 899	437 899
Amortisation	(91 510)	(91 510)
Closing Balance	346 389	346 389

	Computer software, other R	Total R
31 MARCH 2024		
Opening Balance	17 431	17 431
Additions	426 661	426 661
Amortisation	(6 194)	(6 194)
Closing Balance	437 899	437 899

The addition to intangible assets amounting to R426 661 on 31 March 2024 relates to the financial system that was still Work in Progress in the prior year. The project was ready for use in the current year. Amortisation only commenced on this date. There were no Work in Progress on 31 March 2025.

No intangible assets were assessed as having an indefinite useful life.

There are no internally generated intangible assets at reporting date.

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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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 2025	Cost R	Accumulated Impairment R	Carrying Value R
Art Collections, antiquities and exhibits	1 386 865	-	1 386 865
Total	1 386 865	-	1 386 865

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

The Heritage Asset balance can be reconciled as follows:

31 MARCH 2025	Art Collections, antiquities and exhibits R	Total R
Opening Balance	1 386 810	1 386 810
Additions	55	55
Closing Balance	1 386 865	1 386 865

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

Included 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. Also 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. During 2024/25, artwork was donated to the CCB. The fair value due to an inactive market could not be determined and accordingly it was recorded at R1 per painting.

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.

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
8. PAYABLES FROM EXCHANGE TRANSACTIONS		
Trade Payables	121 677	124 857
Payments Received in Advance	114 089	87 109
Other Payables	12 833	31 675
Accruals	102 818	63 152
Deposits Received	211 100	211 100
Total	562 517	517 893

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

Provision for Leave Pay	426 537	414 743
Total	426 537	414 743

The movement in Employee Benefits are reconciled as follows:

Provision for Leave Pay

Opening Balance	414 743	377 871
Contribution during the year	469 482	462 229
Payments made	(457 689)	(425 357)
Closing Balance	426 537	414 743

Leave pay is calculated at current salary rate multiplied by the number of available leave credits. There are uncertainties relating to when employees will take leave.

10. NET ASSETS

Accumulated Surplus	10 982 793	10 437 983
Total	10 982 793	10 437 983

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. Funding amounting to R5 million is expected from Department of Defence during the 2025/26 financial year.

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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12. SERVICES IN-KIND AND PUBLIC DONATIONS

Contributed Assets	55	-
Office Space	430 200	391 091
Total	430 255	391 091

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. OTHER REVENUE

Forfeits	21 234	-
Total	21 234	-

14. TICKET SALES

Entrance Fees	3 282 541	2 697 314
Total	3 282 541	2 697 314

15. RENTAL OF FACILITIES AND EQUIPMENT

Rental of Castle Facilities	1 256 585	1 483 080
Total	1 256 585	1 483 080

16. INTEREST EARNED - EXTERNAL INVESTMENTS

Bank Deposits	583 160	359 022
Total	583 160	359 022

17. OTHER REVENUE

Curio Shop	7 733	11 775
De Goewerneur Restaurant	21 580	-
Overtime	8 125	-
Total	37 438	11 775

18. GAIN ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment	-	2 212
Total	-	2 212

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
19. EMPLOYEE RELATED COSTS		
Basic Salaries and Wages	6 499 873	5 781 891
Pension Fund Contribution - employer portion	175 411	-
UIF - employer portion	42 704	39 314
Leave pay provision charge	11 793	36 872
Overtime	529 884	437 026
Total	7 259 665	6 295 104
20. DEPRECIATION AND AMORTISATION		
Property, Plant and Equipment - Office Equipment	114 518	114 837
Property, Plant and Equipment - IT Equipment	162 806	159 162
Intangible Assets	91 509	6 194
Total	368 833	280 192
21. CONTRACTED SERVICES		
Consultancy services	155 996	47 367
Internal auditors	161 869	195 090
Security services	18 276	16 482
Sanitation services	10 068	15 216
Total	346 209	274 155
22. COST OF SALES		
Cost of Goods Sold	9 566	106
Total	9 566	106

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
23. GENERAL EXPENSES		
Advertising	37 452	17 065
External Audit Fees	449 743	345 340
Bank Charges	101 255	87 284
Cleaning	67 732	63 673
Computer Expenses	329 002	494 979
Fuel	4 986	101 711
Legal Fees	-	530
Entertainment	29 196	17 183
Insurance	26 940	25 298
Printing, Postage and Stationery	77 659	28 127
Repairs and Maintenance	50 852	97 335
Subscriptions and Membership Fees	26 887	14 756
Telephone and Fax	285 542	59 295
Training	17 624	-
Travel - Local	140 314	37 048
Travel - International	101 546	-
Uniforms	248 800	-
Tourism Development	352 766	225 599
Committee Fees	49 970	46 908
Venue Expenses	620 111	411 279
Other Expenses	45 270	38 209
Total	3 063 646	2 111 619

24. LOSS ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment - IT Equipment	649	-
Total	649	-

25. REPAIRS AND MAINTENANCE

No repairs and maintenance expenses were incurred on CCB-owned assets during 2024/25 (2024 - 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 R50 852 (2024 - R 97 335) on the day-to-day maintenance.

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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26. PRIOR PERIOD ADJUSTMENTS - CORRECTION OF ERROR IN TERMS OF GRAP 3

26.1 PROPERTY PLANT AND EQUIPMENT

Balance previously reported

Correction of depreciation incorrectly calculated up to 31 March 2023 (IT Equipment) - Refer to note 26.2

Correction of depreciation incorrectly calculated up to 31 March 2023 (Office Equipment) - Refer to note 26.2

Correction of depreciation incorrectly calculated 2023/2024 (IT Equipment) - Refer to note 26.2

Correction of depreciation incorrectly calculated 2023/2024 (Office Equipment) - Refer to note 26.2

Correct immaterial cost difference between asset register and financial statements - Refer to note 26.2

Effect on IT Equipment (Cost)

Effect on Office Equipment (Cost)

Restated Balance on 31 March 2024

2024 R
884 057
13 378
(16 992)
61 858
(310)
1 915
934
981
943 906

26.2 ACCUMULATED SURPLUS

Balance previously reported

Corrections relating to 2023/2024 - Refer to note 26.3

Corrections up to 31 March 2023

Correction of depreciation incorrectly calculated up to 31 March 2023 (IT Equipment) - Refer to note 26.1

Correction of depreciation incorrectly calculated up to 31 March 2023 (Office Equipment) - Refer to note 26.1

Correct immaterial cost difference between asset register and financial statements -

Restated Balance on 31 March 2024

10 378 134
61 547
(1 699)
13 378
(16 992)
1 915
10 437 983

26.3 STATEMENT OF FINANCIAL PERFORMANCE

Surplus previously reported

Correction of depreciation incorrectly calculated 2023/2024 (IT Equipment) - Refer to note 26.1

Correction of depreciation incorrectly calculated 2023/2024 (Office Equipment) - Refer to note 26.1

Restated Surplus on 31 March 2024

1 921 770
61 858
(310)
1 983 317

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
27. NET CASH FROM OPERATING ACTIVITIES		
Net Surplus for the year - Before adjustments below:	544 810	1 983 317
Non-Cash Revenue	(451 489)	(393 303)
Gain on Disposal of Property, Plant and Equipment	-	(2 212)
Services in-kind (Office Rental)	(430 200)	(391 091)
Contributed Assets	(55)	-
Other Revenue (Forfeits)	(21 234)	-
Non-Cash Expenditure	817 518	671 283
Depreciation and Amortisation	368 833	280 192
Irrecoverable Debt Written Off	17 837	-
Loss on Disposal of Property, Plant and Equipment	649	-
Services in-kind (Office Rental)	430 200	391 091
Movement in Employee Benefits	11 793	36 872
Operating Surplus before changes in working capital	922 633	2 298 169
Movement in working capital	323 671	188 753
Receivables from Exchange Transactions (Trade)	279 618	71 199
Receivables from Exchange Transactions (Interest)	(5 845)	(13 166)
Receivables from Exchange Transactions (Other)	(16 416)	(14 365)
Inventory	456	106
Payables from exchange transactions	38 877	77 525
Payables from exchange transactions (Advances)	26 980	67 455
Cash Flow from Operating Activities	1 246 304	2 486 922

28. CASH AND CASH EQUIVALENTS

Cash and Cash Equivalents comprise of the following:

Primary Bank Account	19 830	234 721
Call and Notice Deposits	9 229 914	7 793 463
Cash on Hand	45 901	49 628
Total	9 295 645	8 077 811

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.

Notes to the financial statements for the year ending 31 March 2025 (continued)

2025 R	2024 R
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29. BUDGET COMPARISONS

29.1 COMPARABLE BASIS

The budget is prepared and disclosed on a comparable basis.

29.2 MATERIAL VARIANCES

Budget Adjustments

Contracted Services	The CCB generated a significant surplus during the prior year. As a result, the CCB allocated this surplus to contracted services on various expected projects to be implemented during the year.
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Budget versus Actual

Services in-kind and public donations	The CCB will align the budget with the approved strategic plan and ensure all items are included.
Ticket Sales	Visitor numbers have steadily increased, reflecting management's drive to forge partnerships with entities like Kuier at the Castle, which hosts events designed to boost paying visitor numbers at the Castle of Good Hope.
Interest Earned - External Investments	The positive bank balance has a positive effect on the interest earned. The CCB anticipates that the interest income will decrease as the surplus is being used.
Other Revenue	been advertised to be run by a private entity. The restaurant is not generating sufficient revenue to boost income. Management is exploring various options to assist the revenue generating capacity of
Employee Related Costs	The increase in overtime expenditure and the inclusion of the pension fund are major contributors to the over-expenditure.
Depreciation and Amortisation	The item is within the expected budget and is expected to increase as the CCB amortises the financial system.
Contracted Services	The CCB expects expenditure to increase in FY2025/26 as more funds are being used against the historical surplus. All projects did not materialise as expected.
General Expenses	The primary factor contributing to the increase in general expenses is the travel and subsistence costs for employees who were invited for a working visit to the People's Republic of China, as well as the expenses related to financial system cloud hosting.

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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30. FINANCIAL INSTRUMENTS

The CCB recognised the following financial instruments at amortised cost:

Financial Assets

Cash and Cash Equivalents	9 249 744	8 028 183
Primary Bank Account	19 830	234 721
Call and Notice Deposits	9 229 914	7 793 463
Receivables from exchange transactions	245 640	513 840
Trade Debtors	114 550	412 005
Accrued Interest	56 813	50 968
Staff Loan	74 276	50 867
Total	9 495 384	8 542 024

Financial Liabilities

Payables from exchange transactions	448 428	430 784
Trade Payables	121 677	124 857
Other Payables	12 833	31 675
Accruals	102 818	63 152
Deposits Received	211 100	211 100
Total	448 428	430 784

31. EVENTS AFTER REPORTING DATE

The Board is satisfied that there are no subsequent events.

32. CONTINGENT LIABILITIES

The Board is satisfied that there are no contingent liabilities.

33. UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

Irregular Expenditure	77 086	48 614
Fruitless and Wasteful Expenditure	-	-
Total Expenditure Incurred during the year	77 086	48 614

34. 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.

35. CAPITAL COMMITMENTS

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

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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36. RELATED PARTIES

Related parties are defined in note 1.23

The CCB identified the following related parties:

Department of Defence (DoD)

During the 2024/25 financial period, the CCB received R6.0 million from the DoD (2024 - R6.0 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 R1 519 141 (2024 - R1 429 555)

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 R0 (2024 - R391 146) was owed by the DMV to the CCB (R3 946 was written off in the current year).

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 R0 (2024 - R3 600) was owed by the Het Bakhuis to the CCB (R3 600 was written off in the current year).

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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The CCB also engage in transactions (income) with the following entities:

Iziko Museums of South Africa (Iziko)	15 125	-
Het Bakhuis	82 217	18 000
Cape Heritage Museum (CHM)	-	23 500
Total	97 342	41 500

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:

Mr Calvyn Giffellan - CEO	1 350 132	1 289 523
Mr Mandla Ngewu - CFO	1 101 807	967 051
Total	2 451 939	2 256 574

37. 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.

	MEMBERS' FEES R	COMMITTEE FEES R	TOTAL R
31 MARCH 2025			
Adv. D Mitchell	-	16 986	16 986
Ms A Aggenbach	22 192	-	22 192
Mrs C de Vries	-	5 396	5 396
Adv. J Niekerk	-	5 396	5 396
Total	22 192	27 778	49 970

	MEMBERS' FEES R	COMMITTEE FEES R	TOTAL R
31 MARCH 2024			
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

38. 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.

CASTLE CONTROL BOARD

Annual Financial Statements for the year ended 31 March 2025

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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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.

38.1 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.

	PAYABLE		
	Within 1 Year R	Two to five years R	After five years R
31 MARCH 2025			
Payables from Exchange Transactions	448 428	-	
Total	448 428	-	

	PAYABLE		
	Within 1 Year R	Two to five years R	After five years R
31 MARCH 2024			
Payables from Exchange Transactions	430 784	-	-
Total	430 784	-	-

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

38.2 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.

Notes to the financial statements for the year ending 31 March 2025 (continued)

	2025 R	2024 R
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)	9 249 744	8 028 183
Receivables from exchange transactions - Trade Debtors	114 550	412 005
Receivables from exchange transactions - Accrued Interest	56 813	50 968
Receivables from exchange transactions - Staff Loan	74 276	50 867
Total	9 495 384	8 542 024

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

38.3 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.

38.4 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.

The following balances are exposed to interest rate fluctuations:

Cash and Cash Equivalents (Excluding Cash on Hand)	9 249 744	8 028 183
Net balance exposed	9 249 744	8 028 183

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

1% (2024 - 1%) increase in interest rates	92 497	80 282
1% (2024 - 1%) decrease in interest rates	(92 497)	(80 282)

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

39. 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 2025/26 budget obligations.

- The CCB critically analyses its budget before the Board approves to align with expected revenue projections.
- The Department of Defence injected R6.0 million in COVID-19 relief funding, thus improving the cash flows of the CCB during the 2024/25 financial period. A further allocation of R5.0 million is also expected from the department during the 2025/26 financial year. 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 inside of the main entrance to the Castle.



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