



BUSINESS PLAN FOR 2026/27 FINANCIAL YEAR

Final

20 May 2026



**JOBURG
THEATRE**



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TABLE OF CONTENTS

ABBREVIATIONS	5
OFFICIAL SIGN-OFF	7
1. EXECUTIVE SUMMARY	8
2. STRATEGIC OVERVIEW	35
2.1. Vision	35
2.2. Mission	35
2.3. Values	35
3. CORE MANDATE/PURPOSE	36
3.1. Reimagining Johannesburg: A Call to Action	38
3.2. JCT Business Model	38
4. LEGISLATION AND POLICY ENVIRONMENT	40
4.1. Legislative Environment	40
4.2. Policy Environment	41
5. STRATEGIC OBJECTIVES	49
5.1. JCT Impact and Outcomes (Strategy '29)	49
5.2. JCT Strategic Objectives (Business plan)	50
6. RESPONSE TO CITY OF JOBURG COMMUNITY-BASED ISSUES	55
2.1. IDP/CBP Community Issues	55
2.2. Customer Satisfaction	56
2.3. Intergovernmental Relations Management	57
2.4. JCT's Response – Quality Service Delivery	61
2.5. Key Service Delivery Challenges and Mitigating Measures	62
7. STRATEGIC ANALYSES	64
7.1. Service Delivery and Performance Analysis	64
7.2. Environmental Analysis	82
7.3. PESTEL Analysis	92
7.4. SWOT Analysis	97
8. RISK ASSESSMENT	99
9. STRATEGIC RESPONSE – IMPLEMENTATION AND PERFORMANCE	105
9.1. Joburg City Theatres Core Business Value Chain	105
9.2. Key Performance Areas	108
9.3. JCT Corporate Scorecard for 2026-2027	114
9.4. Service Standards Charter	124
9.5. Technical Indicator Descriptions	125

10.	FINANCIAL IMPACT	141
10.1.	Budget and Sources of Funding	141
10.2.	Operational Expenditure	141
10.3.	Capital Expenditure	142
11.	MANAGEMENT AND ORGANISATIONAL STRUCTURES	143
11.1.	Joburg City Theatres Governance Arrangements.....	143
11.2.	Joburg City Theatre's Operating Model.....	146
11.3.	Organisation Structure and Human Capital Management	151
11.4.	Capacity Analysis	155
11.5.	Employment Equity	155
12.	COMMUNICATION AND STAKEHOLDER MANAGEMENT	156
12.1.	Stakeholder Matrix.....	156
12.2.	Communication Plan	157
13.	AUDIT RESOLUTION	159
14.	ANNEXURE A: DRAFT DEMAND PLAN 2026/27	166
15.	ANNEXURE B: JOBURG CITY THEATRES STRATEGIC RISK REGISTER.....	170

ABBREVIATIONS

AGSA	Auditor-General of South Africa
BID	Braamfontein Improvement District
BRICS	Brazil, Russia, India, China and South Africa
B-BBEE	Broad-Based Black Economic Empowerment
CAP	Climate Action Plan
Capex	Capital Expenditure
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operations Officer
COJ/City	City of Johannesburg
The Constitution	Constitution of the Republic of South Africa, 1996
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector
DDM	District Delivery Model
EPWP	Expanded Public Works Programme
GDP	Gross Domestic Product
GGT2030	Growing Gauteng Together 2030 Plan of Action
GDS	Growth and Development Strategy
IAR	Integrated Annual Report
ICT	Information and Communication Technology
IT	Information Technology
IDP	Integrated Development Plan 2022-2027
JCT	Joburg City Theatres
JDA	Joburg Development Agency
JMPD	Johannesburg Metropolitan Police Department
KPA	Key Performance Area
KPI	Key Performance Indicator
MTDP	Medium Term Development Plan
MTREF	Medium-Term Revenue and Expenditure Framework
MMC	Member of the Mayoral Committee
MOA/U	Memorandum of Agreement/Understanding
MSCOA	Municipal Standard Chart of Accounts
NDP	National Development Plan Vision 2030
NPC	Non-profit Company

COVID-19	Novel Coronavirus Disease 2019
Opex	Operating Expenditure
PESTEL	Political, Economic, Social, Technological, Environmental and Legislative
SDBIP	Service Delivery and Budget Implementation Plan
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprise
SAPS	South African Police Service
SOC	State-owned Company
SO	Strategic Objective
SWOT	Strengths, Weaknesses, Opportunities, Threats
SDG	Sustainable Development Goal (United Nations, 2015)
US/USA	United States of America
Wits	University of the Witwatersrand
WYPD	Women, Youth, and Persons with Disability

OFFICIAL SIGN-OFF

It is hereby confirmed that this 2026/27 Business Plan for Joburg City Theatres:

- 1) Was developed by the management team of Joburg City Theatres under the guidance of the board of directors.
- 2) Takes into account all relevant legislation, policies, and other mandates for which Joburg City Theatres is responsible; and
- 3) Accurately reflects the performance targets which Joburg City Theatres will endeavour to achieve for the 2026/27 financial year, given the resources made available in the budget.

Recommended by:

Mr Vukani Magubane

Chief Financial Officer

Signature:

Date:


19/05/2026

Ms Bridget Mashika- Sidwaba

Chief Operating Officer

Signature:

Date:


19/05/2026

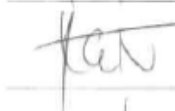
Ms Xoliswa Nduneni-Ngema

Chief Executive Officer

(Accounting Officer)

Signature:

Date:


19/05/2026

Approved by:

Mr Godfrey Katsana

Chairperson of the Board

Signature:

Date:


19/05/2026

Cllr Thapelo Amad

MIMC: Community Development

Signature:

Date:


19/05/2026

1. EXECUTIVE SUMMARY

The Johannesburg Civic Theatre (JCT) was built by the then city council in 1962, creating a high-profile landmark atop the Braamfontein hill. The building was given a major renovation in the late 1980's, and subsequent state-of-the-art stage upgrades, ensuring it is one of the most technically proficient theatres in the southern hemisphere.

In July 2000, when theatres across the country were considered to be both creatively and financially moribund, the Joburg City Council corporatised the theatre operating company as a municipal-owned entity (MOE) wholly owned by the City of Johannesburg (COJ), thus establishing Johannesburg Civic Theatre (Pty) Ltd, a Section 21 Company. The company was rebranded as Joburg Theatre (SOC) Ltd in 2009.

In 2011, the COJ embarked on a high level review of the institutional arrangements in the city. JCT was positioned to integrate all municipally-owned theatres in the COJ, aiming for enhanced governance and strategic alignment. The group structure was positioned to operate as an internationally recognised centre of excellence in the provision of professional theatre entertainment to the citizens of Johannesburg.

This integration, effective from January 2013, streamlined operations and promoted synergy with a single board of directors, CEO, and executive team. JCT manages the operations of three theatres:

- 1) **Joburg Theatre** is one of the acknowledged success stories of COJ's corporatisation policy. Its largest auditorium, renamed The Nelson Mandela Theatre, regularly sees over 75% of capacity audiences and remains open a minimum of fifty weeks in each year. Joburg Theatre is also the permanent home to Joburg Ballet, which is supported by an annual grant from JCT, as well as the Peoples Theatre Company – performing throughout the year to children between the ages of 3 and 13, and one of the country's most respected community development projects in the arts, the tiny 'black-box' theatre known as space.com. Since 2017, the Johannesburg Philharmonic Orchestra has been supported through an annual grant from JCT.
- 2) **Roodepoort City Theatre** was established in 1980 and rebranded as Promusica Theatre in 2000 through the Egoli 2000 process. The theatre refocused its efforts in 2009/10, resulting in a stronger focus on the receiving house aspects of Promusica and a more concerted effort to attract independent producers to the venue.
- 3) **Soweto Theatre** in Jabulani, Soweto was officially launched in 2012. The theatre is a professional venue, sophisticated and state-of-the art whilst versatile and inviting towards the culturally rich community it serves. The venue is aimed at the advancement and sharing of arts and culture in the area, and to assist in furthering the economic and social development of arts and culture in Soweto as part of the Jabulani CBD precinct development plan.

As a supplementary service offering, since 2013, JCT's hospitality, catering, and events management services have matured and expanded significantly, boosting revenue and enhancing the suite of services. Stages restaurants currently operate at Joburg City Theatres, Joburg Zoo, and Joburg Water, with hospitality and catering services provided throughout the COJ to other COJ departments and entities.

The board is the Accounting Authority in terms of the Companies Act and provides strategic direction and leadership to enhance the delivery of value, and to ensure JCT's long-term sustainable development and growth. In fulfilling its responsibilities, the board is supported by the Chief Executive Officer and her team in implementing the approved strategic and aligned annual business plans, and policies.

JCT strives to comply with the principles and practices outlined in the King IV Report on Corporate Governance for South Africa. In line with good corporate governance practices, the board of JCT has approved a five-year Strategic Plan for the period 2024/25 to 2028/29. The strategic plan outlines the impact, strategic outcomes, objectives, and interventions against which JCT aligns its annual business plans.

Aligned with the COJ's business planning guidelines for 2026/27, JCT's 2026/27 Business Plan demonstrates the entity's commitment to national and provincial developmental priorities and the strategic direction provided by the Government of Local Unity (GLU) of the COJ. The alignment specifically pertains to the Revised Growth and Development Strategy (GDS) 2040, Integrated Development Plan 2022-2027 (IDP), the COJ's 'Reimagining Johannesburg through the Eyes of the Residents,' and related strategic interventions aimed at accelerating the City's developmental trajectory.

JCT's annual strategic review and business planning process includes a comprehensive assessment of performance by the board and management against the approved strategic plan and progress in relation to the 2024/25 Business Plan. It encompasses various strategic planning sessions held between November 2025 and April 2026. The deliberations included:

- ❖ A review of JCT's mandate and alignment with the legislative environment and policy context of the Government of Local Unity in terms of the COJ's guidelines for 2026/27 annual business planning.
- ❖ Validation of JCT's strategic framework and focus – vision, mission, and values.
- ❖ A review of JCT's business model outlining how JCT intends to create value in partnership with key stakeholders, with a strong emphasis on customer-centricity, thus embedding the COJ's Reimagined theme.
- ❖ A review of progress against the outcomes of JCT's five-year strategic plan and alignment with the GDS 2040 and COJ priorities.
- ❖ A review of the situational analysis, and the provision of substantive input for the development of the 2026/27 Business Plan, including short- to medium-term planning priorities, key projects, and key performance areas for the period.
- ❖ The review and development of the corporate scorecard for 2026/27 and the Medium-Term Revenue and Expenditure Framework (MTREF).
- ❖ An overview of the enablers to support the implementation of the 2026/27 Business Plan, including budget and resource considerations, refined operating model, organisational structure and capacitation, risk management, and audit resolution.
- ❖ Review of Business Plan to address COJ feedback on the Draft 2 submission, resulting in strengthened focus on outcomes and the addition of KPIs related to attendance, audience development, digital platforms, climate change, and partnership value.

SECTION 2: STRATEGIC OVERVIEW

Our Vision:

World class theatres that are a beacon of innovation and excellence

Our Mission:

To produce and present innovative, relevant, and diverse local and global entertainment programmes that promote inclusion, social cohesion, and artistic development in the City of Joburg, and beyond

Our Values:

Service Excellence | Ubuntu | Accountability | Agility | Innovation

SECTION 3: CORE MANDATE/PURPOSE

In terms of its Memorandum of Incorporation (MOI) and the Service Delivery Agreement entered into with the City of Johannesburg Metropolitan Council, which defines the role and primary objects of JCT, JCT has a primary mandate “to provide quality, innovative and accessible theatre, live entertainment and educational productions and experiences, which serves the diverse communities of the City of Joburg and supports social cohesion, inclusivity and tolerance”. Supporting the organisation’s sustainability is the secondary mandate “to provide supportive hospitality infrastructure and services”.

JCT has a direct role to play in showcasing the City’s cultural richness, while contributing to job creation and the stimulation of local businesses through its arts and entertainment activities.

Business Model:

JCT’s alignment with its mandate is illustrated in the business model canvas below. The nine building blocks outline how JCT intends to create, deliver, and capture value over the medium-term planning period as it responds to and embeds the reimagined strategic interventions of the COJ.

JCT STRATEGY '29 BUSINESS MODEL CANVAS				
Key Partners <i>Key external entities, suppliers and partners to achieve a competitive advantage</i> - Artists and performers - Producers - Educational institutions - Sector Education and Training Authority (CATHSSETA) - Corporate sponsors and funders - Embassies / Cultural offices / Chambers of commerce - Shareholder (City of Joburg) - Government entities - Media - Communities (patrons, schools, and future arts practitioners) - Peer theatres - Festival organisers - Neighbourhood security providers - District improvement organisations - Tourism / destination marketing agencies and companies	Key Activities <i>Core business activities to deliver JCT's mission and operate effectively</i> - Content Creation (Programming) - Fundraising and contracting - Marketing, events promotion, and audience development - Live entertainment production - Youth development programmes - Community engagement and outreach programmes - Hospitality and catering - Venue management, maintenance, and energy efficiency improvements - Customer services and experience - Technical support for shows	Value Propositions <i>Unique solutions provided to address customer / stakeholder needs</i> - Soweto Theatre: Multifaceted, modern facility - Rooodepoort Theatre: Secure location, theatre park, and museum - Joburg Theatre: Theatre park, capacity to host large scale and international productions - Hospitality & Catering: Stages, end-to-end events management - Quality infrastructure/ theatre experience - Theatres within communities - Uninterrupted productions - Safe and environmentally friendly facilities - Offsite / mobile theatre programming - Platforms for talent development - Partnerships with Joburg Ballet and Joburg Philharmonic Orchestra	Customer Relationships <i>How JCT interacts with its customers.</i> - Personalised customer service - Audience development - site visits to communities and schools - B2B – mutually beneficial partnerships - Continuous awareness campaigns - Relationships with friends of the theatre - Feedback and engagement through social media - Membership and loyalty programs	Customer Segments <i>JCT's target customer segments?</i> - Theatre goers (existing) - New audiences - Educational institutions – schools, ECDs, and tertiary institutions - Old age homes - Young people - Aspiring artists - Corporates (businesses), and sponsors - Tourists (national and international)
Key Resources <i>Physical, intellectual, human, and financial resources</i> - Three theatre venues and facilities - Quality technical equipment - Creative, technical and support staff - Marketing and sales teams - Hospitality and catering staff - Funding and financial resources - IT infrastructure - Mobile theatre truck		Channels <i>How JCT reaches customers? Distribution, sales, and marketing.</i> - Online ticket sales platforms - Social media and digital marketing - Traditional advertising and media (public relations) - Quality theatre performances - Word of mouth - Open rehearsals - Community events		
Cost Structure <i>Key cost drivers, and target cost ratios</i> Salaries (40:60) Production costs H&C cost of sales / hiring costs Utilities Contracted services Fleet services Consumables Marketing and communication Repairs and maintenance		Revenue Streams <i>Earnings and target profitability</i> Subsidy to External Revenue (Current: 67:33, maintain at 70:30 over 5-years) H&C Ticket sales (inhouse) Ticket commission Rentals Special projects (management fees, Arts Alive, EISD, Group Finance, sports, libraries, travel services, SETA) Sponsorships		

SECTION 4: LEGISLATION AND POLICY ENVIRONMENT

With respect to the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), JCT operates within the local government legislative framework and supports the COJ's responsibility for ensuring the sustainable provision of municipal services within the COJ through its establishment as a non-profit municipal-owned entity, wholly owned and controlled by the city.

Within the political structure of the COJ, JCT forms part of the COJ's Social and Human Development Cluster, located under the Department of Community Development, with the Member of the Mayoral Committee (MMC) for Community Development providing political oversight. The organisation is tasked to support the strategic direction provided by the priorities and interventions of the Government of Local Unity of the City's government, elected and formed in February 2023.

The business plan reflects on JCT's contribution to the National Development Plan Vision 2030 (NDP), the three priorities of the Medium-Term Development Plan (MTDP) 2024-2029, the District Development Model (DDM), Growing Gauteng Together 2030 Plan of Action (GGT2030), Gauteng Medium Term Development Plan 2024-2029, Revised GDS 2040, IDP, COJ strategic/political priorities, the COJ's Climate Action Plan, and the Municipal Finance Management Act Circular 88 indicators.

Key COJ policy/strategy considerations for the 2026/27 business planning period:

- 1) **Mayoral Lekgotla 2024:** JCT's business plan reflects support for the outcomes of the Mayoral Lekgotla held in November 2024, which reaffirmed the COJ's 11 priorities and sought to reimagine a new trajectory for the city, inspired by the theme of *"reimagining Johannesburg through the eyes of its residents"*. Address their evolving needs is through the following thematic priorities: (1) Catalysing employment and advancing re-industrialisation, (2) Creating an enabling environment for investment and structural reform, (3) Advancing energy security and a just energy transition, (4) Promoting the digital economy as a catalyst for growth, (5) Fostering social cohesion and improved quality of life, and (6) Strengthening governance and public sector capacity.
- 2) **COJ Climate Action Plan (CAP):** Over the past five years, JCT has progressively strengthened energy, waste, and resource efficiency across its venues and has developed a CoJ-aligned Climate Action Plan focused on affordable clean energy, energy-efficient buildings, alternative waste management, and water security. Building on facility assessments and Energy Performance Certificates completed with City Power in 2025/26, the 2026/27 focus is on institutionalising climate action through an evidence-based implementation plan, organisation-wide climate practices, and fit-for-purpose monitoring and reporting mechanisms, with climate performance embedded in management processes and formal reporting.

In parallel, JCT will leverage industrial theatre productions to raise public awareness of the City's Climate Action Plan, embedding sustainability both in the management of its cultural infrastructure and in broader city-wide behavioural change.

- 3) **Smart City Strategy:** JCT contributes primarily to Pillar 7 (Green, resilient and sustainable COJ) and Pillar 8 (Digital Joburg and smart governance).

Under Pillar 7, JCT has strengthened operational resilience and environmental sustainability through the installation of a theatre-based gas generator at Joburg Theatre, ensuring continuity of productions while reducing environmental impact. Under Pillar 8, JCT is advancing digital innovation beyond marketing to support data-driven, citizen-centred delivery. This includes fully digitised ticketing systems enabling audience insights and segmentation; upgraded digital and AV infrastructure to enhance efficiency and experience; integration with the City's Free Wi-Fi programme to expand reach and enable data-informed planning; and the use of mobile theatre platforms to extend services to underserved communities.

Digital engagement is further supported through the rollout of the **Spotlight Theatre Talk** podcast and the establishment of a dedicated studio, while inclusive access is being strengthened through the phased implementation of hearing loop systems across all theatres. Combined, these initiatives position JCT as an active contributor to a more connected, inclusive, and responsive Smart City ecosystem.

- 4) **Culture and creative industries strategy (Post-G20 implementation):** Key initiatives include the **Cultural Arch Festival**, linking major cultural precincts to form an integrated inner-city cultural corridor, and the hosting of at least one **acclaimed international production** per annum to attract new and existing audiences, strengthen global positioning, and enable skills transfer within the local creative sector.

In summary, JCT has a programmatic contribution to the COJ priorities, and GDS outputs and outcomes, as follows:

GDS Outcome	Applicable GDS Output	City Priority	JCT's Programmatic Response*
1. Improved quality of life and development-driven resilience for all	1.6. A city characterised by social inclusivity and enhanced social cohesion	7. Safer City	- Arts and cultural programming that promotes social cohesion, inclusion, and community participation - Targeted outreach and developmental programmes for marginalised and underserved communities - Provision and maintenance of accessible, inclusive cultural facilities that enable safe public engagement
	1.5. A safe and secure city		Collaboration with City safety structures and stakeholders to support safe, accessible public spaces around theatre precincts and events
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	2.7. Climate change resilience and environmental protection	3. Energy Mix	- Implementation of JCT's Climate Action Plan aligned to COJ priorities, focusing on energy efficiency, resource management, and sustainable operations - Use of theatre platforms, including industrial theatre and outreach programmes, to promote climate awareness and behavioural change across communities
4. A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region	4.1. Partnerships, intergovernmental and international relations	1. Good governance	Strategic development and management of partnerships to support programme delivery, resource mobilisation, and sector collaboration
	4.2. A responsive, accountable, efficient, and productive metropolitan government		Sustained clean audit outcomes, strengthened governance systems, and proactive risk, fraud and corruption management
	4.3. Financially sustainable and resilient city	2. Financial sustainability	Revenue diversification through commercial programming, partnerships, and complementary revenue streams
	4.4. Meaningful citizen participation and empowerment	8. Active and engaged citizenry	Expanded access to theatre through community-based programming, mobile theatre initiatives, and targeted audience development

GDS Outcome	Applicable GDS Output	City Priority	JCT's Programmatic Response*
	4.5. Guaranteed customer and citizen care and service		▪ Delivery of defined service standards and continuous improvement of audience experience and customer engagement
3. An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens	3.1. Job-intensive economic growth	6. Job opportunity and creation	▪ Skills development, training and employment pathways for youth and creatives, including fair access to opportunities and local economic participation
	3.4. A "Smart" City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner (cross-cutting output)	9. Sustained economic growth	▪ Positioning of JCT as a driver of cultural tourism, creative economy participation, and precinct-based economic activity
		11. Smart City	▪ Adoption of digital platforms and technologies to enhance access, improve audience engagement, and enable data-informed decision-making ▪ Integration of digital ticketing, audience data, and smart infrastructure to support more responsive and efficient service delivery

SECTION 5: STRATEGIC OBJECTIVES

Aligned to JCT's mandate, GDS 2040, and City priorities, JCT defines its long-term developmental impact as:

A vibrant, inclusive, and diverse City of Joburg arts and entertainment landscape, serving as a catalyst for heightened social cohesion, increased cultural tourism, job creation, flourishing arts practitioners, and enriched cultural experiences.

Five strategic outcomes (results) have been identified to deliver the impact over the medium term, illustrated in the Strategy '29 "Strategy at a Glance" figure below.

OUR MANDATE				
To provide quality, innovative and accessible theatre, live entertainment, and educational productions and experiences, which serves the diverse communities of the City of Joburg and supports social cohesion, inclusivity and tolerance				
OUR IMPACT (STRATEGY '29)				
A vibrant, inclusive, and diverse City of Joburg arts and entertainment landscape, serving as a catalyst for heightened social cohesion, increased cultural tourism, job creation, flourishing arts practitioners, and enriched cultural experiences				
STRATEGY '29: STRATEGIC OUTCOMES AND FIVE-YEAR OUTCOME INDICATORS TARGETS				
O1. A vibrant and enriching arts and entertainment landscape O1.1. Improved audience satisfaction index O1.2. >50% average show attendance rate O1.3. ≤ 20% complementary tickets to total sellable tickets O1.4. Two Joburg cultural arch festivals hosted	O2. Flourishing arts and entertainment practitioners and entrepreneurs O2.1. 10% increase (per annum) in the number of creative industry entrepreneurs supported by JCT O2.2. 20 success stories and testimonials showcased O2.3. Improved satisfaction among participants with JCT developmental programmes and resources	O3. Audiences readily accessing and engaging with JCT's cultural spaces and programmes O3.1. 80% growth in theatre attendance O3.2. 20 underrepresented communities in Joburg reached through outreach programmes O3.3. Two technological innovations implemented in support of universal accessibility to theatre O3.4. Five technological innovations implemented to enhance customer engagement and theatre experience	O4. A well governed, financially sustainable, and climate resilient organisation O4.1. Clean audit outcome maintained O4.2. Financial sustainability: Solvency >2:1; Current Ratio 1.5:1 O4.3. Revenue diversification: 70% COJ subsidy/30% external revenue O4.4. Five significant climate action plan initiatives implemented	O5. Partnerships mobilised and improved brand awareness O5.1. 10% increase (per annum) in the rand value of partnerships secured O5.2. Improved brand perception survey rating
BUSINESS PLAN 2026/27: STRATEGIC OBJECTIVES				
SO1. Quality performing arts and entertainment experiences, and facilities	SO2. Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	SO3. Affordable access to and use of theatres by communities	SO4. Good governance, financial sustainability and sound management SO5. Climate Action Plan implemented at JCT facilities and theatre used to promote climate resilience	SO6. Mobilisation of partnerships to support the mandate and improved brand recognition and awareness of JCT

Strengthening youth development outcomes:

To strengthen outcome-based measurement of youth impact, JCT will introduce a new indicator under Outcome 2:

- ❖ **Number of youth participants progressing into education, employment or entrepreneurship in the creative sector.**

This shifts the focus from participation to measurable progression, tracking post-programme outcomes for youth, particularly from marginalised communities. The indicator will primarily be driven through the Marketing and Communication, and Youth and Community Development programmes, aimed at positioning JCT as a leading youth arts incubator through structured arts incubation initiatives.

It strengthens the Strategy '29 results framework and aligns JCT's programmes to City priorities on skills development, job creation, and inclusive economic participation.

The outcomes will be achieved through the successful implementation of six business plan strategic objectives (SO), linked to the 2024-2029 Strategic Plan and COJ priorities as follows:

THEORY OF CHANGE BETWEEN strategy '29 OUTCOMES AND BUSINESS PLAN STRATEGIC OBJECTIVES, ALIGNED TO CITY PRIORITIES

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
GDS Outcome 1: Improved quality of life and development-driven resilience for all				
Pillar 1: Arts and entertainment landscape	JCT Outcome 1: A vibrant and enriching arts and entertainment landscape in the City of Joburg	- Distinct value proposition of each theatre - Diverse and inclusive programming - High-quality productions and experiences - Signature events and festivals - Innovative and flexible use of spaces - Promotion and development of local talent - Modern, accessible and well-maintained facilities	SO1. Quality performing arts and entertainment experiences, and facilities	COJ Priority 7: Safer City Deliver high-quality, diverse local and international productions, strengthen venue infrastructure, operationalise the Soweto Amphitheatre, and expand reach through touring, strategic programming, and heritage-led initiatives
GDS Outcome 3: An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens COJ Priority 6: Job opportunity and creation				
Pillar 2: Practitioners and entrepreneurs	JCT Outcome 2: Flourishing arts and entertainment practitioners, and entrepreneurs in the creative industry	- Skills development and training programmes - Mentorship and career pathway support - Access to production resources and facilities - Entrepreneurship and enterprise development - Collaboration with educational and training institutions - Targeted inclusion of youth and marginalised communities	SO2. Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	COJ Priority 6: Job opportunity and creation Prioritise youth and designated groups through structured skills development pathways, local content development, access to production opportunities (including EPWP), and support for creative entrepreneurship and career progression
GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region				

Joburg City Theatres Business Plan for 2026/27 Financial Year

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
GDS Outcome 3: An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens				
Pillar 3: Audience access and engagement	JCT Outcome 3: Existing and new audiences readily accessing and engaging with JCT's cultural spaces and programmes	- Affordable access and targeted audience development - Marketing, promotion and audience segmentation - Diverse and relevant programming - Community engagement and outreach - Quality visitor experience - Education and audience development programmes - Digital platforms and Smart City integration - Audience feedback and data-driven improvement	SO3. Affordable access to and use of theatres by communities	COJ Priority 8: Active and engaged citizenry. Expand inclusive access through socially relevant programming, targeted audience development, school and mobile theatre initiatives, and positioning theatre as a civic, educational, and community development platform COJ Priority 11: Smart City: Leverage digital platforms and smart technologies, including audience data, Wi-Fi-enabled engagement, digital marketing, and tech-enabled infrastructure, to expand access, enhance audience experience, and support data-informed audience development
GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region				
GDS Outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy				

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
Pillar 4: Governance, sustainability, climate	JCT Outcome 4: A well-governed, financially sustainable, and climate resilient organisation	▪ Effective governance and oversight ▪ Strategic leadership and organisational capability ▪ Financial sustainability and revenue diversification ▪ Operational efficiency and cost management ▪ Risk management and compliance ▪ Climate resilience and energy sustainability ▪ Digital systems and technology enablement	SO4. Good governance, financial sustainability and sound management	COJ Priority 1: Good governance: Strengthen governance by integrating theatre operations, enhancing internal systems, maintaining clean audits, preventing fraud and corruption, ensuring compliant procurement, and adopting AI-enabled tools to boost productivity and decision-making COJ Priority 2: Financial sustainability: Enhance financial resilience by balancing revenue growth with development impact, improving asset utilisation, enhancing hospitality services, staging high-impact productions, and investing in infrastructure
			SO5. Climate Action Plan implemented at JCT facilities and theatre used to promote climate resilience	Priority 3: Energy Mix: Implement JCT’s Climate Action Strategy and evidence-based Climate Action Implementation Plan, while using theatre platforms, including industrial theatre and outreach programmes, to promote climate awareness and behavioural change in partnership with EISD
GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region				
GDS Outcome 1: Improved quality of life and development-driven resilience for all				

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
GDS Outcome 3: An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens				
Pillar 5: Partnerships and brand	JCT Outcome 5: Partnerships mobilised to enrich the arts and theatre experience, coupled with improved brand recognition and awareness of JCT	- Strategic and value-driven partnerships - Collaborative programming and co-production - Resource mobilisation (financial and in-kind) - Brand positioning, marketing and visibility - Partnership performance and impact tracking	SO6. Mobilisation of partnerships to support the mandate and improved brand recognition and awareness of JCT	COJ Priority 1: Good governance: Strengthen brand visibility and inspire public engagement through targeted marketing, stakeholder engagement, and co-productions while mobilising strategic partnerships across sectors to expand reach, share resources, and attract funding in support of JCT's mandate COJ Priority 7: Safer City: Use theatre programming, precinct activation and milestone events to contribute to safer, vibrant cultural spaces through collaboration with SAPS, private security, and community stakeholders COJ Priority 9: Sustained economic growth: Position Johannesburg as a leading cultural destination by leveraging festivals, cultural tourism, and precinct-based initiatives such as the Joburg Cultural Arch Festival to stimulate economic activity and audience growth

SECTION 6: RESPONSE TO CITY OF JOBURG COMMUNITY-BASED ISSUES

The IDP Public Participation Report for engagements concluded on 16 May 2026 does not make direct reference to JCT. However, it highlights several indirect yet significant observations that carry important implications for the theatre group's planning for 2026/27. The findings reflect deepening community frustrations, uneven service delivery experiences, and growing disengagement, all of which influence cultural participation, audience expectations, and the role of arts institutions in rebuilding trust and social cohesion.

- 1) **Decline in public engagement and trust:** Communities continue to express frustration with participation processes, noting that ward priorities seldom translate into funded projects. Attendance and enthusiasm are weakening, which reflects a broader disconnection from City structures. For JCT, this highlights the importance of accessible, community-oriented programming and platforms that encourage civic dialogue and public involvement.
- 2) **Fiscal pressures and service delivery priorities:** Residents consistently prioritised roads, water, electricity, waste, housing, and billing concerns. These pressures may constrain future funding for arts and culture, requiring JCT to broaden revenue sources, enhance partnerships, and position its work within municipal priorities such as youth support, social cohesion, and community wellbeing.
- 3) **Renewed focus on community-led planning:** The ABCD-CBP¹ approach emphasises ward-level priorities and encourages locally initiated projects. This presents an opportunity for JCT to tailor programming to neighbourhood interests, improve accessibility, and collaborate with communities to co-create relevant content that reflects their lived experiences.
- 4) **Supporting an active and engaged citizenry:** The City aims to rebuild civic participation despite current public disengagement. JCT can contribute by offering theatre as a space for storytelling, dialogue, and shared reflection, reinforcing its role in building social cohesion and fostering community identity.
- 5) **Collaboration across departments and entities:** The report highlights weak coordination among City departments and limited participation from sector partners. JCT can assist by providing venues for civic engagements, strengthening partnerships with Community Development and other departments, and expanding outreach initiatives such as the Mobile Theatre Programme to underserved areas.

The Gauteng City-Region Observatory's **Quality of Life Survey 7 (2023/24)** highlights declining community wellbeing, reduced trust in public institutions, and growing feelings of exclusion, particularly among black and coloured communities. Satisfaction with local government has fallen to 23%, signalling heightened frustration and disengagement. Yet, participation in social and cultural activities has increased, especially among low-income households, underscoring the value of arts spaces as sources of resilience, expression, and social connection.

¹ ABCD-CBP = Asset-Based Community Development + Community-Based Planning. The approach encourages community-led initiatives, neighbourhood-level problem-solving, collaboration among residents, civil society, and business, and reduced reliance on government for every intervention.

For JCT, these insights reaffirm the importance of accessible programming, inclusive storytelling, and safe cultural environments that foster belonging and rebuild social cohesion. They also reinforce the need to position theatre as an active contributor to community wellbeing and civic engagement.

Polls and public perception studies show that although arts and culture are not highlighted as a primary concern, issues closely linked to JCT's environment, such as affordability, safety, public participation, municipal communication and job creation, remain prominent. These trends point to the need for flexible pricing strategies, continued audience development, and strengthened customer care, where JCT can play a leadership role within the City.

JCT's work aligns strongly with the **City's Intergovernmental Relations (IGR) Strategy**. By collaborating with departments, entities, cultural partners and donors, JCT can expand its reach, diversify funding, and enhance the impact of community-focused programmes. Visible, well-communicated cultural initiatives also support the City's broader goals of improved service delivery, civic pride and an active, engaged citizenry.

Given the public's perception of the COJ's service delivery, **JCT can contribute to public discourse** by aligning theatre programming with community interests, strengthening partnerships and sourcing alternative funding, using theatre as a platform for public engagement, and advocating for the arts as a tool for participatory governance.

JCT's Response – Quality service delivery:

JCT operates under the strategic plan theme "to procure and/or produce transformed content in transformed spaces", and seeks to:

- 1) *commercialise transformed content by ensuring productions are financially viable; and*
- 2) *strengthen JCT's profile by showcasing productions locally, nationally and internationally through theatre-specific production plans under the COJ/JCT brand.*

JCT's response to public satisfaction and quality service delivery focuses on:

- ❖ Prioritising youth development and creating pathways for emerging practitioners
- ❖ Delivering high-quality, diverse productions that promote civic pride, social cohesion and cultural relevance
- ❖ Leveraging the distinct value proposition of each theatre to deliver targeted programming, optimise utilisation, and attract diverse audiences, while also
 - Integrating programming across theatres to maximise impact, coordination and audience reach
- ❖ Advancing heritage promotion, arts appreciation and education through targeted youth and community development programmes
- ❖ Expanding audience reach through inclusive access, mobile theatre, and diverse content offerings
- ❖ Strengthening audience development through improved marketing, visibility and engagement
- ❖ Enhancing customer experience through improved service standards, audience care, and performance monitoring

Quality service delivery is enabled by the following capabilities:

- ❖ High-quality theatre infrastructure and facilities across all three venues support the production and hosting of world-class performances
- ❖ Upgraded stage machinery at the Joburg Theatre enhances technical capability and competitiveness, positioning the theatre as a preferred venue for producers
- ❖ The mobile theatre stage enables JCT to deliver fully equipped performances in schools, townships and community spaces, extending access to underserved audiences and supporting outreach, education and community engagement programmes
- ❖ Energy resilience has been strengthened through generator installations across all theatres, including the gas generator at Joburg Theatre, ensuring continuity of productions while contributing to financial sustainability and Smart City outcomes
- ❖ Strong in-house technical capability enables the delivery and management of diverse and complex productions
- ❖ JCT is well positioned within the sector to respond to demand following the contraction of private theatre capacity post-COVID-19
- ❖ Content is positively received by both traditional and new audiences, supported by a strong reputation locally and nationally
- ❖ Strategic milestone activations continue to reinforce brand visibility, with a focus on commemorative programming such as the upcoming 50th anniversary of June 16
- ❖ A well-managed hospitality and catering function contributes to revenue generation and supports events and services for COJ departments and external clients
- ❖ Established relationships with security stakeholders (SAPS, JMPD, EMS and private security) support safe and accessible theatre precincts
- ❖ Sustained clean audit outcomes demonstrate strong governance and financial management
- ❖ Ongoing adoption of digital platforms and Smart City technologies supports audience engagement, marketing, operational efficiency and data-informed decision-making

Notwithstanding the successes, key challenges and mitigating measures include:

No.	Challenge	Mitigating measures
1	Audience growth remains uneven across venues and productions, with ongoing difficulty in consistently attracting and retaining diverse audiences through relevant and differentiated programming	▪ Prioritise fewer, high-profile productions with stronger audience pull, including at least one globally acclaimed large-scale production per annum.

No.	Challenge	Mitigating measures
		- Balance programming for traditional, new and underserved audiences, informed by demographics, affordability, audience behaviour, and LSM levels. - Strengthen audience development through targeted marketing, digital platforms, and improved use of audience data. - Expand outreach through the Mobile Theatre Truck and school network programmes to build future audiences and extend access.
2	Ageing infrastructure and capital investment backlogs place pressure on service quality, venue competitiveness, and the long-term sustainability of theatre assets.	- Motivate for increased capital expenditure aligned to infrastructure condition, lifecycle requirements, and strategic priorities. - Prioritise phased upgrades to critical infrastructure, audience-facing assets, and technical systems. - Use evidence from facility assessments and operational requirements to support capital planning and investment decisions.
3	Safety, access and transport constraints in and around Soweto Theatre and Joburg Theatre continue to affect audience convenience, evening attendance, and the overall visitor experience.	- Continue participation in the Jabulani Security Cluster and Braamfontein Improvement District initiatives. - Implement activations at Theatre Plaza and Theatre Park to support and sustain the Ameshoff Placemaking Braamfontein precinct improvement programme. - Prioritise daytime programming where appropriate and engage Rea Vaya and taxi associations on transport solutions for selected evening events. - Strengthen coordination with security stakeholders to support safe access during major productions and events.
4	Revenue concentration and limited diversification continue to constrain JCT's financial resilience and its ability to fund infrastructure, programming, and developmental mandates at the required scale.	- Lobby for investment to unlock additional revenue-generating infrastructure, including underground parking bays. - Implement the Bayete pay-per-foot parking shared revenue model. - Continue growing hospitality and catering revenue through expanded service provision to City departments, entities, and external clients. - Strengthen partnership mobilisation and sponsorship efforts to increase financial and in-kind support over time.
5	JCT operates in a highly competitive entertainment environment, requiring stronger differentiation, sharper market positioning, and more integrated audience engagement strategies.	- Prioritise distinctive programming and curated experiences that differentiate JCT from competing entertainment venues. - Integrate programming, marketing and audience development decisions more deliberately to strengthen audience pull and retention. - Advance innovation initiatives such as the "Spotlight Theatre Talk" podcast and other digital engagement platforms to broaden visibility and deepen engagement. - Leverage the distinct value proposition of each theatre to strengthen positioning and audience targeting.

No.	Challenge	Mitigating measures
6	Youth and community development delivery remains uneven across the three theatres, limiting consistency of impact, progression pathways, and the ability to demonstrate developmental outcomes at institutional level.	▪ Implement an integrated youth and community development strategy to guide more coherent and consistent delivery across all theatres. ▪ Strengthen structured skills development pathways, youth programmes, Mobile Theatre Truck activations, and school network initiatives. ▪ Strengthen partnerships with schools, higher learning institutions, cultural organisations, and community groups. ▪ Improve outcome tracking for youth, education, and community development programmes to better demonstrate progression and impact.

SECTION 7: STRATEGIC ANALYSES

Service Delivery and Performance Analysis:

Progress against the 2024-2029 Strategic Plan (Strategy '29)

JCT has made meaningful progress in the first year of Strategy '29, with positive trends across audience engagement, financial resilience, governance, and outreach. The organisation continues to build a strong foundation for the five-year outcomes while identifying areas requiring continued focus in 2026/27.

Outcome 1: A vibrant and enriching arts and entertainment landscape

- ❖ A baseline Audience Satisfaction Index (ASI) was established in 2025/26, recording 85% overall satisfaction, with strong supporting indicators including a 90% likelihood to return, 80% long-term audience base, and a 70% positive value perception.
- ❖ Average show attendance exceeded the >50% target, increasing from 53.5% in 2024/25 to 58.5% at mid-year 2025/26, indicating sustained post-Covid audience recovery.
- ❖ Complementary tickets remain above the five-year 20% threshold, rising from 24.4% in 2024/25 to 28.7% at mid-year 2025/26. While complimentary ticket volumes remain elevated, further analysis of complimentary ticket categories will be undertaken to distinguish trade exchanges, partnership allocations, and rental contract complimentary ticket allocations for improved revenue impact assessment.
- ❖ Planning for the Joburg Cultural Arch Festival has been deferred to 2026/27, with hosting planned for 2027/28.

Outcome 2: Flourishing arts and entertainment practitioners and entrepreneurs

- ❖ Support to creative industry entrepreneurs grew by 8.2% in 2024/25 (from 61 to 66 beneficiaries), reflecting positive momentum, though slightly below the annual 10% growth target.
- ❖ JCT met its target of four success stories and testimonials in 2024/25, showcasing impact across diverse initiatives, including the Youth Orchestra, Nongqawuse, Soweto Seven Colour Sunday, and Basadi ka Dituku.

- ❖ Measurement of participant satisfaction with JCT's developmental programmes is scheduled for completion by end 2025/26, in line with the approved survey cycle.
- ❖ New outcome indicator added as of 2026/27: Number of youth participants progressing into education, employment or entrepreneurship in the creative sector

Outcome 3: Existing and new audiences accessing and engaging with JCT's cultural spaces

- ❖ Theatre attendance increased by 15.4% in 2024/25 (from 201,209 to 232,282 attendees), reflecting steady progress towards the five-year cumulative growth target of 80%, with 152,143 attendees recorded at mid-year 2025/26.
- ❖ JCT significantly exceeded its outreach target, reaching 19 underrepresented communities in 2024/25 through mobile theatre activations (13) and school networks (6), against a target of one community per quarter.
- ❖ In support of universal accessibility, procurement is underway for the rollout of hearing loop systems across all theatres under the Smart City Initiative, with implementation planned by 2026/27.
- ❖ Customer engagement and experience innovation is progressing well, with two initiatives completed (digital screens and enhanced AV infrastructure; Pantomime 2024 digital integration) and four additional initiatives in progress, including Free Wi-Fi-enabled data-driven engagement, the Spotlight Theatre Talk podcast platform, exploratory VR applications, and virtual theatre access options.

Outcome 4: A well-governed, financially sustainable, and climate-resilient organisation

- ❖ JCT achieved a clean external audit outcome in 2024/25 (following the clean audit outcomes achieved in 2022/23 and 2023/24), confirming sound governance, financial management, and compliance controls.
- ❖ Financial sustainability ratios remain below target, with solvency declining slightly from 1.09:1 in 2024/25 to 1.06:1 at mid-year 2025/26, and the current ratio decreasing from 1.25:1 to 1.17:1, highlighting ongoing balance sheet and liquidity pressures.
- ❖ Revenue diversification continues to improve, with the funding mix shifting from 66% COJ subsidy / 34% earned revenue in 2024/25 to 63% subsidy / 37% earned revenue at mid-year 2025/26, indicating solid progress towards reduced reliance on municipal funding.

Outcome 5: Partnerships and brand recognition driving enriched theatre experiences

- ❖ JCT continued to mobilise strategic partnerships, securing 26 partnerships in 2024/25 and 17 partnerships at mid-year 2025/26. While the rand value of partnerships is still being consolidated, the volume indicates sustained stakeholder engagement and collaboration.
- ❖ Media visibility continued to grow, supported by strengthened sentiment and rising earned media value (AVE), positioning JCT favourably for measurement of brand perception and recognition through a brand perception survey planned for 2026/27, subject to budget allocation, in line with the approved five-year evaluation cycle.

Overall, 1.5 years into Strategy '29, JCT has demonstrated clear momentum towards its desired impact of a ***“A vibrant, inclusive, and diverse City of Joburg arts and entertainment landscape, serving as a catalyst for heightened social cohesion, increased cultural tourism, job creation, flourishing arts practitioners, and enriched cultural experiences”***.

Strong progress is evident in audience growth, access and participation, governance outcomes, revenue diversification, and partnerships. While targeted improvements are still required in financial sustainability and flagship programme rollout, the strategic foundations are firmly in place to sustain and scale impact over the remainder of the Strategy '29 period.

Past Business Plan Performance

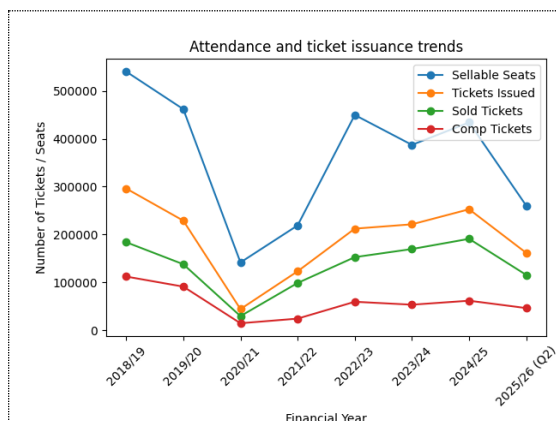
JCT has demonstrated consistently strong business plan performance over the past five years, reflecting improving governance, effective delivery against strategic objectives, and disciplined financial management. Audit outcomes show a marked and sustained improvement, progressing from unqualified audits with material findings in 2020/21 and 2021/22 to three consecutive clean audits from 2022/23 to 2024/25.

Delivery against predetermined objectives has also strengthened, with KPI achievement improving from 81% in 2020/21 to near-full or full achievement from 2022/23 onwards, including 100% achievement in 2023/24 and 96% in 2024/25, despite an expanded KPI set. In addition, capital expenditure performance has remained consistently at 100% across all reporting years, reflecting JCT's sustained capacity to plan, implement, and manage infrastructure investments in line with approved budgets and timelines.

Environmental Analysis:

The second part of the strategic analysis provides a reflection on the macro-environment context within which JCT operates. The economic outlook for South Africa remains subdued, unemployment rates are at record highs, and poverty and inequality remain pervasive. Focus must be given to supporting women, youth, and persons with disabilities. For JCT, the future arts and theatre practitioners will come from the youth, and thus a specific strategic objective with aligned key performance areas on youth development has been set.

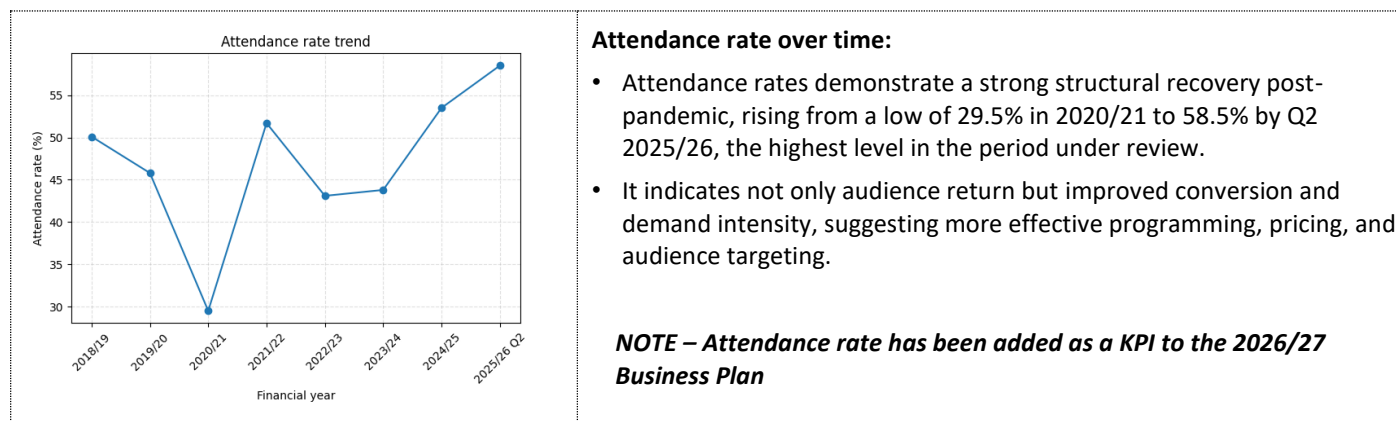
Audience and attendance rate trends:



Attendance and ticket issuance trends:

- Improved attendance conversion, with attendance rates increasing to 53.5% in 2024/25.
- Q2 2025/26 performance tracking ahead of prior year, reaching approximately 63% of 2024/25 annual volumes.
- Higher 2025/26 mid-year attendance rate (58.5%) reflects stronger programme-market alignment and marketing effectiveness.
- Improved utilisation indicates better alignment between programming, pricing, and audience demand.
- Complimentary ticket volumes remain elevated and require ongoing optimisation to protect revenue growth.

However, further analysis of complimentary ticket categories will be undertaken to distinguish trade exchanges, partnership allocations, and venue-related comps for improved revenue impact assessment.



Key strategic implications of the detailed analysis of audience trends :

- ❖ Shift to audience quality and sustainability: Balance attendance growth with stronger focus on new audience acquisition and retention, supported by targeted audience development and an optimal mix of productions.
- ❖ Curated, high-impact programming: Prioritise fewer, high-quality productions, including at least one flagship production annually, to strengthen attendance, revenue, and brand positioning.
- ❖ Data-driven decision-making: Leverage ticketing and customer data to improve segmentation, marketing effectiveness, and programming and pricing decisions.
- ❖ Differentiated theatre positioning: Align each theatre’s programming to its distinct market, audience profile, and location to optimise utilisation and relevance.
- ❖ Integrated delivery model: Strengthen alignment between programming, marketing, and revenue management to improve conversion and commercial performance.
- ❖ Expanded access pathways: Scale outreach initiatives (mobile theatre, schools, community activations) to build future audiences.
- ❖ Diversified revenue streams: Enhance financial sustainability through stronger integration of ticket sales, partnerships, and ancillary income opportunities.

Community and youth development:

Community and youth development is a core delivery area for JCT, aligned to City priorities relating to skills development, inclusion, and economic participation. The programme is structured around three pillars — education and skills development, entrepreneurship development, and community outreach — providing a continuum from access and exposure to skills development and entry into the creative economy.

Flagship initiatives include APAAM (in partnership with Wits), school networks, mobile theatre, and digital and creative platforms such as Space.com, supported by targeted enterprise development and community-based programme delivery.

A key flagship initiative is the **Soweto Youth Orchestra Programme**, which has been re-established and continues to be strengthened as part of JCT’s long-term youth development agenda. The programme focuses on identifying,

nurturing, and advancing emerging musical talent from local communities through structured training, performance exposure, and progression pathways within the creative sector. The programme supports JCT's strategic repositioning as a **youth arts incubator**, while contributing to youth empowerment, skills development, and participation in the creative economy.

JCT's youth and community development programmes have demonstrated measurable reach and progression through structured training, learner advancement opportunities, and growing participation across outreach and skills development initiatives. Going forward, JCT will focus on strengthening programme standardisation, expanding strategic partnerships, enhancing pathways into employment and entrepreneurship, and improving impact measurement and data tracking. This will support the introduction of the new youth progression outcome indicator, enabling a shift from participation-based reporting towards measurable impact in education, employment, and enterprise outcomes.

The section concludes with a reviewed and refined PESTEL analysis and SWOT analysis detailed in the business plan.

SECTION 8: RISK ASSESSMENT

JCT has established and maintains a system of risk management in accordance with the provisions of the Municipal Finance Management Act and the King IV™ Report on Corporate Governance and Risk Management Standards, as applicable. Oversight over the governance and management of risk in JCT is carried out by the Audit and Risk Committee (ARC), which is a subcommittee of the board of directors. The ARC meets on a quarterly basis and operates in accordance with approved terms of reference. The ARC has adopted an integrated approach to risk management, the COJ Group Risk Management Framework, and the Group Risk Management Policy as approved by Council.

The key risks, current controls, and mitigation actions are summarised in Section 8. The detailed Risk Register is attached as an annexure to this 2026/27 Business Plan.

SECTION 9: STRATEGIC RESPONSE – IMPLEMENTATION AND PERFORMANCE

Benchmarking and stocktake of JCT's Vision

World class theatres that are a beacon of innovation and excellence

The City of Johannesburg is facing a convergence of structural pressures across governance, infrastructure, public safety, and financial sustainability, which are often addressed at an operational level rather than at the scale required. In response, JCT has undertaken a Vision Stocktake – benchmarked against leading global institutions and informed by internal and external analysis – to refine its strategic positioning and define priority Business Plan interventions.

World class

- ❖ Infrastructure investment aligned to lifecycle and sustainability
- ❖ Upgraded stage, rehearsal, and audience-facing facilities
- ❖ Improved accessibility and inclusive audience experience

- ❖ Flagship productions and festivals to drive attendance and revenue
- ❖ Theatre-specific positioning to optimise utilisation and targeting
- ❖ Cultural Arch and precinct activation to strengthen destination appeal

Innovation

- ❖ Data-driven audience segmentation and programming decisions
- ❖ Digital-led marketing and targeted audience engagement
- ❖ Expanded use of digital platforms and Smart City infrastructure
- ❖ Smart venue technologies for accessibility and efficiency
- ❖ Digital systems for revenue optimisation and performance tracking
- ❖ Exploration of immersive and emerging technologies

Excellence

- ❖ Balanced programming: commercial viability and public mandate
- ❖ Diversified revenue through partnerships and commercial streams
- ❖ Strengthened youth and skills development pathways
- ❖ Expanded outreach to underserved communities
- ❖ Role in social cohesion and inclusive cultural participation
- ❖ Climate action and operational sustainability

Key Performance Areas:

The key performance areas (KPAs) outlined below translate JCT's vision stocktake and strategic positioning, through the six strategic objectives, into focused delivery areas/outputs. These guide performance management and inform the refinement of key performance indicators (KPIs) for the 2026/27 financial year

COJ Priority	Strategic Objective	Key Performance Areas
Priority 7: Safer City Priority 8: Active and engaged citizenry	SO1. Quality performing arts and entertainment experiences and facilities	Service level standards achieved
		Arts and culture programmes delivered
		Integrated group programming (including Joburg Ballet and JPO) implemented
		JCT touring circuit implemented
		Legends tribute programme implemented
Priority 6: Job opportunity and creation	SO2. Provision of opportunities for the youth, including future arts and	Work opportunities created through JCT programmes
		Youth development and skills pathways in arts and theatre implemented

COJ Priority	Strategic Objective	Key Performance Areas
	theatre practitioners and entrepreneurs	
Priority 7: Safer City Priority 8: Active and engaged citizenry Priority 11: Smart City	SO3. Affordable access to and use of theatres by communities	Audience development and venue access expanded Education programmes delivered across all theatres Integrated city-wide activations implemented Digital platforms and smart technologies leveraged to expand access and engagement
Priority 1: Good governance Priority 2: Financial sustainability Priority 6: Job opportunity and creation	SO4. Good governance, financial sustainability and sound management	Financial management and sustainability strengthened Governance, internal controls, performance, and risks managed Small businesses supported through B-BBEE and preferential procurement MFMA Circular 88 outcomes and outputs on financial management and good governance monitored and reported on
Priority 3: Energy mix	SO5. Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	JCT's climate action plan implemented Climate awareness and low-carbon programming delivered
Priority 1: Good governance Priority 7: Safer City Priority 9: Sustained economic growth	SO6. Mobilisation of partnerships to support the mandate and improved brand recognition and awareness of JCT	Strategic partnerships mobilised and managed Brand visibility and media engagement strengthened

Areas of Focus and Key Interventions:

The following change levers have informed JCT's focus areas and key interventions over the short, medium, and longer term planning period:

Programming and Customer | Marketing and Communication | Sales, Sponsorships and Partnerships | Organisation – People, Systems and Processes | Smart City | Climate Change and Environmental Sustainability

Focus Area	Key Interventions		
	Short Term (FY2026/27)	Medium Term (2026-2029 MTREF)	Longer Term (Beyond 2029)
Soweto Theatre Amphitheatre	Secure occupation certificate and procure critical technical equipment (lighting) to enable utilisation and venue hire.	Activate as a multi-purpose venue for cultural, community, and selected sporting events.	Establish as a sustainable anchor venue for large-scale events in Soweto.
Major milestone events	Deliver activations for the 50th anniversary of the June 16 Uprising.	n/a	n/a
Revenue generation and brand development	Implement revised marketing strategy with stronger B2B sales, sponsorships, and partnerships. Stage at least one globally acclaimed production. Grow hospitality and catering revenue through expanded services and integrated packages. Lobby for funding to develop underground parking to improve access and diversify revenue.	Strengthen revenue diversification through improved venue utilisation, premium programming, and partnership value. Actively market and sell ancillary services to CoJ departments. Expand industrial theatre for corporates. Submit a business case and funding model for approval to develop underground parking to diversify revenue and improve theatre access.	Establish a resilient, diversified revenue model balancing commercial and developmental objectives. Secure funding and prepare for phased implementation of diversified revenue from underground parking.
Education and youth programmes	Implement APAAM, school networks, and Space.com with clear criteria, outcomes, and tracking. Integrate outreach (mobile theatre) and strengthen youth progression monitoring.	Scale education, skills, and entrepreneurship programmes across theatres with standardised delivery and stronger academic/industry partnerships. Expand SME and platform support (venue access, marketing, technical support)	Establish JCT as a city-wide youth development ecosystem with integrated pathways from training to employment and entrepreneurship.

Focus Area	Key Interventions		
	Short Term (FY2026/27)	Medium Term (2026-2029 MTREF)	Longer Term (Beyond 2029)
Arts, culture and tourism	Strengthen tourism linkages and position JCT within City routes. Integrate Joburg Ballet and JPO. Partner with Joburg Tourism on destination marketing, including the Cultural Arch Festival.	Strengthen Johannesburg's positioning through coordinated destination marketing, flagship programming, and precinct-based experiences.	Establish JCT Archive/ Resource Centre and gift shop to strengthen heritage and visitor experience.
Festivals and cultural precincts	Maintain safe, clean precincts. Participate in festival circuits. Complete preparations for the Joburg Cultural Arch Festival.	Implement the Joburg Cultural Arch Festival across Newtown, Wits, and Braamfontein.	Position the Cultural Arch as a signature cultural and economic platform.
Climate Action Plan (CAP)	Implement CAP aligned to EPC recommendations and integrate into planning and budgeting. Implement industrial theatre programme for climate awareness with COJ partners.	Secure funding and scale energy interventions. Expand industrial theatre for climate awareness with COJ partners.	Institutionalise climate-responsive operations and infrastructure, and awareness across the COJ.
Smart City	Implement <i>Spotlight Theatre Talk</i> . Operationalise Wi-Fi and ticketing data analytics to enable audience segmentation, targeted marketing, and performance monitoring. Establish CRM and data-driven audience engagement capability.	Roll out hearing loops, enhanced digital engagement platforms, and selected AI-enabled tools. Expand use of data analytics to inform programming, pricing, and audience retention. Explore VR/AR for youth development and audience engagement.	Establish JCT as a fully data-driven, digitally enabled cultural institution supporting decision-making, audience growth, and enhanced customer experience.
District partnerships and precinct development	Partner with JDA (Soweto) and BID (Braamfontein) to improve safety, activation, and precinct vibrancy, including Theatre Plaza and Theatre Park.	Deepen precinct partnerships to improve access, safety, and audience confidence.	Sustain theatre-led precinct activation supporting urban regeneration and destination development.

The areas of focus and interventions with budget allocations have been incorporated in JCT's Corporate Scorecard for 2026/27, which comprises the following log frame tables:

- ❖ JCT Corporate Scorecard 2026/27, which outlines the key performance indicators, annual and quarterly targets, and budgets for each of the above key performance areas. Refined/new KPIs for 2026/27 include:
 - Number of attendees replaced with theatre attendance rate, as well as percentage complementary tickets.
 - Number of venues equipped with assistive accessibility technologies (hearing loop systems).
 - Number of climate-themed industrial theatre productions staged.
 - Number of partnerships created replaced with percentage year-on-year increase in the total value of partnerships secured
 - New KPIs to be included in operational plans, to support the development of data collection tools for future elevation to the Business Plan scorecard, include: percentage of tickets sold through digital platforms, and percentage of new versus repeat audiences.
- ❖ Service Standards Charter and Standards:
 - The service standards are currently under review by JCT management. The revised standards will be submitted to the COJ for approval and to amend the Service Delivery Agreement. Subject to approval, data collection tools will be developed in 2026/27, with full integration into the Business Plan in 2027/28.
- ❖ Municipal Finance Management Act Circular 88 Indicators for 2026/27, which contains the finance and governance-related indicators that are applicable to JCT.

Each key performance indicator is further defined by detailed technical indicator descriptions.

SECTION 10: FINANCIAL IMPACT

The budget and expenditure schedules for the MTREF are detailed in the business plan, reflecting:

- ❖ JCT's budget for the 2026/27 financial year is estimated at R357.336 million, which is a 2.6% increase on the 2025/26 adjusted budget forecast. It is estimated that the budget will increase by a total of 5% over the 3-year MTREF period, using the 2025/26 full year forecast as the baseline.
- ❖ The estimated capital budget for 2026/27 is R17.303 million, down from R19.060 million in the 2025/26 financial year.

SECTION 11: MANAGEMENT AND ORGANISATIONAL STRUCTURES

The board of directors of JCT consists of 11 non-executive directors and two executive directors (CEO and CFO). The board is supported by two committees, namely, the Audit and Risk Committee and the Remuneration, Social and Ethics Committee.

The Theatres' management team is inclusive and representative of the demographics of the country. The members of the support management team comprise of staff members from a diverse background. 94.8% of the staff complement is made up of South African historically disadvantaged individuals and 38% are female.

As at 30 June 2025, the approved organisational structure provided for 274 positions, of which:

- ❖ 250 were occupied, 24 vacant, and 10 positions deferred.

During the 2024/25 financial year, JCT successfully filled 21 vacancies, while 11 terminations were recorded across various departments. To support core operations, JCT also employed 240 temporary staff and supported 10 interns, providing additional capacity in hospitality, technical, and administrative areas. The majority of the temporary employees work in the Hospitality and Catering Department. They are contracted and required to work and/or are called per show, for which they are paid an hourly rate. Temporary employees in the Hospitality and Catering Department consist of waitresses, scullers, bartenders, commie chefs, kitchen staff, banqueting staff, and general assistants, etc.

SECTION 12: COMMUNICATION AND STAKEHOLDER MANAGEMENT

This section provides a detailed assessment of the expectations of the key stakeholder groups that JCT engages with and describes the interventions that are required to meet the stakeholder expectations. The section further provides an overview of the Marketing and Communication Strategy, and overall Communication Plan.

SECTION 13: AUDIT RESOLUTION

Status on the resolution of the internal and external audit findings raised by the Group Risk Assurance Services (internal auditors) and the Auditor-General (external auditors), as of the end of the second quarter of the 2024/25 financial year:

- 1) JCT achieved a clean audit outcome from the AGSA for the 2022/23, 2023/24, and 2024/25 financial years.
- 2) 100% of the 12 internal audit findings raised during the 2024/25 financial year have been resolved.
- 3) 19 of the 20 findings (95%) raised by the Auditor-General in the 2024/25 external audit have been resolved.

--- END OF EXECUTIVE SUMMARY ---

2. STRATEGIC OVERVIEW

2.1. VISION

World class theatres that are a beacon of innovation and excellence

2.2. MISSION

To produce and present innovative, relevant, and diverse local and global entertainment programmes that promote inclusion, social cohesion, and artistic development in the City of Joburg, and beyond

In so doing, JCT commits to:

- ❖ Conceptualise, manage, host and promote quality performing arts and entertainment experiences.
- ❖ Ensure safe, modern, and environmentally sustainable arts and entertainment facilities, and amenities.
- ❖ Create opportunities for affordable access and use of theatres by all communities.
- ❖ Provide opportunities for the youth, including the development of future arts and theatre practitioners, and entrepreneurs.
- ❖ Grow shareholder value by ensuring sound financial sustainability and good governance.
- ❖ Collaborating with partners to optimise the effectiveness of its programmes.

2.3. VALUES

To support and drive its core strategy, Joburg City Theatres appreciates that values identify the principles for the conduct of the institution in carrying out its mission. JCTs' values define a citizen-oriented approach for producing and delivering its services in line with the service delivery priorities and call to action drivers of the COJ, as follows:

Value	What it means in practice
Service excellence	▪ We will at all times render the quickest, responsive, and best service to our customers. We will do so in a competent, timely, cost effective, efficient, and professional manner ▪ We will strive for enhanced levels of customer satisfaction and responsiveness, and diligently strive to meet and exceed our service standards

Value	What it means in practice
UBUNTU (care and concern for people)	▪ We will do our work with care, empathy, and concern for the wellbeing of vulnerable communities, customers, and stakeholders ▪ We will at all times display tolerance, respect, and consideration of cultural diversity ▪ We will implement Batho Pele principles
Accountability	▪ We will display punctuality, reliability, dependability, and a commitment to meet deadlines ▪ We will act in a transparent manner and display ethical and consistent behaviour ▪ We will behave with integrity in all our actions, always acting in the best interest of the citizen and organisation ▪ We will take seriously the threat of climate change and collaborate to ensure our infrastructure is environmentally sustainability, while supporting the COJ in communicating the message of climate change mitigation
Agility	▪ We will seek to be flexible, adaptable, and responsive to our highly competitive environment ▪ We will strive to identify opportunities to delivery services more economically and efficiently, and to respond to revenue opportunities, given the constrained fiscal environment ▪ We will seek to leverage the positive social benefit of the arts, and to use the arts to address societal issues and promote greater quality of life
Innovation	▪ We will value and promote innovative ideas and solutions in order to remain relevant and attract new, modern day, audiences ▪ We will use arts and entertainment to creatively influence and direct society towards a reimagined future state of social cohesion, inclusivity, and cultural heritage preservation ▪ We will develop new capabilities in young and emerging arts practitioners to ensure continuity in the preservation of the arts and our rich, evolving cultural heritage ▪ We will undertake research and actively seek feedback from our stakeholders in developing our programmes, maintaining existing, and attracting new audiences

3. CORE MANDATE/PURPOSE

Joburg City Theatres is governed in terms of its Memorandum of Incorporation (MOI) and Service Delivery Agreement, which outlines the role and primary objects of Joburg City Theatres. Read together, in terms of these documents, Joburg City Theatres focuses on the delivery of the following services:

- 1) The management and promotion of high-quality performing arts and entertainment facilities.
- 2) To enable Johannesburg residents to access and benefit from quality arts and culture facilities and experiences.

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

In summary, the mandate of Joburg City Theatres is:

To provide quality, innovative and accessible theatre, live entertainment, and educational productions and experiences, which serves the diverse communities of the City of Joburg and supports social cohesion, inclusivity and tolerance.

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

- ❖ *To provide quality, well-managed and accessible theatre and live entertainment venues, and proactively work to develop new audiences and markets.*
- ❖ *To identify, commission and produce relevant productions and experiences; and support youth development, including the development of future arts practitioners and entrepreneurs; and*
- ❖ *To offer quality support and services that enable the acquisition and hosting of local and international professional productions and experiences that are relevant to diverse audiences.*

The secondary business of Joburg City Theatres is:

- ❖ *The provision of supportive hospitality infrastructure, catering, and events management services.*

3.1. REIMAGINING JOHANNESBURG: A CALL TO ACTION

In his Call to Action, the City Manager outlined a comprehensive roadmap identifying several critical intervention areas to be integrated into the business plans. These interventions are designed to address pressing service delivery challenges and operational inefficiencies across the City. They include:

- 1) Improve public safety and law enforcement
- 2) Prioritise repairs and maintenance of infrastructure
- 3) Deal proactively with bad buildings in the inner city
- 4) Increase capital spending effectiveness
- 5) Enhance financial sustainability
- 6) Compliance with National Treasury reforms

The roadmap emphasises enhanced responsiveness, clear performance metrics, and targeted actions aligned with the Strategic Impact Plan, with tangible outputs and timelines set to drive sustained improvements in service delivery and overall governance. JCT contributes to interventions 2, 4, 5, and 6 through its business model and performance measures.

3.2. JCT BUSINESS MODEL

JCT's alignment with its mandate is illustrated in the business model canvas below. The nine building blocks outline how JCT intends to create, deliver, and capture value over the medium-term planning period:

- 1) Forging partnerships with artists, performers, producers, educational institutions, and corporate sponsors, thereby contributing to its competitive edge in the arts and entertainment industry.
- 2) Engaging in business activities to ensure its vibrant presence in the arts and entertainment landscape.
- 3) Leveraging key resources to deliver exceptional live entertainment experiences.
- 4) Offering a diverse range of value propositions that solidify its standing in the cultural landscape.
- 5) Prioritising robust customer relationships through personalised services and continuous engagement initiatives.
- 6) Employing a diverse set of channels to reach and engage its audience effectively.
- 7) Catering to a diverse range of customer segments.
- 8) Sustaining its financial health through diversified revenue streams and a targeted sustainability approach.
- 9) Managing its cost structure strategically with key cost drivers and target cost ratios aimed at maintaining financial sustainability while delivering exceptional cultural value.

Figure 1: Joburg City Theatres Business Model Canvas

JCT BUSINESS MODEL CANVAS				
Key Partners <i>Key external entities, suppliers and partners to achieve a competitive advantage</i> - Artists and performers - Producers - Educational institutions - Sector Education and Training Authority (CATHSSETA) - Corporate sponsors and funders - Embassies / Cultural offices / Chambers of commerce - Shareholder (City of Joburg) - Government entities - Media - Communities (patrons, schools, and future arts practitioners) - Peer theatres - Festival organisers - Neighbourhood security providers - District improvement organisations - Tourism / destination marketing agencies and companies	Key Activities <i>Core business activities to deliver JCT's mission and operate effectively</i> - Content Creation (Programming) - Fundraising and contracting - Marketing, events promotion, and audience development - Live entertainment production - Youth development programmes - Community engagement and outreach - Hospitality and catering - Venue management, maintenance, and energy efficiency improvements - Customer services and experience - Technical support for shows	Value Propositions <i>Unique solutions provided to address customer / stakeholder needs</i> - Soweto Theatre: Multifaceted, modern facility - Roodepoort Theatre: Secure location, theatre park, and museum - Joburg Theatre: Theatre park, capacity to host large scale and international productions - Hospitality & Catering: Stages, end-to-end events management - Quality infrastructure/ theatre experience - Theatres within communities - Uninterrupted productions - Safe and environmentally friendly facilities - Offsite / mobile theatre programming - Platforms for talent development - Partnerships with Joburg Ballet and Joburg Philharmonic Orchestra	Customer Relationships <i>How JCT interacts with its customers.</i> - Personalised customer service - Audience development - site visits to communities and schools - B2B – mutually beneficial partnerships - Continuous awareness campaigns - Relationships with friends of the theatre - Feedback and engagement through social media - Membership and loyalty programs	Customer Segments <i>JCT's target customer segments?</i> - Theatre goers (existing) - New audiences - Educational institutions – schools, ECDs, and tertiary institutions - Senior citizens - Young people - Aspiring artists - Corporates (businesses), and sponsors - Tourists (national and international)
	Key Resources <i>Physical, intellectual, human, and financial resources</i> - Three theatre venues and facilities - Quality technical equipment - Creative, technical and support staff - Marketing and sales teams - Hospitality and catering staff - Funding and financial resources - IT infrastructure - Security staff and equipment - Mobile theatre truck		Channels <i>How JCT reaches customers? Distribution, sales, and marketing.</i> - Online ticket sales platforms - Social media and digital marketing - Traditional advertising and media (public relations) - Quality theatre performances - Word of mouth - Open rehearsals - Community events	
Cost Structure <i>Key cost drivers, and target cost ratios</i> Salaries (40:60) Production costs H&C cost of sales / hiring costs Utilities Contracted services Fleet services Consumables Marketing and communication Repairs and maintenance			Revenue Streams <i>Earnings and target profitability</i> Subsidy to External Revenue (Current: 67:33, maintain at 70:30 over 5-years) H&C Ticket sales (inhouse) Ticket commission Rentals Special projects (management fees, Arts Alive, EISD, Group Finance, sports, libraries, travel services, SETA) Sponsorships	

4. LEGISLATION AND POLICY ENVIRONMENT

4.1. LEGISLATIVE ENVIRONMENT

At the apex of the mandate informing the work of Joburg City Theatres lies the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) (the Constitution), as the supreme law of the Republic. It provides the legal foundation for the existence of South Africa, sets out the rights and duties of its citizens and defines the structure of the state, and all laws of the country must be consistent with the Constitution. The Constitution further requires that all spheres of government and society work together to address poverty, underdevelopment, marginalisation of individuals and communities, and other legacies of apartheid and discrimination.

Section 152 of the Constitution outlines the objectives of local government, which are –

- 1) To provide democratic and accountable government for local communities.
- 2) To ensure the provision of services to communities in a sustainable manner.
- 3) To promote social and economic development.
- 4) To promote a safe and healthy environment; and
- 5) To encourage the involvement of communities and community organisations in the matters of local government.

Read with the Constitution, the Municipal Structures Act (No.117 of 1998) and Regulations, and the Municipal Systems Act (No.32 of 2000), provide the basis upon which local government is established. JCT supports the COJ in implementing the local government legislative prescripts, including Section 10 of the Municipal Systems Act, which states that, inter alia –

“the Council of a municipality, ... has the duty to exercise the municipality’s executive and legislative authority and use the resources of the municipality in the best interests of the local community; encourage the involvement of the local community; strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner; give members of the local community equitable access to the municipal services to which they are entitled; promote and undertake development in the municipality; and promote a safe and healthy environment in the municipality.”

Within this local government legislative framework and in terms of the Municipal Finance Management Act (No. 56 of 2003), JCT is a non-profit municipal-owned entity, wholly owned by the COJ and mandated in terms of its Memorandum of Incorporation and Service Delivery Agreement. The entity is compelled to comply in full with the prescripts of the Municipal Finance Management Act, as well as with all national and provincial legislation and regulations, and COJ bylaws, applicable to its functions and areas of operation.

While operating at a municipal level under the auspices of the COJ, JCT works in partnership with key arts and culture role-players and is a complementary and supportive intergovernmental partner of the National Department of Sport, Arts and Culture. JCT is cognisant of the progress being made towards the implementation of the Revised White Paper

on Arts, Culture and Heritage (2019), which seeks to position the arts as a valuable contributor to economic growth, stimulate economic development, and promote sustainability within the sector. The policy also seeks to build the professional capacity of the sector and improve local content production and dissemination.

4.2. POLICY ENVIRONMENT

4.2.1. NATIONAL AND PROVINCIAL POLICY AND STRATEGY FRAMEWORKS

National Development Plan and Medium Term Development Plan (MTDP) 2024-2029

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

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

To this end, a transformed, socially cohesive society and united country as put forward by the NDP, as both a national outcome and as a means to eradicating poverty and inequality, is at the heart of the strategy of the National Department of Sport, Arts and Culture and, therefore, an informant of this 2026/27 Business Plan of JCT.

The NDP is given effect by the MTDP 2024-2029, which comprises three strategic priorities. The National Department of Sports, Arts and Culture (DSAC), plays a lead role in delivering on the following priorities and outcomes of relevance to JCT:

Strategic Priority 1: Drive inclusive economic growth and job creation

- ❖ MTDP Outcome: Increased employment and work opportunities, targeting 40 000 work opportunities created through the creative sector stimulus.

Strategic Priority 2: Reduce poverty and tackle the high cost of living

- ❖ MTDP Outcome: Social cohesion and nation building.

Strategic Priority 3: Build a capable, ethical and developmental state

- ❖ MTDP Outcome: Promote South Africa internationally/globally.

District Development Model (DDM)

The DDM seeks to build a coherent government, which is characterised by the ability to undertake and communicate a common vision for development of the country, collectively generated and broken down into and according to needs and opportunities of district and metropolitan geographical areas (intergovernmental relations impact zones). It seeks to identify commonly agreed spatial and development priorities within these impact areas, supported by well-

researched, credible, and technically sound long-term planning, capital investment, project preparation and financing, and implementation. The DDM “One Plan” is an intergovernmental plan for the purpose of coordinating intergovernmental catalytic programmes and projects in relation to each of the districts and metropolitan spaces, including within the City of Johannesburg.

“Regulations Framing Institutionalisation of District Model in terms of Section 47(1)(b) of Intergovernmental Relations Framework Act, 2005 (IRFA) (May 2024)” were published on 10 May 2024 by the Minister of Cooperative Governance and Traditional Affairs. The regulations frame the institutionalisation of the DDM in terms of the IRFA, situating the DDM within the established intergovernmental relations system, fostering joint planning, budgeting, programme and project implementation, and monitoring through the development and implementation of each district’s One Plan within the existing legislative framework, including the Urban Development Framework, with contributions from all spheres of government, the private sector, and social partners.

Informed by the NDP, the Integrated Urban Development Framework and other government policies, legislations, and previous similar programmes, the DDM is being implemented through a collaborative process to develop one plans for all 44 districts and 8 metropolitan municipalities, and further synchronised with the integrated development plans of municipalities.

JCT will contribute to the One Plan of the COJ through its programmatic alignment to the COJ’s GDS and IDP, particularly in terms of the following DDM developmental priorities:

- ❖ Managing urbanisation, growth and development.
- ❖ Supporting local economic drivers.
- ❖ Addressing service delivery in municipalities.

Growing Gauteng Together (GGT) 2030 and the Gauteng MTDP 2024-2029

The Gauteng Provincial Government’s response to the NDP, National MTDP, and DDM is the Growing Gauteng Together (GGT) 2030 Action Plan, and the Gauteng MTDP (GMTDP) 2024-2029 of the 7th Administration. The Gauteng Department of Sports, Arts, Culture, and Recreation (DSACR), plays a lead role in delivering on the following five-year intervention indicator targets of relevance to JCT:

Strategic Priority 1: Inclusive economic growth and job creation.

- ❖ GMTDP Outcome: Gauteng positioned as the gateway for promoting trade and investment, and to lead digital infrastructure transformation into Africa:
 - Five-year intervention indicator target: 42 projects/programmes in the cultural and creative industries supported per annum.

Strategic Priority 2: Improved living conditions and enhanced health and wellbeing.

- ❖ GMTDP Outcome: Expanded access to quality basic education:
 - Five-year intervention indicator target: 410 schools supported per annum through school arts programmes.

Strategic Priority 3: A capable, ethical and developmental state.

- ❖ GMTDP Outcome: Enhanced participatory governance and inclusive communication to strengthen social cohesion and cultivate interaction across space, race, and class:
 - Five-year intervention indicator target: 1 000 social cohesion initiatives implemented to promote nation-building.

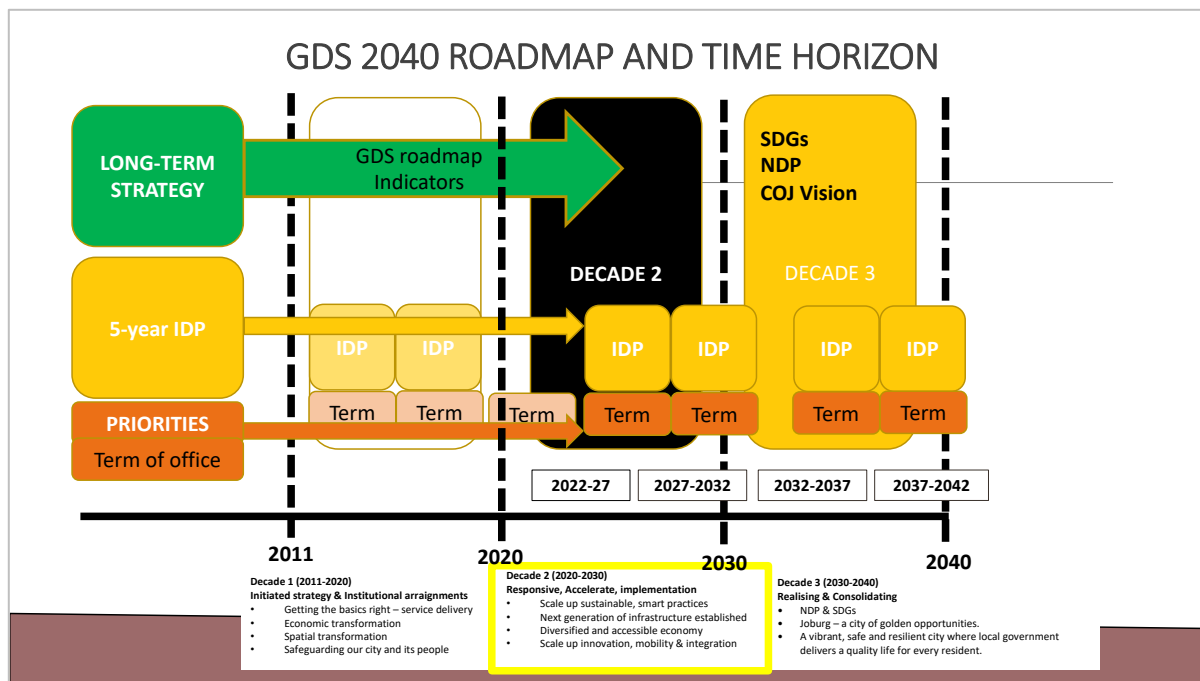
JCT's direct contribution is aligned with Priority 2, specifically focusing on the outcome related to social cohesion: fostering increased interaction across space, race, and class through greater access to sports, recreational, and cultural programmes. Additionally, JCT contributes to Priority 1 through its job creation programmes and to Priority 3 through its internal capabilities, governance, and performance.

4.2.2. CITY OF JOHANNESBURG STRATEGIC DIRECTION

JCT forms part of the COJ's Social and Human Development Cluster, located under the city's Department of Community Development, with the MMC for Community Development providing political oversight. The 2022-2027 IDP, which is informed by the Revised GDS 2040 and provides JCT with the overarching framework against which to orientate its strategic and annual business plans.

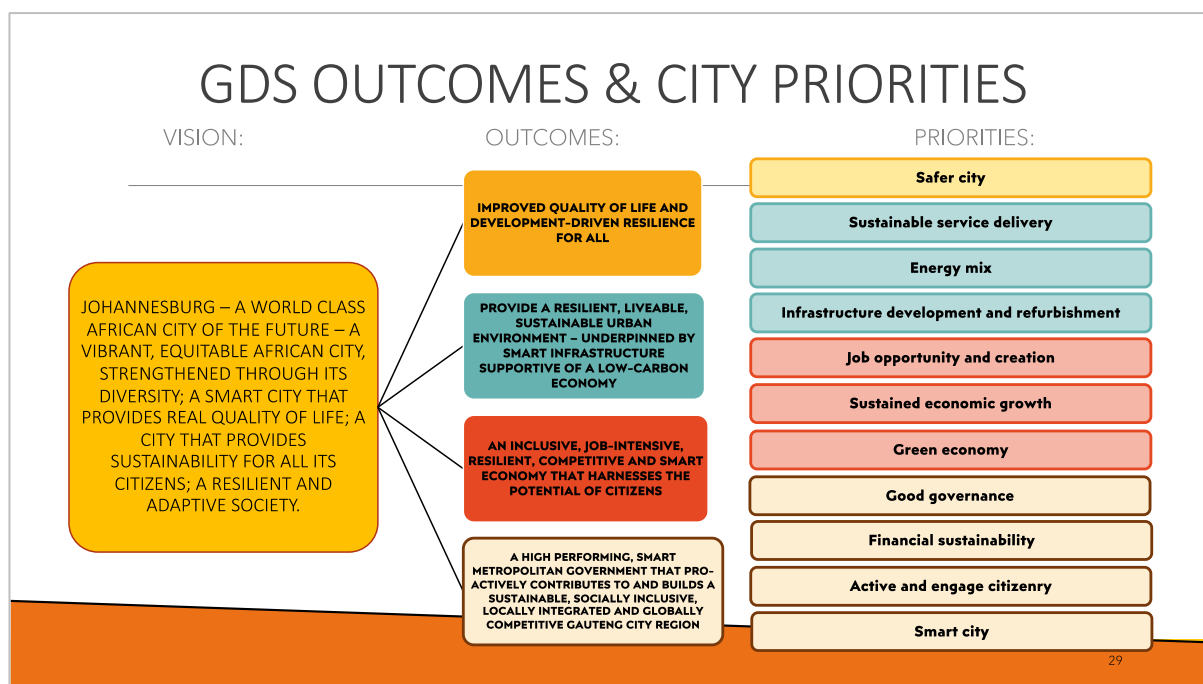
For the 2026/27 planning period, JCT is tasked to support the strategic direction provided by the objectives and priorities of the Government of Local Unity, which seeks to ensure an integrated approach to serving the needs of all citizens of the COJ.

Figure 2: City of Johannesburg Strategic Direction – Revised Growth and Development Strategy 2040



The COJ has confirmed four GDS outcomes with their accompanying outputs, and 11 strategic priorities to guide the strategic planning process leading to the development of 2026/27 business plans, extending to the end of term in 2028.

Figure 3: City of Johannesburg Strategic Direction – Growth and Development Strategy 2040 Outcomes and City Priorities



Mayoral Lekgotla 2024 – Reimagining Johannesburg through the Eyes of the Residents

The 2024 Mayoral Lekgotla, held in November 2024 reaffirmed the City's 11 priorities and sought to reimagine a new trajectory for the city, inspired by the theme of *"reimagining Johannesburg through the eyes of its residents"* and the imperative to address their evolving needs. Following a thorough and in-depth analysis of the challenges confronting the city, the Executive Mayor charted a new course structured around the following thematic priorities:

- 1) Catalysing employment and advancing re-industrialisation.
- 2) Creating an enabling environment for investment and structural reform.
- 3) Advancing energy security and a just energy transition.
- 4) Promoting the digital economy as a catalyst for growth.
- 5) Fostering social cohesion and improved quality of life.
- 6) Strengthening governance and public sector capacity.

The Lekgotla stressed the importance of social cohesion, enhanced quality of life, and efficient, accountable governance. It emphasised the need for transformative, integrated service delivery, and the strategic use of the DDM to enable harmonised, cross-sectoral implementation.

Smart City Alignment

The COJ Smart City Strategy is embedded in the IDP and seeks to improve municipal service delivery, enhance quality of life, particularly for youth, women, persons with disabilities and vulnerable communities, and address historical spatial and economic inequalities. Within this framework, JCT contributes primarily to:

- ❖ Pillar 7: Green, resilient and sustainable COJ; and
- ❖ Pillar 8: Digital Joburg and smart governance.

Under Pillar 7, JCT commissioned South Africa's first theatre-based gas generator at the Joburg Theatre in partnership with City Power. This cleaner, quieter and more cost-effective energy solution ensures continuity of productions during load shedding, while supporting grid stability and contributing to a more resilient and environmentally responsive urban infrastructure.

Under Pillar 8, JCT is advancing digital access, smart infrastructure, and more responsive, citizen-centred service delivery through a focused set of initiatives:

- ❖ Ticketing is fully digitised across all venues through external platforms, enabling access to audience data that supports improved customer insight, segmentation, and more targeted marketing and engagement strategies over time. This establishes a foundation for more data-informed planning and audience development.
- ❖ Stage and venue upgrades, including digital screens and enhanced AV infrastructure, have improved cost efficiency, operational flexibility, and overall audience experience.
- ❖ Digital engagement is being strengthened through JCT's participation in the City's Free Wi-Fi programme. Administrative processes to access the COJ Free Wi-Fi dashboard were concluded in Q2 2025/26, with rollout across all theatres imminent. The platform will support location-based engagement, improved community reach, and enhanced audience insights to inform programming and operational decisions.
- ❖ Citizen-centred delivery is further reinforced through JCT's mobile theatre stage, which enables fully equipped performances in schools, stadiums and community spaces, reducing access barriers and extending cultural services to underserved communities.
- ❖ The **"Spotlight Theatre Talk"** Podcast series commenced in 2025/26. As of Q3 2025/26, two episodes were produced towards the annual target of six. Budget dependent, JCT intends to establish a podcast studio at the Joburg Theatre. The Podcast will be fully launched in 2026/27 and will be expanded through new content, deeper audience engagement, and strengthened partnerships with local and international cultural practitioners.
- ❖ In support of inclusive access, JCT is progressing the rollout of hearing loop systems at the Joburg, Soweto and Roodepoort Theatres, following benchmarking with Artscape Theatre. Procurement is underway, with further progress anticipated by the end of 2025/26 into early 2026/27, enhancing accessibility for hearing-impaired audiences.
- ❖ JCT is also exploring immersive technologies, including virtual reality, to enhance audience experience and engagement. This remains at a pilot stage, with further development dependent on demonstrated value, affordability, and audience uptake.

Overall, JCT's Smart City initiatives demonstrate measurable progress in strengthening digital capability, improving accessibility, and enhancing service delivery. These interventions position the organisation to increasingly leverage data, technology and partnerships to support inclusive cultural participation and more responsive audience engagement.

Culture and creative industries strategy (Post-G20 implementation)

Building on JCT's leadership role under the Presidential Joburg Working Group 7 (PJWG7) for the G20 Culture and Arts Strategy in 2025, the 2026/27 planning cycle shifts decisively towards embedding the G20 legacy programme. In doing so, JCT will follow the strategic lead of EISD and the Arts, Culture and Heritage Services Directorate, working collaboratively with City departments and entities to implement a sustained culture and creative industries framework.

Flagship project for 2026/27 to 2028/29:

A key implementation focus will be the Cultural Arch Festival, which will activate and connect Johannesburg's major cultural precincts — Constitution Hill, Braamfontein (Joburg Theatre and Wits), and the Newtown Market Theatre Precinct — to create an integrated cultural corridor that stimulates foot traffic into the City, urban regeneration, creative exchange, and cultural tourism. Complementing this precinct-based approach, JCT will prioritise hosting at least one acclaimed international production per annum, using global-calibre programming to attract new audiences while retaining existing, strengthen Johannesburg's international cultural profile, and support skills transfer within the local creative sector.

The 2026/27 Business Plan therefore reflects a deliberate transition from hosting a once-off global cultural moment to institutionalising its outcomes for sustained impact within Johannesburg's arts and cultural ecosystem.

Alignment with COJ Climate Action Plan

The C40 cities are a group of cities around the world who have committed to making efforts towards addressing the climate change crisis, through its own climate action plan (CAP), with a deadline of 2030. The COJ has committed to the 2030 initiative through its CAP that aligns with the goals and targets of the 2015 Paris Agreement. This is a public commitment to develop and implement ambitious climate action plans in line with science-based targets to limit global temperature rise to 1.5°C by 2030. The CAP has two (2) goals and ten (10) themes associated with the goals.

- ❖ **Goal 1:** Net Zero Emissions refers to city actions that are geared towards reducing greenhouse gas emissions.
- ❖ **Goal 2:** A Resilient city is about city actions that must be undertaken to protect the city against negative impacts of climate.

Over the past five years, JCT has implemented initiatives to improve energy and waste efficiency across its venues, and has developed its own CoJ-aligned Climate Action Plan, focusing on priority themes relevant to its operations — affordable clean energy, energy-efficient buildings, alternative waste management, and water security. The strategy has included facility assessments and the completion of energy performance certificates (EPCs) for its venues, conducted in partnership with City Power in the 2025/26 financial year.

Informed by the recommendations of the EPCs, during the 2026/27 financial year, JCT will prioritise institutionalising climate action across the organisation. Key outputs will include:

- ❖ **An evidence-based Climate Action Implementation Plan**, supported by a documented baseline assessment of energy, water and waste performance.
- ❖ **Organisation-wide climate practices**, including internal guidelines, designated climate champions, and the integration of climate considerations into operations and event planning.
- ❖ **Internal climate monitoring and reporting mechanisms**, enabling tracking of progress and informed decision-making.
- ❖ **Formal reporting on climate performance**, with climate action embedded into management processes, the Annual Report, and forward planning for subsequent years.

In addition to operational interventions, JCT will leverage its programming and outreach platforms to support city-wide climate awareness and behavioural change. This includes the use of industrial theatre productions and activations, implemented in partnership with EISD and relevant City departments, to communicate key climate themes and promote public engagement with the COJ Climate Action Plan.

Through this dual approach – greening its own infrastructure and operations, while using the arts as a platform for public awareness – JCT contributes to both emissions reduction and urban resilience, in alignment with the City's broader climate commitments.

Programmatic Response to City Priorities

Taking into account JCT's mandate-aligned interventions and strategic initiatives, the table below outlines the organisation's programmatic contribution to the CoJ's priorities, as well as the related GDS outputs and outcomes.

Table 1: Joburg City Theatres Programmatic response to the City's priorities and Growth and Development Strategy

GDS Outcome	Applicable GDS Output	City Priority	JCT's Programmatic Response*
1. Improved quality of life and development-driven resilience for all	1.6. A city characterised by social inclusivity and enhanced social cohesion	7. Safer City	▪ Arts and cultural programming that promotes social cohesion, inclusion, youth, and community participation ▪ Targeted outreach and developmental programmes for marginalised and underserved communities ▪ Provision and maintenance of accessible, inclusive cultural facilities that enable safe public engagement
	1.5. A safe and secure city		▪ Collaboration with City safety structures and stakeholders to support safe, accessible public spaces around theatre precincts and events

GDS Outcome	Applicable GDS Output	City Priority	JCT's Programmatic Response*
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	2.7. Climate change resilience and environmental protection	3. Energy Mix	- Implementation of JCT's Climate Action Plan aligned to COJ priorities, focusing on energy efficiency, resource management, and sustainable operations - Use of theatre platforms, including industrial theatre and outreach programmes, to promote climate awareness and behavioural change across communities
4. A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region	4.1. Partnerships, intergovernmental and international relations	1. Good governance	Strategic development and management of partnerships to support programme delivery, resource mobilisation, and sector collaboration
	4.2. A responsive, accountable, efficient, and productive metropolitan government		Sustained clean audit outcomes, strengthened governance systems, and proactive risk, fraud and corruption management
	4.3. Financially sustainable and resilient city	2. Financial sustainability	Revenue diversification through commercial programming, partnerships, and complementary revenue streams
	4.4. Meaningful citizen participation and empowerment	8. Active and engaged citizenry	Expanded access to theatre through community-based programming, mobile theatre initiatives, and targeted audience development
	4.5. Guaranteed customer and citizen care and service		Delivery of defined service standards and continuous improvement of audience experience and customer engagement
3. An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens	3.1. Job-intensive economic growth	6. Job opportunity and creation	Skills development, training and employment pathways for youth and creatives, including fair access to opportunities and local economic participation
	3.4. A "Smart" City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner (cross-cutting output)	9. Sustained economic growth	Positioning of JCT as a driver of cultural tourism, creative economy participation, and precinct-based economic activity
		11. Smart City	- Adoption of digital platforms and technologies to enhance access, improve audience engagement, and enable data-informed decision-making - Integration of digital ticketing, audience data, and smart infrastructure to support

GDS Outcome	Applicable GDS Output	City Priority	JCT's Programmatic Response*
			more responsive and efficient service delivery

*Focus areas of JCT's strategic objectives are aligned to this programmatic response (outlined in Section 5)

5. STRATEGIC OBJECTIVES

5.1. JCT IMPACT AND OUTCOMES (STRATEGY '29)

Strategy '29, as approved by the Board, serves as input to the management team towards the development of annual business plans over the period 2024-2029.

A results-based management approach was adopted in developing the 2024-2029 Strategic Plan, considering JCT's longer-term development impact and outcomes (medium-term results) against which the strategic objectives of the business plan are aligned, as summarised below.

Aligned to JCT's mandate, GDS 2040, and City priorities, JCT defines its long-term development impact as:

A vibrant, inclusive, and diverse City of Joburg arts and entertainment landscape, serving as a catalyst for heightened social cohesion, increased cultural tourism, job creation, flourishing arts practitioners, and enriched cultural experiences.

Five strategic outcomes (results) have been identified to deliver the impact over the 2024-2029 planning period:

- ❖ **Outcome 1:** A vibrant and enriching arts and entertainment landscape in the City of Joburg
- ❖ **Outcome 2:** Flourishing arts and entertainment practitioners, and entrepreneurs in the creative industry
- ❖ **Outcome 3:** Existing and new audiences readily accessing and engaging with JCT's cultural spaces and programmes
- ❖ **Outcome 4:** A well governed, financially sustainable, and climate resilient organisation
- ❖ **Outcome 5:** Partnerships mobilised to enrich the arts and theatre experience, coupled with improved brand recognition and awareness of JCT

The outcome indicators used to measure the achievement of the outcomes are reflected in the figure below.

Figure 4: JCT Strategy '29 at a Glance

OUR MANDATE				
To provide quality, innovative and accessible theatre, live entertainment, and educational productions and experiences, which serves the diverse communities of the City of Joburg and supports social cohesion, inclusivity and tolerance				
OUR IMPACT (STRATEGY '29)				
A vibrant, inclusive, and diverse City of Joburg arts and entertainment landscape, serving as a catalyst for heightened social cohesion, increased cultural tourism, job creation, flourishing arts practitioners, and enriched cultural experiences				
STRATEGY '29: STRATEGIC OUTCOMES AND FIVE-YEAR OUTCOME INDICATORS TARGETS				
O1. A vibrant and enriching arts and entertainment landscape O1.1. Improved audience satisfaction index O1.2. >50% average show attendance rate O1.3. ≤ 20% complementary tickets to total sellable tickets O1.4. Two Joburg cultural arch festivals hosted	O2. Flourishing arts and entertainment practitioners and entrepreneurs O2.1. 10% increase (per annum) in the number of creative industry entrepreneurs supported by JCT O2.2. 20 success stories and testimonials showcased O2.3. Improved satisfaction among participants with JCT developmental programmes and resources	O3. Audiences readily accessing and engaging with JCT's cultural spaces and programmes O3.1. 80% growth in theatre attendance O3.2. 20 underrepresented communities in Joburg reached through outreach programmes O3.3. Two technological innovations implemented in support of universal accessibility to theatre O3.4. Five technological innovations implemented to enhance customer engagement and theatre experience	O4. A well governed, financially sustainable, and climate resilient organisation O4.1. Clean audit outcome maintained O4.2. Financial sustainability: Solvency >2:1; Current Ratio 1.5:1 O4.3. Revenue diversification: 70% COJ subsidy/30% external revenue O4.4. Five significant climate action plan initiatives implemented	O5. Partnerships mobilised and improved brand awareness O5.1. 10% increase (per annum) in the rand value of partnerships secured O5.2. Improved brand perception survey rating
BUSINESS PLAN 2026/27: STRATEGIC OBJECTIVES				
SO1. Quality performing arts and entertainment experiences, and facilities	SO2. Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	SO3. Affordable access to and use of theatres by communities	SO4. Good governance, financial sustainability and sound management SO5. Climate Action Plan implemented at JCT facilities and theatre used to promote climate resilience	SO6. Mobilisation of partnerships to support the mandate and improved brand recognition and awareness of JCT

To demonstrate clearer educational and youth development impact, JCT will introduce a new outcome indicator under Outcome 2: Flourishing arts and entertainment practitioners and entrepreneurs:

- ❖ **O2.4. Number of youth participants progressing into education, employment or entrepreneurship in the creative sector.**

This shifts the focus from participation to measurable progression, tracking post-programme outcomes for youth, particularly from marginalised communities. The indicator will primarily be driven through the Marketing and Communication, and Youth and Community Development programmes, aimed at positioning JCT as a leading youth arts incubator through structured arts incubation initiatives.

The inclusion of this indicator strengthens the results-based framework of Strategy '29 by moving beyond participation to track tangible progression and economic inclusion outcomes. It reflects JCT's role in building future practitioners, supporting skills development pathways, and contributing to broader City priorities relating to job creation, social inclusion, and equitable access to opportunities within the arts and cultural economy.

5.2. JCT STRATEGIC OBJECTIVES (BUSINESS PLAN)

The outcomes will be achieved through the successful implementation of six strategic objectives (SO). The table below presents the theory of change between strategic plan outcomes and business plan strategic objectives, reflecting alignment to GDS outcomes and COJ priorities.

Table 2: Joburg City Theatres Five-Year Strategic Outcomes and Aligned Business Plan Strategic Objectives

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
GDS Outcome 1: Improved quality of life and development-driven resilience for all				
Pillar 1: Arts and entertainment landscape	JCT Outcome 1: A vibrant and enriching arts and entertainment landscape in the City of Joburg	▪ Distinct value proposition of each theatre ▪ Diverse and inclusive programming ▪ High-quality productions and experiences ▪ Signature events and festivals ▪ Innovative and flexible use of spaces ▪ Promotion and development of local talent ▪ Modern, accessible and well-maintained facilities	SO1. Quality performing arts and entertainment experiences, and facilities	COJ Priority 7: Safer City Deliver high-quality, diverse local and international productions, strengthen venue infrastructure, operationalise the Soweto Amphitheatre, and expand reach through touring, strategic programming, and heritage-led initiatives
GDS Outcome 3: An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens COJ Priority 6: Job opportunity and creation				
Pillar 2: Practitioners and entrepreneurs	JCT Outcome 2: Flourishing arts and entertainment practitioners, and entrepreneurs in the creative industry	▪ Skills development and training programmes ▪ Mentorship and career pathway support ▪ Access to production resources and facilities ▪ Entrepreneurship and enterprise development ▪ Collaboration with educational and training institutions ▪ Targeted inclusion of youth and marginalised communities	SO2. Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	COJ Priority 6: Job opportunity and creation Prioritise youth and designated groups through structured skills development pathways, local content development, access to production opportunities (including EPWP), and support for creative entrepreneurship and career progression
GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region				

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
GDS Outcome 3. An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens				
Pillar 3: Audience access and engagement	JCT Outcome 3: Existing and new audiences readily accessing and engaging with JCT's cultural spaces and programmes	- Affordable access and targeted audience development - Marketing, promotion and audience segmentation - Diverse and relevant programming - Community engagement and outreach - Quality visitor experience - Education and audience development programmes - Digital platforms and Smart City integration - Audience feedback and data-driven improvement	SO3. Affordable access to and use of theatres by communities	COJ Priority 8: Active and engaged citizenry. Expand inclusive access through socially relevant programming, targeted audience development, school and mobile theatre initiatives, and positioning theatre as a civic, educational, and community development platform COJ Priority 11: Smart City: Leverage digital platforms and smart technologies, including audience data, Wi-Fi-enabled engagement, digital marketing, and tech-enabled infrastructure, to expand access, enhance audience experience, and support data-informed audience development
GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region				
GDS Outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy				

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
Pillar 4: Governance, sustainability, climate	JCT Outcome 4: A well-governed, financially sustainable, and climate resilient organisation	▪ Effective governance and oversight ▪ Strategic leadership and organisational capability ▪ Financial sustainability and revenue diversification ▪ Operational efficiency and cost management ▪ Risk management and compliance ▪ Climate resilience and energy sustainability ▪ Digital systems and technology enablement	SO4. Good governance, financial sustainability and sound management	COJ Priority 1: Good governance: Strengthen governance by integrating theatre operations, enhancing internal systems, maintaining clean audits, preventing fraud and corruption, ensuring compliant procurement, and adopting AI-enabled tools to boost productivity and decision-making COJ Priority 2: Financial sustainability: Enhance financial resilience by balancing revenue growth with development impact, improving asset utilisation, enhancing hospitality services, staging high-impact productions, and investing in infrastructure
			SO5. Climate Action Plan implemented at JCT facilities and theatre used to promote climate resilience	Priority 3: Energy Mix: Implement JCT’s Climate Action Strategy and evidence-based Climate Action Implementation Plan, while using theatre platforms, including industrial theatre and outreach programmes, to promote climate awareness and behavioural change in partnership with EISD
GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region				
GDS Outcome 1: Improved quality of life and development-driven resilience for all				

JCT Strategy '29 Strategic Pillar/Outcome		Elements of the Strategic Outcome	Business Plan 2026/27 Strategic Objective	COJ Priority/JCT Strategic Objective Focus
GDS Outcome 3: An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens				
Pillar 5: Partnerships and brand	JCT Outcome 5: Partnerships mobilised to enrich the arts and theatre experience, coupled with improved brand recognition and awareness of JCT	- Strategic and value-driven partnerships - Collaborative programming and co-production - Resource mobilisation (financial and in-kind) - Brand positioning, marketing and visibility - Partnership performance and impact tracking	SO6. Mobilisation of partnerships to support the mandate and improved brand recognition and awareness of JCT	COJ Priority 1: Good governance: Strengthen brand visibility and inspire public engagement through targeted marketing, stakeholder engagement, and co-productions while mobilising strategic partnerships across sectors to expand reach, share resources, and attract funding in support of JCT's mandate COJ Priority 7: Safer City: Use theatre programming, precinct activation and milestone events to contribute to safer, vibrant cultural spaces through collaboration with SAPS, private security, and community stakeholders COJ Priority 9: Sustained economic growth: Position Johannesburg as a leading cultural destination by leveraging festivals, cultural tourism, and precinct-based initiatives such as the Joburg Cultural Arch Festival to stimulate economic activity and audience growth

The focus areas of the strategic objectives are summarised below, reflecting JCT's theory of change linking the five-year strategy to the annual business plan through focus areas of the strategic objectives. In turn, the focus areas inform the key performance areas and key performance indicators of JCT's corporate performance scorecard.

6. RESPONSE TO CITY OF JOBURG COMMUNITY-BASED ISSUES

2.1. IDP/CBP COMMUNITY ISSUES

The IDP Public Participation Report for engagements concluded on 16 May 2026 does not make direct reference JCT; however, several indirect but significant observations have implications for the theatre group's planning for 2026/27. The findings reflect deepening community frustrations, uneven service delivery experiences, and growing disengagement, all of which influence cultural participation, audience expectations, and the role of arts institutions in rebuilding trust and social cohesion.

- 1) **Decline in public engagement and trust:** Communities continue to express frustration with participation processes, noting that ward priorities seldom translate into funded projects. Attendance and enthusiasm are weakening, which reflects a broader disconnection from City structures. For JCT, this highlights the importance of accessible, community-oriented programming and platforms that encourage civic dialogue and public involvement.
- 2) **Fiscal pressures and service delivery priorities:** Residents consistently prioritised roads, water, electricity, waste, housing, and billing concerns. These pressures may constrain future funding for arts and culture, requiring JCT to broaden revenue sources, enhance partnerships, and position its work within municipal priorities such as youth support, social cohesion, and community wellbeing.
- 3) **Renewed focus on community-led planning:** The ABCD-CBP² approach emphasises ward-level priorities and encourages locally initiated projects. This presents an opportunity for JCT to tailor programming to neighbourhood interests, improve accessibility, and collaborate with communities to co-create relevant content that reflects their lived experiences.
- 4) **Supporting an active and engaged citizenry:** The City aims to rebuild civic participation despite current public disengagement. JCT can contribute by offering theatre as a space for storytelling, dialogue, and shared reflection, reinforcing its role in building social cohesion and fostering community identity.
- 5) **Collaboration across departments and entities:** The report highlights weak coordination among City departments and limited participation from sector partners. JCT can assist by providing venues for civic engagements, strengthening partnerships with Community Development and other departments, and expanding outreach initiatives such as the Mobile Theatre Programme to underserved areas.

² ABCD-CBP = Asset-Based Community Development + Community-Based Planning. The approach encourages community-led initiatives, neighbourhood-level problem-solving, collaboration among residents, civil society, and business, and reduced reliance on government for every intervention.

Given the public's perception of the COJ's service delivery, JCT can contribute to public discourse by aligning theatre programming with community interests, strengthening partnerships and sourcing alternative funding, using theatre as a platform for public engagement, and advocating for the arts as a tool for participatory governance.

2.2. CUSTOMER SATISFACTION

One of the biggest value propositions of arts and culture is community building, and the **Quality of Life Survey 7 (2023/24)** by the Gauteng City Region Observatory³ revealed that there has been some interest in the sector. It highlighted a general decrease in overall wellbeing, feelings of powerlessness, feeling uncared for and a not belonging in their communities. At least one of these feelings was experienced by more than half of the respondents. Levels of community trust continue to decline, especially among the coloured and black communities. Overall, satisfaction with local government has declined from 28% in 2020/21 to 23% in 2023/24.

However, even though in-person gatherings were limited during lockdown, participation in social activities increased. Those living in extremely low-income homes showed a substantial increase in participating in these activities, indicating that these provided support for Gauteng's poor during the pandemic. Society relies on the institutions of arts and culture to promote understanding and empathy, reignite inspiration, and nurture creativity.

The 2022/23 Bi-Annual Joburg Polling Report is the most recent customer satisfaction survey undertaken by the city. It shows that Region A is the most satisfied with the quality of life in the COJ, while Region G is the least satisfied. JCT has theatres in Regions C (Roodepoort Theatre), D (Soweto Theatre), and F (Joburg Theatre). All three regions indicated a moderate (neutral) satisfaction with their quality of life in the COJ.

The **Joburg Polling Report** echoes the findings of the GCRO QOL and emphasises the need for the COJ to prioritise services related to roads, electricity, community safety, and water provision across all regions. Additionally, it underscores the importance of making a positive impact in densely populated wards. As with the Public Participation Outcomes Report, although the Polling Report does not specifically highlight concerns with arts and culture, JCT has the potential to contribute positively to issues related to job creation, municipal communication and public participation, the rising cost of living (which may influence theatre attendance), and public safety (in collaboration with district improvement initiatives and the safety/security cluster). A standout area for improvement is customer care and engagement, which JCT can positively impact. The rising cost of living should also be considered in the pricing of tickets for shows.

The COJ, and the Joburg theatres, must better communicate its promises to residents and showcase its progress on its commitments; and the theatres, specifically, must continue and expand their efforts to broaden access to, and participation in, theatre programmes and offerings.

³ Gauteng City Region Observatory, Quality of Life Survey 7 (2023/24) Municipal Report - City of Johannesburg, December 2024

2.3. INTERGOVERNMENTAL RELATIONS MANAGEMENT

The COJ has developed a new Intergovernmental Relations (IGR) Strategy aimed at enhancing governance and policy alignment across various levels of government. The strategy was reviewed to ensure its relevance to the City's current priorities and vision.

JCT aligns with the IGR Strategy by leveraging its unique mandate in the arts and culture sector to serve the diverse communities of the City while promoting social cohesion, inclusivity, and tolerance. The mandate relies heavily on extensive stakeholder engagement and the formation of partnerships to deliver programmes that are responsive to the needs of communities and audiences. Broadly, JCT's response is summarised as follows:

1) Stakeholder engagement

JCT maintains active collaboration with municipal departments, provincial and national government entities, and community organisations to advance inclusive access to arts, culture, and recreational activities. These partnerships are closely aligned with the objectives of the Intergovernmental Relations (IGR) Strategy, which emphasises cooperative responses to shared challenges.

This collaborative approach extends to JCT's core operations, including initiatives such as taking theatre to communities via the mobile theatre truck, co-producing touring productions through peer theatre partnerships, and offering hospitality, catering, and support services to departments and entities within the City of Johannesburg.

JCT is strategically positioned to assist national, provincial, and local arts, culture, and heritage (ACH) departments and entities in delivering on the interventions and targets set out in the Medium-Term Development Plan (MTDP) 2024–2029. To strengthen this role, a dedicated team is being established within JCT to focus on partnership development and fundraising, with the aim of securing financial resources to expand sectoral reach and harness the economic potential of the arts, in alignment with the goals of the Mzansi Golden Economy (MGE).

2) Stakeholder and partner identification and needs analysis

JCT's programming plays a pivotal role in bridging divides across geographic, racial, and socio-economic lines, while extending the City's cultural footprint and reinforcing Johannesburg's position as a vibrant cultural and tourism destination. The stakeholder analysis presented in the table below informs JCT's dual-purpose response strategy: (1) to meet the service delivery expectations of key stakeholders, and (2) to secure the funding necessary to scale the reach and impact of its mandate.

Table 3: Joburg City Theatres Stakeholder Management

Key Stakeholder Group	Stakeholder Expectations	JCT Interventions to Meet Expectations
External Stakeholders:		
Artists, practitioners, and organised performing arts bodies	Opportunities to create work and/or perform.	Increase accessibility to facilities and infrastructure

Key Stakeholder Group	Stakeholder Expectations	JCT Interventions to Meet Expectations
	- Increasing access to live performance experience – market and audience development. - Opportunities to perform, record, and live stream - Assist with production funding.	- Facilitate partnerships and co-production opportunities - Assist with marketing and publicity to attract a better deal, which brings more income - Incubate youth projects addressing unemployment and development programmes
Patrons/audiences	- Value for money. - Provide programming that appeals to diverse Johannesburg audiences - different from the “usual.” - A holistic and quality “evening out” experience. - Safety and security while watching productions.	- Ensure clean, attractive and safe facilities. - Ensure accessibility for persons living with disabilities and other targeted groups - Diversify our productions by staging a variety of programmes, e.g. musicals, dramas, comedies, school networks, arts and crafts, ballet/dance, pantomimes festivals, concerts; operas, poetry, etc.
Communities	- Accessibility to JCT facilities - Contribute to improve livelihoods and job opportunities – youth and community development, enterprise development, etc.	- Taking theatre to communities using the Mobile Theatre Truck - Identify and implement community participation programmes – markets, open and national days, festivals, etc.
Schools	- School packages and special discounts - Safety and security around the theatre - Introducing the youth to theatre that is child friendly and that provides edutainment	- Most of JCT productions offer special school packages - Schools networks, such as Sizwe Banzi is Dead, The Island, MacBeth, Woza Albert, The Caucasian Chalk Circle, Shakespeare Schools Festival, Sophiatown, Ubhuku lwamanqe, My Children! My Africa, Have you seen Zandile.
Pensioners	- Special packages and discounts. - Safety and security around the theatre. - Compassionate environment.	- Pensioner prices. - Wheelchair-friendly environment. - Staff and security assistance by JCT personnel.
Media	- Media packages with appealing content - Payment for media space and adverts	- Theatre programme booklet followed by regular media statements - Creation of part cost and part commercial partnerships with barter deals created in exchange for media - Budget for marketing purposes on various different media platforms
National and provincial departments of Arts and Culture	Alignment to national and provincial priorities, including the MTDP 2024-2029 and MGE.	To produce programmes that speak to and address sustainable economic activity, social

Key Stakeholder Group	Stakeholder Expectations	JCT Interventions to Meet Expectations
	- Preservation of arts, culture, and heritage - Programming that contributes to national days and festivals	- issues, societal transformation and social cohesion - Community development and in-house programmes - Leverage off national days of commemoration and align our production calendar
Donors and sponsors/funders	- Brand value and mileage. - Sound governance and internal controls.	- Programmes that add value to their social corporate investments and contribute to their marketing activities. - Well-defined and articulated opportunities. - Responsive and well-managed internal systems and processes.
Events companies	Quality service, facilities, space, and quality hospitality and catering	To provide them with good service, the space or facilities, and hospitality and catering
Business community	Joint activations to enhance their brand value	- Formalise partnerships with the surrounding business community - Develop activations as long-term programmes/create industrial theatre programmes specific to their environment - Financial assistance and 'in kind' B2B partnerships and collaborations
Professional service providers, contractors, and suppliers	- Improve contract negotiation, management and reporting. - Fair and transparent processes.	- Strengthen enterprise development focus and support. - Improve contract negotiation, management and reporting. - Consistency in application of norms and standards. - Timely payments.
Internal (COJ) Stakeholders:		
COJ Human and Social Development Cluster	Programmes that support mutual priorities.	- Engagement and coordination on joint community outreach projects. - Opportunities to leverage joint funding. - Enhancement of programmes of other departments/entities through themed productions. - Play a meaningful role in the planning and processes of the Human and Social Development Cluster.

Key Stakeholder Group	Stakeholder Expectations	JCT Interventions to Meet Expectations
Other City departments and municipal-owned entities	- Education and communication of key messages. - Conferencing/hospitality opportunities.	- Partner with JMPD for improved safety around venues. - Implementation of other department/ entities programmes/events, because of the JCT's expertise and agility. - Programmes targeting City and entity employees.
Shareholder/Executive Authority/Council	- Execute the political mandate and priorities. - Focus on high visibility "multiparty government programmes" - Enhance shareholder value through financial sustainability and good governance	- Ensure well aligned priorities and plans. - Programmes that address social cohesion and inclusivity and social ills, e.g., substance abuse, gender-based violence, etc. - Ensure cost efficiency and revenue generation - Ensure sound governance principles and performance reporting
Board and its committees	- Execute the JCT mandate - Sound corporate governance	- Ensure sound and defensible performance reporting - Ensure strong and considered operational leadership - Enhance collaboration with partners in delivery of the mandate
Employees and employee representatives	- Good conditions of employment - Fair opportunities including employee personal growth, training, and development, etc. - A challenging and dynamic working environment	- Continuous employee development and employee wellness programmes. - Implement and monitor the "living" of the values - Ensure appreciation and reward systems in place, mentorship programme, training, etc. - Good communication, especially around employee relations and change management processes - Ensure compliance with health and safety regulations

3) Legislative and policy alignment

JCT ensures its governance practices and operational plans align with the IGR Framework Act, supporting the City's compliance and governance objectives. Its internal capabilities and recognised governance strengths directly contribute to the City' call for action in terms of revenue enhancement, financial sustainability, and good governance .

4) Programme implementation

JCT's cultural programmes and events are platforms for establishing integrated relationships among communities and stakeholders. These programmes embody the spirit of collaboration promoted by the IGR Strategy while supporting the City's developmental and social priorities. By aligning with the IGR Strategy, JCT plays a crucial role in promoting social cohesion, economic opportunities, and good governance, reinforcing its position as a key contributor to Johannesburg's developmental trajectory.

2.4. JCT'S RESPONSE – QUALITY SERVICE DELIVERY

JCT operates under the strategic plan theme “to procure and/or produce transformed content in transformed spaces”, and seeks to:

- 3) *commercialise transformed content by ensuring productions are financially viable; and*
- 4) *strengthen JCT's profile by showcasing productions locally, nationally and internationally through theatre-specific production plans under the COJ/JCT brand.*

JCT's response to public satisfaction and quality service delivery focuses on:

- ❖ Prioritising youth development and creating pathways for emerging practitioners
- ❖ Delivering high-quality, diverse productions that promote civic pride, social cohesion and cultural relevance
- ❖ Leveraging the distinct value proposition of each theatre to deliver targeted programming, optimise utilisation, and attract diverse audiences, while also
 - Integrating programming across theatres to maximise impact, coordination and audience reach
- ❖ Advancing heritage promotion, arts appreciation and education through targeted youth and community development programmes
- ❖ Expanding audience reach through inclusive access, mobile theatre, and diverse content offerings
- ❖ Strengthening audience development through improved marketing, visibility and engagement
- ❖ Enhancing customer experience through improved service standards, audience care, and performance monitoring

Quality service delivery is enabled by the following capabilities:

- ❖ High-quality theatre infrastructure and facilities across all three venues support the production and hosting of world-class performances
- ❖ Upgraded stage machinery at the Joburg Theatre enhances technical capability and competitiveness, positioning the theatre as a preferred venue for producers
- ❖ The mobile theatre stage enables JCT to deliver fully equipped performances in schools, townships and community spaces, extending access to underserved audiences and supporting outreach, education and community engagement programmes

- ❖ Energy resilience has been strengthened through generator installations across all theatres, including the gas generator at Joburg Theatre, ensuring continuity of productions while contributing to financial sustainability and Smart City outcomes
- ❖ Strong in-house technical capability enables the delivery and management of diverse and complex productions
- ❖ JCT is well positioned within the sector to respond to demand following the contraction of private theatre capacity post-COVID-19
- ❖ Content is positively received by both traditional and new audiences, supported by a strong reputation locally and nationally
- ❖ Strategic milestone activations continue to reinforce brand visibility, with a focus on commemorative programming such as the upcoming 50th anniversary of June 16
- ❖ A well-managed hospitality and catering function contributes to revenue generation and supports events and services for COJ departments and external clients
- ❖ Established relationships with security stakeholders (SAPS, JMPD, EMS and private security) support safe and accessible theatre precincts
- ❖ Sustained clean audit outcomes demonstrate strong governance and financial management
- ❖ Ongoing adoption of digital platforms and Smart City technologies supports audience engagement, marketing, operational efficiency and data-informed decision-making

2.5. KEY SERVICE DELIVERY CHALLENGES AND MITIGATING MEASURES

Notwithstanding the progress made, JCT continues to face a number of interrelated service delivery and institutional challenges, particularly in relation to audience development, infrastructure sustainability, financial resilience and revenue diversification, safety and access, and the consistency of youth and community development delivery. These challenges, if not addressed, may constrain JCT's ability to achieve its developmental, cultural and financial outcomes.

The table below summarises the key challenges and the principal measures that will be prioritised in response.

Table 4: Key Service Delivery Challenges and Mitigating Measures

No.	Challenge	Mitigating measures
1	Audience growth remains uneven across venues and productions, with ongoing difficulty in consistently attracting and retaining diverse audiences through relevant and differentiated programming	▪ Prioritise fewer, high-profile productions with stronger audience pull, including at least one globally acclaimed large-scale production per annum. ▪ Balance programming for traditional, new and underserved audiences, informed by demographics, affordability, audience behaviour, and LSM levels. ▪ Strengthen audience development through targeted marketing, digital platforms, and improved use of audience data.

No.	Challenge	Mitigating measures
		Expand outreach through the Mobile Theatre Truck and school network programmes to build future audiences and extend access.
2	Ageing infrastructure and capital investment backlogs place pressure on service quality, venue competitiveness, and the long-term sustainability of theatre assets.	- Motivate for increased capital expenditure aligned to infrastructure condition, lifecycle requirements, and strategic priorities. - Prioritise phased upgrades to critical infrastructure, audience-facing assets, and technical systems. - Use evidence from facility assessments and operational requirements to support capital planning and investment decisions.
3	Safety, access and transport constraints in and around Soweto Theatre and Joburg Theatre continue to affect audience convenience, evening attendance, and the overall visitor experience.	- Continue participation in the Jabulani Security Cluster and Braamfontein Improvement District initiatives. - Implement activations at Theatre Plaza and Theatre Park to support and sustain the Ameshoff Placemaking Braamfontein precinct improvement programme. - Prioritise daytime programming where appropriate and engage Rea Vaya and taxi associations on transport solutions for selected evening events. - Strengthen coordination with security stakeholders to support safe access during major productions and events.
4	Revenue concentration and limited diversification continue to constrain JCT's financial resilience and its ability to fund infrastructure, programming, and developmental mandates at the required scale.	- Lobby for investment to unlock additional revenue-generating infrastructure, including underground parking bays. - Implement the Bayete pay-per-foot parking shared revenue model. - Continue growing hospitality and catering revenue through expanded service provision to City departments, entities, and external clients. - Strengthen partnership mobilisation and sponsorship efforts to increase financial and in-kind support over time.
5	JCT operates in a highly competitive entertainment environment, requiring stronger differentiation, sharper market positioning, and more integrated audience engagement strategies.	- Prioritise distinctive programming and curated experiences that differentiate JCT from competing entertainment venues. - Integrate programming, marketing and audience development decisions more deliberately to strengthen audience pull and retention. - Advance innovation initiatives such as the "Spotlight Theatre Talk" podcast and other digital engagement platforms to broaden visibility and deepen engagement. - Leverage the distinct value proposition of each theatre to strengthen positioning and audience targeting.
6	Youth and community development delivery remains uneven across the three theatres, limiting consistency of impact, progression pathways, and the	- Implement an integrated youth and community development strategy to guide more coherent and consistent delivery across all theatres. - Strengthen structured skills development pathways, youth programmes, Mobile Theatre Truck activations, and school network initiatives.

No.	Challenge	Mitigating measures
	ability to demonstrate developmental outcomes at institutional level.	- Strengthen partnerships with schools, higher learning institutions, cultural organisations, and community groups. - Improve outcome tracking for youth, education, and community development programmes to better demonstrate progression and impact.

7. STRATEGIC ANALYSES

7.1. SERVICE DELIVERY AND PERFORMANCE ANALYSIS

1.1.1. PROGRESS AGAINST THE FIVE-YEAR STRATEGIC PLAN

Performance against the strategic outcomes and five-year targets of JCT's 2024-2029 Strategic Plan is shown in the table below.

Table 5: Progress against Joburg City Theatres 2024-2029 Strategic Plan

JCT Impact Statement:		
A vibrant, inclusive, and diverse City of Joburg arts and entertainment landscape, serving as a catalyst for heightened social cohesion, increased cultural tourism, job creation, flourishing arts practitioners, and enriched cultural experiences		
Strategic Outcome	Outcome Indicators: 5-year Targets	Year 2 Progress, Mid-year 2025/26
Outcome 1: A vibrant and enriching arts and entertainment landscape in the City of Joburg	O1.1. Audience satisfaction index (ASI): Baseline survey conducted in FY2025/26, next survey planned for FY2027/28	Baseline ASI established in FY2025/26: 85% overall satisfaction. Other baseline metrics to track going forward: - Likelihood to Return: 90% - Long-Term Audience Base: 80% - Positive Value Perception: 70% - Net Promoter Score: Healthy, with conversion potential
	O1.2. Average show attendance rate: >50%	FY2024/25: 53.5% FY2025/26 (Mid-year): 58.5%
	O1.3. Percentage complementary tickets to total sellable tickets: ≤ 20% complementary tickets to total sellable tickets	FY2024/25: 24.4% FY2025/26 (Mid-year): 28.7%
	O1.4. Number of Joburg cultural arch festivals hosted: Year 1-2: Planning and	Planning and resource mobilisation deferred to FY2026/27 for hosting of the festival in FY2027/28

	resource mobilisation; Years 3-5: Two (2) cultural arch festivals hosted	
Outcome 2: Flourishing arts and entertainment practitioners, and entrepreneurs in the creative industry	O2.1. Percentage increase in the number of creative industry entrepreneurs supported by JCT: 10% increase per annum	FY2024/25: 8.2% (61 to 66)
	O2.2. Number of success stories and testimonials showcased: 4 per annum	FY2024/25: 4 - Youth Orchestra - Nongqawuse - Soweto Seven Colour Sunday - Basadi ka Dituku
	O2.3. Percentage satisfaction among participants with JCT developmental programmes and resources: Conduct surveys in years 2 and 4	Survey will be conducted in 2026/27, budget dependent.
	O2.4. Number of youth participants, particularly from marginalised communities, progressing into education, employment or entrepreneurial opportunities in the creative sector: New indicator as of 2026/27	New indicator, methodology and data collection tools to be developed in 2026/27
Outcome 3: Existing and new audiences readily accessing and engaging with JCT's cultural spaces and programmes	O3.1. Percentage growth in theatre attendance: 80%	FY2023/24: 201,209 attendees FY2024/25: 232,282 attendees % growth: 15.4% (towards the five-year cumulative target of 80%) FY2025/26 (Mid-year): 152,143 attendees
	O3.2. Number of underrepresented communities in Joburg reached through outreach programmes: 1 per quarter over the 5-year period (20 in total)	FY2024/25: 19 - Mobile truck activations: 13 - School networks: 6 (RT and ST only)
	O3.3. Number of technological innovations implemented in support of universal accessibility to theatre: 2 (1 x visually impaired and 1 x hearing impaired)	Smart City Initiative: Procurement processes underway for installation of hearing loop systems at all theatres. Implementation by FY2026/27.
	O3.4. Number of technological innovations implemented to enhance customer engagement and theatre experiences: 5 (1 per annum)	FY2025/26 (Mid-year): Completed: 2 - Digital screens and enhanced AV infrastructure installed - Pantomime 2024 (Big Book). In progress: 4

		- Analysis of historical Webticket data for audience segmentation and decision-making - Rollout of the CoJ free Wi-Fi dashboard to support data-driven audience engagement, insights and localised marketing - “Spotlight Theatre Talk” Podcast Platform established, 2 podcasts produced. - Exploration of VR integration (deeper benefit/cost evaluation to be undertaken) - Exploring options for online access for virtual theatre tours (QR code)
Outcome 4: A well-governed, financially sustainable, and climate resilient organisation	O4.1. External audit outcome: Clean	FY2024/25: Clean Audit Outcome
	O4.2. Financial sustainability ratios: Solvency: >2:1; Current: 1.5:1	FY2024/25: - Solvency: 1.09:1 - Current ratio: 1.25:1 FY2025/26 (Mid-year): - Solvency: 1.06:1 - Current ratio: 1.17:1
	O4.3. Revenue diversification ratio: 70% COJ subsidy/30% external (earned) revenue	FY2024/25: - 66% COJ subsidy/34% earned revenue FY2025/26 (Midterm): - 63% COJ subsidy/37% earned revenue
Outcome 5: Partnerships mobilised to enrich the arts and theatre experience, coupled with improved brand recognition and awareness of JCT	O5.1. Rand value of partnerships secured: 10% increase in the rand value of partnerships secured per annum	FY2024/25: - Number: 26 - Rand value: JT – R2.37 million FY2025/26 (Mid-year): - Number: 17 - Rand value: JT – R1.41 million
	O5.2. Brand perception survey rating: Conduct survey in year 2 or 3, and year 5 (funding dependent)	Budget will be allocated for conducting the survey in FY2026/27

1.1.2. PAST BUSINESS PLAN PERFORMANCE

JCT strives to meet and exceed the expectations of the COJ, as the sole shareholder, through the achievement of its annually approved business plan. The tables below provide an overview of JCT’s past performance.

Table 6: Past Performance on Audits by the Auditor-General of South Africa

Financial Year	2020/21	2021/22	2022/23	2023/24	2024/25
Financial Audit Opinion	Unqualified audit with material findings	Unqualified audit with material findings	Clean audit	Clean audit	Clean audit
Performance	Material adjustment to the annual report	Material adjustment to the annual report	No material findings	No material findings	No material findings

Table 7: Past Performance of Predetermined Objectives

Financial Year (Prior Year)	2020/21	2021/22	2022/23	2023/24	2024/25
Number of KPIs measured in prior financial year	23	21	26	30	30
Percentage achieved	81%	95%	96%	100%	96%

Table 8: Past Performance of Capital Expenditure

Financial Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Percentage achieved	100%	100%	100%	100%	100%	100%

The table below provides a summary of past performance against the annual corporate performance scorecard. To update in second draft BP submission.

Table 9: Joburg City Theatres Past Performance Achievements (Actual)

Strategic Objective	Key Performance Area	Key Performance Indicator	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Actual	2025/26	
							Q3 YTD	Annual Target
1. Quality performing arts and entertainment experiences and facilities	Service level standards achieved	Percentage achievement of service level standards	100%	100%	100%	100%	100%	100%
	Arts and culture festivals and themed productions hosted and produced	Number of arts and culture programmes held (in-house and through partnerships)	83	61	55	39	33	40
		Number of youth and community development, and emerging voices, supported through partnerships			61	66	50	65
	Joburg Ballet and Philharmonic Orchestra integrated into the group offering	Number of Ballet seasons	6	4	5	4	3	4
		Number of Philharmonic Orchestra seasons	5	4	4	4	3	4
	JCT touring circuit implemented	Number of JCT productions touring nationally/ internationally	n/a	4	2	8	3	4
	Annual legends tribute programme implemented	Number of annual legends productions implemented	n/a	3	4	4	2	4

Joburg City Theatres Business Plan for 2026/27 Financial Year

Strategic Objective	Key Performance Area	Key Performance Indicator	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Actual	2025/26	
							Q3 YTD	Annual Target
2. Provision of opportunities for the youth, including future arts practitioners and entrepreneurs	Work opportunities created at JCT	Number of EPWP work opportunities created at JCT	220	237	262	252	267	250
	Youth developed in arts and theatre	Number of youths attending arts programmes (non-cumulative)	500	883	422	824	598	550
3. Affordable access to and use of theatres by communities	Audiences developed and venues accessed	Number of attendees to JCT theatres	113 201	193 677	201 209	232 282	187 985	220 000
	School set work offerings provided across all 3 theatres	Number of school network programmes implemented	n/a	3	4	6	3	6
	City-wide integrated activations implemented	Number of city-wide integrated activations using the Mobile Theatre Truck	n/a	8	6	13	7	10
	Expanded cultural access and participation through smart technologies	Number of "Spotlight Theatre Talk" Podcast episodes launched	n/a	n/a	n/a	n/a	2	6
4. Good governance, financial	Financial management and sustainability	Proportion of earned income against total revenue, including subsidy	34%/66%	27%/73% Earned: R65.1 million	34%/66% Earned: R103.2 million	36%/64% Earned: R115.5 million	33%/67% Earned: R81.2 million	25%/75% Earned: R70.5 million

Joburg City Theatres Business Plan for 2026/27 Financial Year

Strategic Objective	Key Performance Area	Key Performance Indicator	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Actual	2025/26	
							Q3 YTD	Annual Target
sustainability and sound management			Earned: R85.9 million Total: R252.0 million	Total: R238.6 million	Total: R304.4 million	Total: R324.0 million	Total: R244.7 million	Total: R282.1 million
		Percentage spent on operating budget against approved operating budget	116%	119%	100%	100%	75%	100%
		Percentage spent on capital budget against approved capital budget	100%	100%	100%	100%	79%	100%
		Repairs and maintenance as a percentage of property, plants and equipment (carrying value)	28%	19%	17%	11%	10%	8%
	Financial management and sustainability	Percentage reduction in unauthorised, irregular, fruitless, and wasteful expenditure incurred	n/a	100%	100%	+83%	0%	50%
		Percentage of valid invoices paid within 30 days of invoice/statement date	100%	100%	100%	100%	100%	100%

Joburg City Theatres Business Plan for 2026/27 Financial Year

Strategic Objective	Key Performance Area	Key Performance Indicator	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Actual	2025/26	
							Q3 YTD	Annual Target
	Governance, internal controls, performance and risks managed	Percentage resolution of AGSA findings (of prior year)	100%	100%	100%	100%	95%	100%
		Percentage resolution of Internal Audit findings (of prior year)	100%	100%	100%	100%	100%	100%
		Audit opinion from the AGSA	Unqualified audit with material findings	Unqualified with no material findings (Clean)	Unqualified with no material findings (Clean)	Clean audit	n/a	Clean audit
		Percentage of the strategic risk management action plans implemented	100%	100%	100%	100%	78%	100%
		Percentage of predetermined objectives achieved	86%	95%	100%	96%	96%	85%
	Small businesses supported through B-BBEE and preferential procurement	Number of SMMEs supported	n/a	302	254	403	333	275
		% of procurement spend on SMMEs against total procurement expenditure	66%	63%	62%	72%	73%	65%

Joburg City Theatres Business Plan for 2026/27 Financial Year

Strategic Objective	Key Performance Area	Key Performance Indicator	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Actual	2025/26	
							Q3 YTD	Annual Target
		Percentage of procurement spend on B-BBEE against total procurement expenditure	104%	75%	85%	99%	99%	75%
5: Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	JCT's climate action plan implemented	Phased implementation of JCT Climate Action Plan	n/a	n/a	n/a	JCT's climate action plan approved by the board	Energy performance assessments conducted	Energy performance certificates (EPCs) received
6. Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	Stakeholders mobilised and managed	Number of strategic partnerships created	23	23	27	26	23	28
	Theatre-specific media messages monitored and disseminated	Percentage positive and neutral media coverage	n/a	n/a	99%	100%	99%	≥80%
		Number of sector-specific positive messages shared on COJ's social media channels	n/a	n/a	n/a	48	24	12

Note: 2020/21 and 2021/22 performance affected by the COVID-19 pandemic/lockdown restrictions

1.1.3. THEATRE ATTENDANCE AND GROSS RECEIPTS

Consolidated JCT Performance

The tables below show the trends in attendance figures and receipts for the period, 2018/19 to Q2 2025/26.

Table 10: Attendance Figures and Receipts for the 2018/19 to Q2 2025/26 Financial Years

FY	N° of Perform.	N° of Sellable Seats	Total Tickets Issued	Comp Tickets	Comp Tickets % of Issued	Sold Tickets	Actual Attendance	Attendance Rate	Gross Receipts (Rand)	Avg. Sold Ticket Price (Rand)
2018/19	1 335	540 498	296 214	112 236	37.9%	183 978	271 299	50.1%	25 230 206	137.14
2019/20	1 245	461 933	229 013	91 201	39.8%	137 946	211 794	45.8%	16 951 100	122.88
2020/21	521	141 694	44 228	14 662	33.2%	29 566	41 872	29.5%	2 747 906	92.94
2021/22	854	219 050	123 181	24 359	19.8%	98 822	113 201	51.7%	14 652 736	148.27
2022/23	1 032	449 786	212 292	59 544	28.1%	152 748	193 677	43.1%	27 569 350	180.49
2023/24	965	387 304	221 364	53 421	24.1%	169 714	201 209	43.8%	31 143 190	183.50
2024/25	1 095	434 182	252 764	61 756	24.4%	191 008	232 282	53.5%	36 993 307	193.67
2025/26 (Q2, Mid)	590	260 157	161 577	46 349	28.7%	115 571	152 143	58.5%	22 181 823	191.93

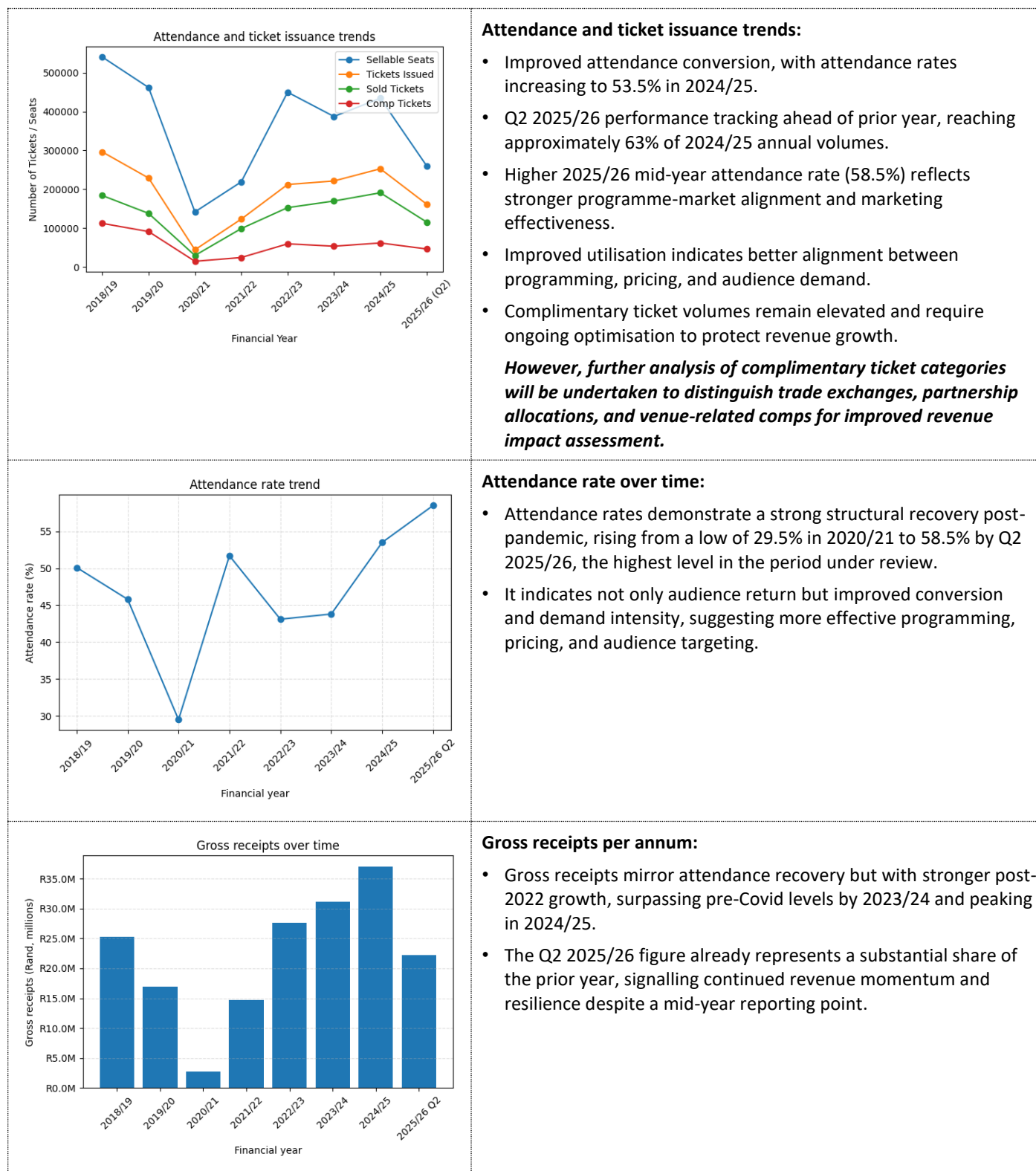
* Grey highlighted: Covid-19 impacted

By the end of Q2 2025/26, JCT has sustained its upward performance trajectory, maintaining strong year-on-year performance in both attendance and revenue. A total of 590 performances were staged in the first half of the financial year, representing 53.9% of the 2024/25 full-year total (1 095). Over the same period, 260 157 sellable seats were available, equating to approximately 59.9% of the previous year's total, reflecting a consistent supply of opportunities for audience engagement.

Attendance and tickets issued continue to show encouraging momentum:

- ❖ 161 577 tickets were issued by Q2, amounting to 63.9% of the 2024/25 annual total (252 764).
- ❖ 115 571 sold tickets represent 60.5% of the prior year's sold tickets (191 008).
- ❖ The attendance rate increased to 58.5%, continuing its upward trajectory and marking the highest recorded rate since 2018/19.

Historical trends (pre-and post-Covid) are shown in the figures below:

Figure 5: Visual Analysis of Ticket and Revenue Trends, 2018/19 to Q3 2024/25


Attendance and ticket issuance trends:

- Improved attendance conversion, with attendance rates increasing to 53.5% in 2024/25.
- Q2 2025/26 performance tracking ahead of prior year, reaching approximately 63% of 2024/25 annual volumes.
- Higher 2025/26 mid-year attendance rate (58.5%) reflects stronger programme-market alignment and marketing effectiveness.
- Improved utilisation indicates better alignment between programming, pricing, and audience demand.
- Complimentary ticket volumes remain elevated and require ongoing optimisation to protect revenue growth.

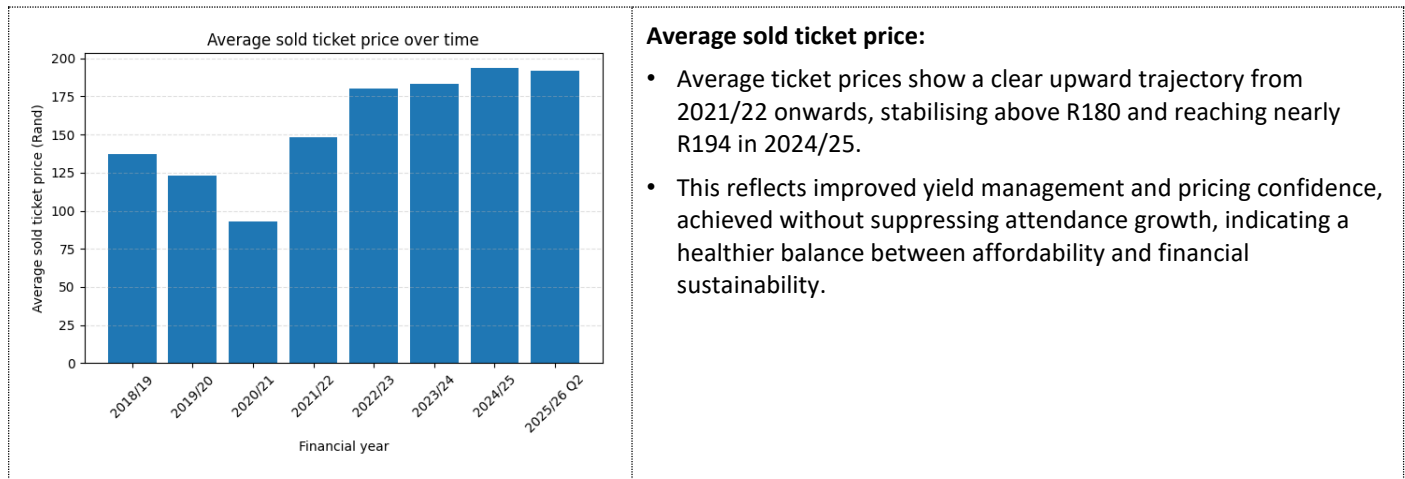
However, further analysis of complimentary ticket categories will be undertaken to distinguish trade exchanges, partnership allocations, and venue-related comps for improved revenue impact assessment.

Attendance rate over time:

- Attendance rates demonstrate a strong structural recovery post-pandemic, rising from a low of 29.5% in 2020/21 to 58.5% by Q2 2025/26, the highest level in the period under review.
- It indicates not only audience return but improved conversion and demand intensity, suggesting more effective programming, pricing, and audience targeting.

Gross receipts per annum:

- Gross receipts mirror attendance recovery but with stronger post-2022 growth, surpassing pre-Covid levels by 2023/24 and peaking in 2024/25.
- The Q2 2025/26 figure already represents a substantial share of the prior year, signalling continued revenue momentum and resilience despite a mid-year reporting point.



At the end of Q2 2025/26, performance across all key indicators, including the number of performances, tickets issued and sold, attendance rate, and revenue, remains on a strong upward trajectory relative to prior years. The data reflects sustained audience demand, continued improvements in pricing discipline and sales conversion, and a reduced reliance on complimentary tickets. Overall, this points to the positive impact of programming decisions, operational delivery, and marketing effectiveness, positioning JCT well for continued momentum in the second half of 2025/26.

Individual Theatre Performance

The table below presents the latest full-year figures for 2024/25 for each of the theatres and theatre spaces. For comparative purposes, in brackets, it also shows the Q2 2025/26 year-to-date performance for complimentary tickets percentage, attendance rate, and average sold ticket prices.

Table 11: JCT Theatres – 2024/25 Attendance and Ticket Sales, and Q2 2025/26 Comparative Performance

Theatre	N° of Perform.	N° of Sellable Seats	Total Tickets Issued	Comp Tickets	Comp Tickets % 2024/25 (Q2 2025/26)	Sold Tickets	Actual Attendance	Attendance Rate 2024/25 (Q2 2025/26)	Gross Receipts (Rand)	Avg. Sold Ticket Price 2024/25 (Q2 2025/26)
Joburg Theatre										
The Mandela	179	174,660	125,920	27,110	21.5% (25.0%)	98,810	119,201	68.2% (69.0%)	24,022,828	R243.12 (R242.59)
The Lesedi	155	38,475	18,650	4,068	21.8% (17.1%)	14,582	17,353	45.1% (56.1%)	2,258,853	R154.91 (R160.53)
Space.com	71	7,950	3,170	563	17.8% (11.4%)	2,607	2,787	35.1% (22.1%)	374,400	R143.61 (R139.91)
The Peoples Theatre	265	54,843	22,230	1,171	5.3% (1.9%)	21,059	18,627	34.0% (39.8%)	2,887,475	R137.11 (R145.31)
Total	670	275,928	169,970	32,912	19.4% (21.1%)	137,058	157,968	57.2% (60.3%)	29,543,556	R215.56 (R218.17)
Roodepoort Theatre										
Main Theatre	183	60,024	37,031	12,501	33.8% (48.8%)	24,530	36,333	60.5% (67.5%)	3,774,697	R153.88 (R150.70)

Theatre	N ^o . of Perform.	N ^o . of Sellable Seats	Total Tickets Issued	Comp Tickets	Comp Tickets % 2024/25 (Q2 2025/26)	Sold Tickets	Actual Attendance	Attendance Rate 2024/25 (Q2 2025/26)	Gross Receipts (Rand)	Avg. Sold Ticket Price 2024/25 (Q2 2025/26)
Basement Theatre	46	3,960	1,598	575	36.0% (12.1%)	1,023	1,485	37.5% (22.2%)	132,975	R129.99 (R139.10)
Theatre Gardens	-	-	-	-	-	-	-	-	-	-
Total	229	63,984	38,629	13,076	33.9% (48.4%)	25,553	37,818	59.1% (66.4%)	3,907,672	R152.92 (R150.53)
Soweto Theatre										
Gibson Kente Theatre	80	34,880	13,779	5,876	42.6% (65.5%)	7,903	11,886	34.1% (53.9%)	1,171,170	R148.19 (R174.73)
Blue Theatre	76	9,180	4,967	1,903	38.3% (38.0%)	3,064	4,585	49.9% (62.5%)	313,650	R102.37 (R110.69)
Yellow Theatre	3	260	212	116	54.7% (80.4%)	96	212	81.5% (66.5%)	6,020	R62.71 (R50.00)
Forecourt	19	13,450	8,874	4,516	50.9% (77.5%)	4,358	7,350	54.6% (86.8%)	501,045	R114.97 (R88.49)
Amphitheatre	1	2,500	1,176	937	79.7% (44.1%)	239	530	21.2% (35.7%)	45,300	R189.54 (R136.69)
Total	179	60,270	29,008	13,348	46.0% (58.3%)	15,660	24,563	40.8% (53.9%)	2,037,185	R130.09 (R133.37)
Arts Alive Festival										
Festival of Lights / Zoo	17	34,000	15,157	2,420	16.0% (8.8%)	12,737	11,933	35.1% (45.1%)	1,504,894	R118.15 (R119.61)

Summary across the theatre spaces (FY2024/25 full year update):

JCT has continued its post-COVID recovery trajectory, with strong growth in attendance, improved utilisation rates, and increased revenue performance across key venues, although structural challenges remain across specific spaces.

Joburg Theatre performance

Overall, Joburg Theatre generated R29.54 million, reinforcing its position as JCT's primary revenue engine:

- ❖ The Mandela Theatre generated R24.02 million in gross receipts for FY2024/25 (up from R19.23 million in 2023/24). It continues to anchor JCT's commercial performance, with an improved attendance rate of 68.2% (69.0% YTD) and stable average ticket pricing (~R243), confirming sustained demand for flagship productions.
- ❖ The Lesedi Theatre shows mixed performance: Attendance declined to 45.1% (from 48.9% in 2023/24), despite reduced complimentary tickets. This indicates programming or demand alignment challenges, although improved YTD attendance (56.1%) suggests recovery potential.
- ❖ Space.com and Peoples Theatre remain underutilised: Space.com attendance remains low at 35.1%, though improved from 23.7%.

- ❖ Peoples Theatre attendance improved modestly to 34.0%, with very low comp tickets (5.3%), indicating strong paid audience integrity but limited scale.

Roodepoort Theatre performance

Overall, Roodepoort Theatre generated R3.91 million, reflecting positive growth but continued optimisation opportunity, particularly in reducing comp dependency:

- ❖ The Main Theatre at Roodepoort showed strong improvement: Gross receipts increased to R3.77 million (from R2.34 million in 2023/24). Attendance improved to 60.5% (67.5% YTD), indicating effective recovery and stronger audience engagement. However, high reliance on complimentary tickets (33.8%, rising to 48.8% YTD) remains a concern, potentially masking underlying demand constraints.
- ❖ The Basement Theatre remains underperforming: Attendance at 37.5%, with volatile comp ticket usage, indicating a continued need for clear programming and positioning strategy.

Soweto Theatre performance

Overall, Soweto Theatre generated R2.04 million, slightly below 2023/24. Soweto Theatre continues to show structural challenges linked to affordability, audience profile, and high reliance on complimentary tickets, although there are signs of improvement:

- ❖ The Gibson Kente Theatre: Attendance remains low at 34.1%, though improved significantly to 53.9% 2025/26 Q2 YTD. Complimentary tickets remain very high at 42.6% (65.5% YTD), highlighting the limited revenue potential. Gross receipts declined to R1.17 million, reflecting continued monetisation challenges.
- ❖ The Blue Theatre: Attendance improved to 49.9% (62.5% YTD), maintaining its role as a relatively stable space. However, 38.3% comp tickets continue to constrain revenue (R313,650).
- ❖ The Yellow Theatre: Achieved a strong 81.5% attendance rate, confirming its viability as a high-demand, small-format space. However, extremely high comp ticket usage (54.7%) limits commercial return.
- ❖ The Forecourt: Shows strong improvement with 54.6% attendance (86.8% YTD), indicating potential as a high-impact activation space. It remains constrained by 50.9% comp tickets.
- ❖ The Amphitheatre: Continues to underperform at 21.2% attendance, despite reduced comp levels relative to 2023/24. It remains a high-capacity but low-yield asset, requiring investment and strategic repositioning.

Arts Alive Festival (Festival of Lights)

- ❖ Generated R1.50 million in revenue, confirming its value as a non-traditional, off-site revenue stream.
- ❖ Attendance rate of 35.1% (45.1% YTD) indicates moderate performance with growth potential.
- ❖ Continues to play a strategic role in audience diversification and city-wide activation.

Strategic implications

- ❖ Shift from post-COVID recovery towards audience, revenue, and programming optimisation.
- ❖ Strengthen venue-specific positioning, programming, pricing, and marketing aligned to distinct audience segments and local market realities.
- ❖ Maintain Mandela Theatre as the anchor commercial asset through continued investment in high-impact productions and strategic partnerships.
- ❖ Reposition Roodepoort Theatre towards a more balanced programming mix with increased in-house, revenue-generating productions and tighter complimentary ticket management (a consequence of high rentals).
- ❖ Implement a differentiated commercial and access model for Soweto Theatre, incorporating sponsorships, tourism integration, precinct activation, and high-demand flexible formats.
- ❖ Evolve pricing and ticketing strategies through dynamic and tiered pricing, targeted subsidisation, and reduced reliance on blanket complimentary ticketing.
- ❖ Strengthen audience quality, retention, and repeat attendance through data-driven segmentation, loyalty initiatives, and integrated digital engagement.
- ❖ Improve integration between programming, marketing, and revenue management to enhance conversion rates and commercial performance.
- ❖ Expand non-traditional and diversified revenue streams, including experiential events, outdoor activations, hospitality, partnerships, and flexible space utilisation.
- ❖ Continue investing in outreach and community access initiatives to support long-term audience development and future market growth.

1.1.4. COMMUNITY AND YOUTH DEVELOPMENT

Youth and community development is a core delivery area for JCT, directly contributing to the City's priorities on youth empowerment, skills development, and inclusive economic participation. The programme is structured around three strategic pillars defined in the Youth and Community Development Strategy: **education and skills development, entrepreneurship development, and community outreach**. Combined, the pillars enable a continuum from access and exposure to skills development and, ultimately, economic participation in the creative sector.

Education and skills development: building capability and talent pipelines

The pillar focuses on structured programmes that develop artistic, technical, and managerial capabilities among youth and emerging practitioners. The Applied Performing Arts and Arts Management (APAAM) programme (in partnership with Wits University) is a flagship intervention, providing formalised training in arts and performance management, with defined entry criteria, learning outcomes, and progression pathways.

In addition, school networks programmes across all three theatres provide curriculum-aligned exposure to literature through performance, supporting both educational outcomes and early audience development. The programmes are designed with clear participation criteria, structured delivery, and defined completion outcomes, supported by qualified facilitators and formal reporting on learner progress.

Across theatres, education and skills development initiatives contribute to building a pipeline of future practitioners, while also strengthening the quality and professionalism of participants entering the sector.

Entrepreneurship development: enabling participation in the creative economy

The pillar focuses on positioning youth and emerging artists as active participants in the creative economy. JCT creates enabling conditions for enterprise development through:

- ❖ Subsidised access to venues across Joburg, Soweto, and Roodepoort Theatres
- ❖ Marketing and promotional support, including digital platforms
- ❖ Technical production assistance for youth-led productions
- ❖ Inclusion in supplier and SME databases, supporting access to procurement opportunities

Platforms such as *Space.com* further support emerging artists by providing opportunities to stage work, build audiences, and test commercially viable productions. Collectively, these interventions begin to shift youth engagement from participation to income-generating activity and enterprise development.

Community outreach: expanding access and audience development

The community outreach pillar focuses on extending access to the arts beyond traditional venues and embedding JCT within communities. The mobile theatre programme is central to this effort, enabling performances in underserved areas and reducing barriers to access.

The school networks programme also functions as a key outreach mechanism, with each theatre responsible for delivering productions aligned to its catchment area. In addition, outreach is supported through industrial theatre initiatives, partnerships with schools and community organisations, and the integration of outreach components into skills development programmes.

The pillar also includes the use of community spaces, partnerships with third parties, and targeted engagement with youth groups, schools, and local organisations to build new audiences and deepen community participation.

Examples of key programme achievements:

- ❖ Structured youth development programmes such as *Lits'omong* have reached between 60 and 100 learners per annum, notwithstanding access constraints.
- ❖ Progression pathways into advanced development have seen at least 20 learners transitioning into advanced programmes and higher learning opportunities through structured partnerships.

- ❖ 56 students participating in the APAAM programme in partnership with Wits University. Furthermore, two cohorts have successfully graduated from APAAM short courses, attaining NDF level 6 qualifications.
- ❖ Early childhood and school outreach initiatives such as Salungano Salungano have reached >500 learners and parents annually through targeted festival programming.
- ❖ Youth Month and workshop-based programmes have attracted >1,000 youth participants annually while targeted skills development initiatives have reached smaller cohorts (e.g., 40 learners in music development workshops).
- ❖ Teacher development initiatives have included at least six structured creative arts workshops for school educators. There is growing demand from the COJ regions to expand this initiative.

Flagship Youth Programme - Soweto Youth Orchestra

A key flagship initiative is the **Soweto Youth Orchestra Programme**, which has been re-established and continues to be strengthened as part of JCT's long-term youth development agenda. The programme focuses on identifying, nurturing, and advancing emerging musical talent from local communities through structured training, performance exposure, and progression pathways within the creative sector. Key components include:

- ❖ Weekly music and performance training sessions.
- ❖ Quarterly showcases at Soweto Theatre.
- ❖ Partnerships with schools to strengthen the youth talent pipeline.
- ❖ Integration of participants into JCT festivals and public performances.

The programme supports JCT's strategic repositioning as a **youth arts incubator**, while contributing to youth empowerment, skills development, and participation in the creative economy.

Forward-looking focus areas

- ❖ Standardise programme design, delivery criteria, and reporting across all theatres
- ❖ Strengthen quantification of reach and beneficiary tracking across all programmes
- ❖ Deepen education-to-entrepreneurship pathways, linking skills development to income-generating opportunities
- ❖ Expand and optimise mobile theatre and community-based delivery models
- ❖ Strengthen partnerships with educational institutions, industry, and community organisations
- ❖ Enhance digital platforms and market access opportunities for emerging artists

Linkage to Strategy '29 outcome indicator

The three pillars collectively support the youth progression outcome indicator, which measures transitions from participation in JCT programmes to education, employment, and entrepreneurship within the creative industries.

Strengthening programme integration, data systems, and outcome tracking will be critical to demonstrating measurable impact and aligning youth development efforts with broader City outcomes.

1.1.5. EARNED VALUE MEDIA COVERAGE (AVE)

Across Q4 2024/25 (Apr–Jun 2025), Q1 2025/26 (Jul–Sep 2025), and Q2 2025/26 (Oct–Dec 2025), JCT achieved strong and sustained growth in media visibility, with improving sentiment and consistently high earned media value across Joburg, Soweto, and Roodepoort Theatres.

Earned media value (AVE) continued to perform strongly

- ❖ JCT generated R10.26 million AVE in Q4 2024/25, increasing sharply to R27.88 million in Q1 2025/26.
- ❖ A further R25.05 million AVE was achieved in Q2 2025/26, despite lower clip volumes, reflecting a shift towards higher-value digital and broadcast placements and improved media positioning.

Media sentiment strengthened across theatres

- ❖ Soweto Theatre maintained the strongest reputation profile, achieving the highest net media reputation score across the period.
- ❖ Joburg Theatre and Roodepoort Theatre both sustained positive net media reputation scores, confirming that favourable coverage continues to outweigh unfavourable mentions.
- ❖ Overall sentiment outcomes in Q1 and Q2 2025/26 represent the strongest reputation performance to date.

Digital and broadcast media dominance

- ❖ Online media continued to dominate coverage in Q2 2025/26 (over 60% of total clips), supporting cost-effective reach and audience engagement.
- ❖ Broadcast media (TV and radio) increased its contribution to AVE across Q1 and Q2, signalling a growing opportunity for high-impact storytelling and mass audience reach.
- ❖ Print media remained stable, supporting credibility and depth of coverage.

Coverage volumes remained robust

- ❖ While Joburg Theatre recorded fewer clips in Q2 2025/26, its AVE remained strong, indicating improved quality and prominence of coverage.
- ❖ Soweto Theatre continued to secure high volumes of coverage and strong circulation, reinforcing its visibility and community resonance.

Key insights and opportunities

- ❖ Digital-first environment: Online platforms remain central to JCT’s media strategy, enabling scalable, cost-efficient promotion.
- ❖ Broadcast resurgence: Rising TV and radio AVE presents an opportunity to expand presence on high-impact channels.
- ❖ Reputation momentum: Improved net media reputation scores reflect stronger content positioning and editorial relationships.
- ❖ Neutral coverage as growth space: Persistent neutral mentions highlight opportunities for deeper reviews, profiles, and interviews. Looking ahead, JCT will clearly separate positive and neutral mentions in its performance measures.
- ❖ “Spotlight Theatre Talk” well positioned: The podcast aligns strongly with digital storytelling trends and can further strengthen brand leadership and sector influence.

The AVE results confirm a strong and stable reputation trajectory, good brand visibility, and a growing platform for audience engagement. With the rollout of *Spotlight Theatre Talk* and continued investment in media partnerships, JCT is well positioned to deepen its digital footprint, expand broadcast reach, and strengthen narrative influence within Johannesburg’s arts and cultural landscape.

1.2. ENVIRONMENTAL ANALYSIS

1.2.1. MACRO-ENVIRONMENT ANALYSIS

South Africa enters 2026 in a fragile but modestly improving macroeconomic environment. Statistics South Africa reports that real GDP grew by 1.1% in 2025, with the economy expanding by 0.4% in Q4 2025, while National Treasury projects growth of 1.6% in 2026. Headline inflation eased to 3.0% in February 2026, but the recovery remains too weak and uneven to materially restore broad-based household spending power. The official unemployment rate remained exceptionally high at 31.4% in Q4 2025, with youth unemployment at 43.8%, and Stats SA’s latest poverty report shows that 37.9% of South Africans were living below the lower-bound poverty line in 2023, with Gauteng accounting for about 20% of the country’s poor.

For JCT, this means that demand for live theatre remains constrained by affordability pressures, especially among younger audiences, lower-income households, and communities where leisure spending competes directly with essential needs.

Consumer conditions are improving at the margin, but they remain fragile and sharply segmented by income group. The FNB/BER Consumer Confidence Index improved to -7 in Q1 2026, its highest level since Q4 2024, yet sentiment remained negative overall; importantly, the rebound was led by higher-income households, while low-income confidence deteriorated and the index measuring the appropriateness of buying durable goods fell back to -21, signalling continued caution around discretionary spending. TransUnion’s Q4 2025 Consumer Pulse similarly found that 36% of consumers expected they would be unable to meet at least one bill or loan payment in full, 50% had

reduced discretionary spending on activities such as dining out, entertainment and travel, and 34% had cancelled subscriptions or memberships.

For JCT, this points to shorter booking windows, continued price sensitivity, and the need for sharper audience segmentation, flexible pricing, strong value communication, and targeted promotions rather than broad, generic audience acquisition campaigns.

As a municipal entity, JCT must also plan within a tighter public-finance environment. National Treasury's 2026 Budget Review notes continued financial deterioration and instability in municipalities and a stronger policy focus on municipal self-reliance and fiscal sustainability. This reinforces the importance of revenue diversification through hospitality, venue hire, education programmes, commercial partnerships, sponsorships, and B2B sales. At the same time, the opportunity set is improving in tourism and the experience economy: South Africa welcomed 10.5 million tourists in 2025, up 17.7% on 2024 and 2.6% above pre-pandemic 2019 levels, with 97.3% of tourists travelling for leisure. However, more tourists are travelling directly to their destinations than spending time in Johannesburg.

This strengthens the case for JCT to deepen partnerships with Joburg Tourism, hotels, tour operators, schools, and heritage sites, particularly to position Soweto Theatre and Joburg Theatre more strongly within Johannesburg's cultural and experiential tourism economy.

Digitisation remains a major strategic opportunity, but it must be managed deliberately. The World Economic Forum identifies digital access, AI/information processing, and automation as among the most transformative business trends to 2030.

For JCT, this supports investment in CRM, automated bookings, mobile-first ticketing, personalised marketing, audience analytics, and always-on content distribution. However, the risk environment is also intensifying: INTERPOL's 2025 Africa Cyberthreat Assessment warns of a sharp rise in cybercrime across the continent, with phishing, ransomware and business email compromise among the most reported threats.

JCT therefore needs to pair digital innovation with stronger cyber hygiene, staff capability, vendor controls, and data governance. In parallel, UNESCO's 2025 guidance on culture and arts education affirms that culture and the arts are integral to inclusive, quality education and should be embedded across formal, non-formal and informal learning throughout life.

This reinforces the strategic importance of JCT's education-focused programming, school partnerships, and youth development pipeline as both a public-value mandate and a long-term audience development strategy.

1.2.2. THE CITY OF JOBURG

Johannesburg, JCT's operating base, remains South Africa's largest metropolitan economy and a rapidly growing urban centre. The City's 2025 official population estimate stands at 5.9 million residents, accounting for around 9% of the national population. The city contains 2.29 million households, of which 17.7% live in informal dwellings, and 312 informal settlements continue to shape stark socio-spatial inequalities.

A youthful demographic remains a key feature of Johannesburg. Approximately 73% of residents are of working age (15–64), with youth forming a significant portion of the city’s cultural market and creative economy pipeline. However, labour market pressures remain severe. The official unemployment rate is 32.96%, with youth unemployment at 40.9%, and some regions (notably Regions D and G) reflecting the highest joblessness. These trends constrain discretionary spending on arts and entertainment and reinforce the importance of accessible, affordable programming and skills-development pathways within JCT’s mandate.

Johannesburg remains one of the most unequal cities globally, reflected in a high Gini coefficient of 0.598 and a poverty rate of 40.9%, with Region G recording more than 50% of people living in poverty. While the City continues to provide comparatively high access to basic services—with sanitation, water, refuse removal, and electricity access all improving modestly in 2025—service backlogs, infrastructure strain, and affordability pressures shape residents’ lived realities and influence cultural participation.

The rising cost of living, transport limitations, and persistent perceptions of crime—particularly in areas such as Braamfontein and parts of Soweto—continue to affect night-time mobility and attendance at theatre venues. JCT’s partnerships with security clusters, precinct management bodies and local law enforcement remain essential to maintaining safe, welcoming environments for audiences.

Economically, Johannesburg contributes R1.08 trillion to national GDP (14.63%), with annual growth of 0.95% in 2024—higher than provincial and national averages. Stronger performance in the finance, electricity, and community services sectors supports opportunities for strategic partnerships, creative economy activation and skills programmes linked to JCT’s social impact role.

Amid social fragmentation and declining public trust, the City’s policy emphasis on social cohesion, community wellbeing and active citizenry is increasingly relevant. JCT’s theatres serve as civic and cultural platforms that bring residents together, foster collective expression and support the cultural economy. Through affordable ticketing, mobile theatre activations, youth initiatives and targeted community programming, JCT contributes to a more inclusive, engaged and culturally enriched Johannesburg.

1.2.3. THE GLOBAL THEATRE INDUSTRY

A theatre can owe its success to a combination of factors, including rich cultural traditions, architectural significance, a commitment to high-quality productions, and adaptability to modern demands and technologies. Determining the ‘best’ theatres in the world is somewhat subjective, but there are a few that are widely considered among the top in the world, both Western and BRICS nations. Their history and tradition, architectural features, cultural symbolism, performance excellence, and technological advancement is highlighted in the figure below.

Figure 6: Standout features of some of the top theatres in the world



In the post-pandemic era, the arts sector has rapidly embraced digital innovation to ensure sustainability and audience engagement. A notable example is Andrew Lloyd Webber's "*The Shows Must Go On!*" initiative, which offered pay-as-you-view streaming of pre-recorded performances, enabling artists to earn income during theatre closures. This model highlighted the potential of digital platforms to expand reach and maintain revenue streams.

Podcasts have also emerged as a powerful medium for theatres to connect with audiences. For example, CBC's "*PlayMe*" podcast adapts Canadian stage plays into audio dramas, reaching listeners in over 90 countries and earning accolades such as the Webby Honoree and a Gold Medal at the New York Festivals Radio Awards. Similarly, "*Playing*

on Air" in New York produces short plays featuring renowned actors, distributing them via public radio and podcasts, thereby broadening access to theatrical works.

These examples demonstrate how integrating digital content, such as podcasts, can serve both as an audience development tool and a revenue stream. For JCT, initiatives such as the proposed *"Spotlight Theatre Talk"* podcast could align with the COJ's Smart City Strategy, offering a platform to showcase local talent, engage communities, and attract sponsorships. By leveraging digital media, JCT can enhance its cultural footprint and adapt to evolving audience preferences.

Artists have also been seen to play in various fields within the arts, diversifying their commercial personal brands to build niche communities around this brand, with some taking up careers in mainstream television, radio, social media influencing, YouTube, podcasting, and mainstream entrepreneurship. Unfortunately, there is risk attached to this, such as compromising the quality, creativity, inventiveness of productions and the role of theatre as an effective tool of communication.⁴

As part of the larger entertainment sector, live performance theatre's financial performance is affected by per capita disposable income because the industry's output is considered nonessential. Many theatres operate as non-profits and are therefore dependent on funding from the state, foundations, corporations, and individual donors?⁵

According to a study by the Arts Funders Forum, there is a shift in giving behaviours. A new generation of donors is growing more sceptical about the arts' ability to enhance the world and is placing greater emphasis on supporting social, racial, and environmental justice and equity. These donors prioritise funding initiatives that demonstrate specific, measurable impacts, and they are open to leveraging technological solutions to address contemporary challenges.⁶ This generational shift comes as the non-profit sector struggles to contend with an overall reduction in donors and sustainable funding, leading to closures and operational threats for numerous venues. Global examples include:

- ❖ Theatres at Risk Register 2025 (UK): The Theatres Trust identified 43 theatres at risk, including Oswaldtwistle Civic Arts Centre and Theatre and the Prince of Wales Theatre in Cannock, primarily due to local authority budget constraints leading to reduced subsidies and deferred maintenance⁷.
- ❖ Royal Academy of Arts (RA) (UK): In February 2025, the RA announced potential job cuts affecting 18% of its workforce due to persistently low visitor numbers post-pandemic and the absence of direct government funding⁸.
- ❖ Beck Theatre, Hayes (UK): Facing imminent closure due to a lack of council support, this venue has been integral to local dance schools, youth groups, and choirs since 1997, contributing nearly £3 million to the local economy⁹.

4 Debate: "Commercialism ruins art" by the Oxford Student. I. Lill & G. Pion, February 2019

5 <https://www.americantheatre.org/2023/07/24/theatre-in-crisis-what-were-losing-and-what-comes-next/> (Accessed 12/11/2023)

6 <https://www.americantheatre.org/2023/07/24/theatre-in-crisis-what-were-losing-and-what-comes-next/> (Accessed 12/11/2023)

7 https://www.whatsonstage.com/news/theatres-trust-lists-venues-at-risk-in-2025_1662370/

8 <https://www.theguardian.com/artanddesign/2025/feb/27/royal-academy-could-cut-jobs-amid-serious-financial-challenge>

9 <https://riveronline.co.uk/west-london-theatre-facing-closure-due-to-funding-cuts/>

- ❖ Cervantes Theatre, London (UK): Established seven years ago as the city's only dedicated Spanish-language theatre, it announced closure in September 2024 due to insufficient financial support¹⁰.
- ❖ Bay Area Theatres (USA): The San Francisco Bay Area experienced closures of longstanding theatres, including the California Shakespeare Theatre and Cutting Ball Theatre, due to financial hardships exacerbated by the pandemic and increased operational costs¹¹.
- ❖ Sydney's Inner West Council Initiative (Australia): In response to the closure of approximately 1,300 live performance venues post-COVID, the council repurposed seven heritage town halls as free arts and culture venues, significantly benefiting independent theatre, music, and dance productions¹².

Theatres in South Africa and other emerging economies have faced significant challenges due to unsustainable funding, leading to closures and operational threats. Notable examples include:

- ❖ Fugard Theatre Closure: In March 2021, Cape Town's Fugard Theatre permanently closed its doors. The theatre had been a significant cultural venue since its establishment in 2010, and its closure was attributed to the financial strains exacerbated by the COVID-19 pandemic¹³.
- ❖ Johannes Stegmann Theatre: Allocated R3 million for maintenance in 2017, the theatre in Mpumalanga fell into disrepair by 2024. Investigations revealed the funds were mismanaged, highlighting challenges in financial oversight within the arts sector¹⁴.
- ❖ Market Theatre Foundation: In April 2023, Johannesburg's Market Theatre Foundation sought additional grants from the Department of Sports, Arts, and Culture due to declining audience numbers and reduced donor support, highlighting the financial vulnerabilities of even established institutions¹⁵.

These instances highlight the critical need for sustainable funding models, ongoing government support, effective financial management, and the ability of theatres to develop products and services that appeal to an evolving audience, ensuring the preservation of cultural institutions globally and in South Africa.

¹⁰ <https://www.euronews.com/culture/2024/09/11/londons-only-spanish-language-theatre-to-close-due-to-lack-of-financial-support>

¹¹ <https://www.sfchronicle.com/entertainment/article/is-bay-area-theater-shrinking-19954713.php>

¹² <https://www.sfchronicle.com/entertainment/article/is-bay-area-theater-shrinking-19954713.php>

¹³ <https://www.news24.com/life/arts-and-entertainment/film/the-closing-of-south-africas-fugard-theatre-points-to-systemic-failures-20210319>

¹⁴ <https://reportfocusnews.com/2024/09/15/south-african-minister-mckenzie-to-probe-theatres-missing-millions/>

¹⁵ <https://mg.co.za/friday/2023-04-22-market-theatre-needs-funding-as-audiences-donor-support-decline/>

“Theatre is not buildings. Theatre is the people, and the people are still going to be here. We can invest in the next generation in whatever little ways we can. We can advocate for arts education in our schools, and we can support education and outreach programmes at theatres. By prioritising those things, I think the future will be brighter.”

Kelsey Mesa,

Manager, Kennedy Centre American College Theatre Festival

People also seek opportunities for their children, making educational programmes an effective way to draw in future audiences by ‘getting them while they’re young’. People who have been exposed to the arts when they’re young are much more likely to engage with the arts later in life as practitioners, as audiences, and as donors than those with no practical experience of it.¹⁶

Automation and digitisation of administrative, organisational, and management processes can facilitate greater efficiencies. Automation and digitisation have the potential to enhance the theatre experience and aid in reaching more audiences through automated booking services, data analytics which aid decision-making; and enhanced, more interactive stages¹⁷.

With these advancements, the issue of cyberattacks become a constant threat which affects many industries including the theatre industry. Increasingly sophisticated artificial intelligence, quantum computing, advanced automation and cutting-edge robotics threaten jobs across all sectors of the economy. The technological revolution currently developing could affect and restructure society as profoundly as the first industrial revolution did.

1.2.4. THE SOUTH AFRICAN / JOBURG THEATRE INDUSTRY

According to Makhaola Ndebele, a South African actor, independent theatre director, and creative consultant, the main audience for theatre in the country is young Africans, from teens to thirties, containing groups that are the focus of outreach programmes, as well as more sophisticated, suburban young professionals. Generally, audiences are quite broad, but different economic segments gravitate towards different types of content¹⁸.

Live theatre goes beyond entertainment, playing a significant role in social cohesion, education, and community development. Its ability to inspire, challenge, and connect individuals makes it an asset to society. Some key social benefits of live theatre include:

- 1) **Cultural enrichment.** Live theatre exposes audiences to diverse cultures, perspectives, and narratives, promoting understanding and appreciation of different backgrounds and traditions.
- 2) **Community building.** Attendees often share a collective experience, fostering a sense of belonging and connection.

¹⁶ <https://www.americantheatre.org/2023/07/24/theatre-in-crisis-what-were-losing-and-what-comes-next/> (Accessed 12/11/2023)

¹⁷ <https://venuearc.com/blog/how-digitalization-benefits-the-performing-arts-industry/> (Accessed 03/01/2024)

¹⁸ <https://www.youtube.com/watch?v=x5-1dXwjiwo> (Accessed 13/11/2023)

- 3) **Empathy and understanding.** Theatre allows audiences to step into the shoes of characters facing different challenges and experiences, cultivating empathy and a deeper understanding of others.
- 4) **Educational impact.** Live theatre is an educational tool that can address social issues, historical events, and complex themes. It provides a powerful platform for learning and critical thinking, especially for students and young audiences.
- 5) **Civic engagement.** Theatre can engage with social and political issues, encouraging dialogue and critical reflection. It has the potential to inspire individuals to become more actively involved in their communities and advocate for positive change.
- 6) **Personal development.** Participation in live theatre, whether as an actor or audience member, can enhance communication skills, boosts confidence, and encourage self-expression.
- 7) **Inclusivity and representation.** Live theatre has the power to showcase diverse voices and perspectives, promoting inclusivity and representation on stage. This can empower marginalised communities and challenge stereotypes.
- 8) **Entertainment and social interaction.** Theatre provides a unique form of entertainment that encourages social interaction, and attending with friends or family creates shared memories and strengthens social bonds.
- 9) **Generational connection.** Theatre can be a bridge between generations, offering a shared cultural experience that resonates across age groups.
- 10) **Boost to local economy.** Theatres can contribute to the local economy by attracting visitors, supporting local businesses, and creating job opportunities in the arts and hospitality sectors.

Casino theatres, which are the main competitors for the JCT, host world-class experiences, which attract hosts of international productions over long periods of time, and many patrons through the doors of each theatre. This highlights a need for better access to theatres, early exposure to theatre in the educational system and better marketing and media coverage.¹⁹

Artistic appetites differ across communities, and in South Africa, they can be categorised into three main categories – townships, cities, and rural communities:

- ❖ In townships, there are two extremes in the general sentiment of artistic expression – the idea that people ought to escape the township (reflected in most artists' work), or on the opposite end of the spectrum, a fetishisation of the lived township experience, which romanticises the injustices and neglecting to address prevalent issues negatively affecting these communities. In this context there is a severe neglect of the vast nuance which exists in townships.²⁰
- ❖ Cities are vibrant and captures different stories and narratives, delivering them creatively across artforms, this being aided largely by the relative accessibility of art spaces in cities of South Africa. Cities are also a melting pot

¹⁹ *The state of the (performing) arts: Theatres try to find their groove.* A. Khan, February 2019

²⁰ *'Artists must strive to reimagine ways of portraying and inhabiting ikasi'* by the Mail & Guardian. M. Mbhele, April 2020

for all artforms, which enables the creation of art hubs in inner cities, thus maturing the tastes of consumers and building a larger community and audiences across all artforms.²¹

- ❖ The rural landscape, marked by extreme poverty and a lack of infrastructure, is mainly characterised by indigenous art such as traditional dance, storytelling, and the creation of traditional art (beadwork etc).²² Although many programmes and projects by organisations and influential individuals have been initiated, they are simply inadequate to counter the effects of adverse poverty and poor exposure to the arts in these areas.²³ There is therefore a huge need for a vitalisation of the arts space in rural South Africa.

Theatres operating in South Africa, and Joburg, face various social challenges that can impact their performance, including:

- 1) **Economic inequality.** This is arguably the most challenging social issue the country faces, and it has a significant direct impact on the operations of JCT. The vast majority of households and individuals would find it challenging to afford tickets to a theatrical performance, severely limiting the audience base for theatres.
- 2) **Access to education.** Limited access to quality education can result in a lack of appreciation for the arts, including theatre, negatively affecting both audience interest and the pool of potential talent in the industry.
- 3) **Cultural diversity.** South Africa is a culturally diverse nation with multiple languages and traditions. The challenge for theatres is to represent and engage with this diversity, ensuring that their programmes resonate with various ethnic and cultural groups.
- 4) **Historical and social issues.** The country's complex history, including apartheid, has left deep social scars. Theatres may need to navigate sensitive topics and historical narratives in their performances, requiring a delicate balance between entertainment and social consciousness. Audiences do not appreciate being lectured.
- 5) **Changing entertainment preferences.** The rise of digital media and streaming has changed entertainment consumption preferences, and theatres face unprecedented competition for audience attention. Adapting to modern tastes while maintaining the integrity of live performances is a continual challenge for theatres all across the world.
- 6) **Youth engagement.** Encouraging the younger generation to attend live theatre can be challenging. Theatres need to find innovative ways to connect with youth and demonstrate the relevance and excitement of live performances. Middle class parents are often enthusiastic about their children being exposed to the arts, so this may be the most effective entry point to that particular youth segment.
- 7) **Social attitudes towards the arts.** Some segments of society may not view the arts, including theatre, as essential. Convincing the public of the value and importance of supporting the arts can be an ongoing challenge. As can achieving proper representation and inclusivity in terms of gender, race, and other identity factors both on and off the stage.

²¹ *The art landscape in South Africa by Tourism South Africa. N. Moloi.*

²² *'Works of community' – How one local art project is changing lives in rural Eastern Cape. Z. Ebrahim, November 2022*

²³ *Light from Africa: Rural Art Enrichment Project Outline*

- 8) **Language barriers.** South Africa's multilingual population poses a challenge for theatres in terms of ensuring that performances are accessible and inclusive across twelve different language groups. New technologies that allow for live translation may be useful in this regard.

Addressing these social challenges requires a collaborative effort from theatres, the government, educational institutions, and the community. Technological advances in the theatre industry have significantly impacted live theatre productions, enhancing the overall theatrical experience for both performers and audiences. Key technological trends and innovations in live theatre include:

- 1) **Projection mapping.** Projectors are used to map visuals onto three-dimensional surfaces, transforming static sets into dynamic environments. This can be particularly effective in creating illusions, enhancing storytelling, and providing a more engaging experience.
- 2) **Virtual and augmented reality.** Virtual and augmented reality technologies are being explored to create interactive and immersive experiences for audiences. This can include using VR headsets for virtual performances or incorporating augmented reality elements into live shows.
- 3) **LED screens and video walls.** The use of LED screens and video walls has become more prevalent in theatre productions. These technologies provide versatile options for creating dynamic backgrounds, changing scenes seamlessly, and displaying digital content that complements the live performance.
- 4) **Wireless technology.** Advances in wireless technology have allowed for more freedom of movement for performers.
- 5) **Digital sound processing.** DSP provides clearer and more dynamic audio experiences for audiences, allowing for precise control over sound effects, music, and vocal performances.
- 6) **Automation and robotics.** Used to control moving set pieces, special effects, and even robotic characters. This allows for more complex and dynamic stage designs and enhances the efficiency of set changes.
- 7) **Simultaneous translation devices.** Real-time translation devices have become more sophisticated, allowing audience members to follow the performance in their preferred language through headphones or other devices.
- 8) **Online ticketing and marketing.** Online ticketing systems make it easier for audiences to purchase tickets and choose seating arrangements. Digital marketing tools, including social media and online platforms have become essential for promoting productions and engaging with audiences.

These technological advances continue to shape the landscape of live theatre, offering new creative possibilities and improving the overall production quality.

Innovations in pantomime productions:

In recent years, South African pantomimes have embraced new technologies to enhance storytelling and audience engagement. Notably, Janice Honeyman's productions at the Joburg Theatre have integrated advanced visual effects to modernise traditional narratives:

- **Cinderella (2021):** The production marked a significant shift by replacing traditional sets with large LED screens. The use of Absen Polaris PL2.9 lite LED screens allowed for dynamic backgrounds and immersive scenes, transforming the stage into a high-tech spectacle.
- **Beauty and the Beast (2024):** Continuing the trend, the pantomime featured innovative staging combined with audio-visual effects and theatricality, offering audiences a fresh South African take on the classic tale.

The pantomimes have demonstrated how the integration of large LED screens and advanced visual effects in productions create dynamic, larger-than-life backdrops that adapt seamlessly to the narrative. The advancements reflect a broader trend globally and in South African theatre, where traditional storytelling methods are enhanced through technology to meet contemporary audience expectations.

However, the integration of technology in theatre is a delicate balance, as it should enhance the storytelling without overshadowing the live and authentic aspects of the performance, which remain the drawcard for traditional theatre-goers.

1.3. PESTEL ANALYSIS

The macro-environment analysis is consolidated in the summary PESTEL below.

Joburg City Theatres Business Plan for 2026/27 Financial Year

Table 12: PESTEL Analysis – Factors influencing Planning

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGY	ENVIRONMENT	LEGAL
▪ Rising geopolitical tensions and wars: Russia–Ukraine, Middle East conflict; instability in parts of Africa. ▪ Escalating US/Israel–Iran conflict increases global economic uncertainty, energy price volatility, and fiscal pressure risks. ▪ Globalisation project that is experiencing fragmentation, with two groups forming around China and the US, and an expanding BRICS. ▪ Reduced US development aid to South Africa may constrain funding across sectors. ▪ The 2024 elections resulted in a GNU and GPU, with a tentative but stable outlook. ▪ Continued leadership changes within the CoJ’s Local Government of Unity create uncertainty for funders and audiences.	▪ Global growth remains sluggish and is expected to persist for the decade. ▪ Trade wars, market instability, and global inflationary pressures, place theatre attendance at risk as people prioritise basic needs. ▪ South African business and investor confidence impacted by infrastructure energy and water supply, and safety and security challenges. ▪ South African consumers are under financial pressure, and theatre is a nonessential product. ▪ JCT funding model remains a concern, particularly due to COJ fiscal constraints and austerity measures.	▪ Persistent widespread poverty, unemployment, and corruption (crisis deepens annually). ▪ Public education consistently yields substandard results, compromising employment prospects of South Africa’s youth. ▪ Social cohesion emerges as one of the country’s most formidable challenges moving forward. ▪ High levels of crime – South Africa holds 7th position globally in the prevalence of organised crime syndicates. ▪ Demographic shifts: Johannesburg has seen a 40% decline in dollar millionaires (2012–2022), while Cape Town recorded a 10% increase over the same period²⁴.	▪ Technological advancements, especially artificial intelligence (AI) pose a threat to jobs across all economic sectors. ▪ Technological innovation and the COJ’s Smart City Strategy presents opportunities to enhance operational effectiveness, attract sponsors, and enhance the COJ’s cultural footprint. ▪ Cyberattacks pose a constant threat. ▪ According to Census 2022, the percentage of households with access to the internet has grown from 35.2% in 2011 to 79% in 2022, but access still generally mirrors the broader patterns of inequality in the country. ▪ Growth of streaming services and increased at-home entertainment consumption pose a threat to live theatre attendance.	▪ South Africa has ratified the United Nations Framework Convention on Climate Change, which has been in force since 1994. ▪ Ranking as the continent’s largest carbon dioxide emitter and the 12th globally, South Africa has committed to ambitious targets to combat climate change. ▪ The AfDB highlights the immense opportunity, valued in trillions of dollars, for the continent in embracing climate action and fostering green growth. ▪ The COJ has developed a climate action plan aimed at net-zero emissions and climate resilience, to 2050.	▪ In 2023, the Department of Sport, Arts and Culture announced the approval of the Theatre and Dance Policy by the South African Cabinet. ▪ The policy seeks “to overcome the historically institutionalised inequalities and disparities which follow racial and economic access lines”. ▪ It notes that the 1996 White Paper on Arts, Culture and Heritage places great emphasis on “urgent institutional redress, nation building and social cohesion”. ▪ Continuous changes in National Treasury prescripts, including circular 88.

²⁴ <https://businesstech.co.za/news/lifestyle/681477/millionaires-dont-want-to-be-in-joburg-anymore/> (Accessed 04/12/2023)

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGY	ENVIRONMENT	LEGAL
PESTEL Implications on JCT Programmes					
▪ Theatre as a platform to promote social cohesion, civic dialogue, and inclusive narratives aligned to national and city priorities. ▪ Strengthen partnerships with government and stakeholders to ensure programme continuity amid political and funding uncertainty.	▪ Prioritise high-impact, financially viable programming and optimise the mix of in-house, partnership, and rental productions. ▪ Strengthen revenue diversification (hospitality, partnerships, events) to reduce reliance on public funding. ▪ Implement targeted pricing and audience development strategies to respond to constrained consumer spending.	▪ Expand youth, education, and community-based programmes to address unemployment, inequality, and social cohesion. ▪ Target audience development through segmentation and inclusive access, particularly for underserved communities. ▪ Leverage theatre as a tool for social impact, education, and behavioural change.	▪ Leverage digital platforms and ticketing data to support audience segmentation, retention, and data-informed decision-making. ▪ Expand digital engagement (e.g. podcast, Wi-Fi platforms) to enhance reach and visibility. ▪ Adopt technologies that enhance accessibility (e.g. hearing loops) and audience experience. ▪ Mitigate cybersecurity risks through strengthened IT governance.	▪ Implement JCT's Climate Action Plan to improve energy efficiency and operational sustainability. ▪ Use industrial theatre and programming to promote climate awareness and behavioural change in partnership with City entities. ▪ Integrate sustainability considerations into infrastructure, operations, and event planning.	▪ Align programming and institutional practices with transformation, inclusion, and sector development policy imperatives. ▪ Maintain compliance with evolving regulatory and financial prescripts while ensuring governance stability. ▪ Engage sector stakeholders and policymakers to support a conducive regulatory environment for the creative industries..

1.3.1. BENCHMARKING OF PEER THEATRES

The table below presents an updated comparative analysis of JCT against four major national theatres subsidised by the DSAC: the Market Theatre, State Theatre, Artscape, and the Playhouse Company. The analysis highlights JCT's relative financial scale, revenue composition, and operating performance within the national theatre landscape for the 2024/25 financial year, while also reflecting notable shifts from the prior year.

In 2024/25, JCT continued to report the **highest total revenue** among its peers, increasing from R304.4 million in 2023/24 to R327.4 million, thereby extending its lead over the next largest institution, the State Theatre (R167.0 million). JCT also recorded an increase in its shareholder subsidy to R208.4 million, remaining the largest in absolute Rand terms. Importantly, however, subsidy dependence declined further, with subsidy accounting for 63.7% of total revenue, down from 66.1% in 2023/24. This reinforces JCT's position as the least subsidy-dependent theatre in the benchmark group, particularly when compared with peers such as the Playhouse Company (86.7%) and the State Theatre (83.7%).

JCT's **own-generated revenue** increased marginally year-on-year to R70.5 million, maintaining its leadership position across the sector. Although own-generated revenue as a proportion of total income declined slightly (from 22.6% to 21.5%) due to the scale of overall revenue growth, JCT still significantly outperformed all peers, with the next closest contributor, the State Theatre, generating 13.5%. This sustained performance reflects JCT's diversified commercial base, continued utilisation of venues by external users, and the strengthening contribution of hospitality, catering, and ancillary services.

Ticketing income also improved in absolute terms, rising from R8.4 million to R11.1 million, reflecting growing audience volumes and yield improvements, even as ticketing remains a relatively small share of total revenue across the publicly funded theatre sector. On the expenditure side, JCT's **salaries and wages** increased to 47.8% of total costs, up from 45.3% in 2023/24, remaining the highest proportion among the benchmarked institutions. This reflects both inflationary pressures and JCT's labour-intensive operating model across three theatres. While this continues to place pressure on cost efficiency, it also highlights JCT's role as a significant employer within the cultural and creative sector. Encouragingly, **general expenses declined proportionally** from 39.4% to 36.1%, partially offsetting growth in personnel costs and indicating improving cost containment in non-core expenditure areas.

Marketing expenditure increased modestly to 3.4% of total costs, aligning with JCT's revenue-generation and audience development objectives, while production expenses remained broadly stable in proportional terms.

JCT concluded the 2024/25 financial year with a surplus of R4.23 million, remaining one of only two institutions to achieve a positive operating result, alongside the State Theatre. While the surplus is lower than the prior year (R5.33 million), it was achieved in a year marked by rising operating costs and sector-wide financial pressure. In contrast, several peer institutions moved from surplus positions in 2023/24 into deficits in 2024/25.

Overall, this comparative performance confirms JCT's **continued leadership in revenue scale, diversification, and financial sustainability** within the national theatre system. The year-on-year trends point to a maturing business model that is progressively less subsidy-dependent, though sustained attention will be required to manage human capital costs, protect operating surpluses, and maintain JCT's competitive advantage in own-generated income as the organisation enters the next planning cycle.

Table 13: JCT and DSAC Theatres Financial Comparison, 2024/25 Financial Year

R'	Joburg City Theatres		Market Theatre		State Theatre		Artscape		Playhouse Company		TOTAL
Revenue											
Ticketing Sales	11,137,566.00	3.40%	2,281,877.00	3.05%	4,329,139.00	2.59%	899,981.00	0.85%	4,240,643.00	4.34%	22,889,206.00
Subsidy	208,443,000.00	63.67%	59,375,777.00	79.43%	139,751,870.00	83.66%	92,374,915.00	87.33%	84,629,306.00	86.70%	584,574,868.00
Own Generated Revenue	70,514,499.00	21.54%	6,704,962.00	8.97%	22,570,048.00	13.51%	6,659,359.00	6.30%	4,357,228.00	4.46%	110,806,096.00
Other	37,292,816.00	11.39%	6,393,234.00	8.55%	393,806.00	0.24%	5,842,611.00	5.52%	4,379,622.00	4.49%	54,302,089.00
Total	327,387,881.00	100.00%	74,755,850.00	100.00%	167,044,863.00	100.00%	105,776,866.00	100.00%	97,606,799.00	100.00%	772,572,259.00
Expenditure											
Production Expenses	37,992,518.00	11.76%	11,970,287.00	14.50%	9,069,281.00	5.80%	3,419,452.00	3.16%	14,229,076.00	13.05%	76,680,614.00
Marketing	11,091,285.00	3.43%	1,053,198.00	1.28%	2,125,328.00	1.36%	1,347,670.00	1.25%	172,920.00	0.16%	15,790,401.00
Salaries & Wages	154,370,417.00	47.77%	32,526,164.00	39.40%	53,760,437.00	34.39%	44,864,076.00	41.48%	36,852,971.00	33.81%	322,374,065.00
Repairs & Maintenance	3,172,506.00	0.98%	9,089,734.00	11.01%	16,314,150.00	10.44%	3,011,595.00	2.78%	8,890,925.00	8.16%	40,478,910.00
General Expenses	116,531,604.00	36.06%	27,910,241.00	33.81%	75,060,273.00	48.01%	55,494,220.00	51.31%	48,855,565.00	44.82%	323,851,903.00
	323,158,330.00	100.00%	82,549,624.00	100.00%	156,329,469.00	100.00%	108,149,495.00	100.00%	109,001,457.00	100.00%	779,188,375.00
Surplus / (Deficit)	4,229,551.00		-7,793,774.00		10,715,394.00		-2,372,629.00		-11,394,658.00		

1.4. SWOT ANALYSIS

The situational analysis and Vision stocktake are consolidated in the updated SWOT below, informing JCT's areas of focus and interventions for the 2026/27 and MTREF planning period.

Table 14: Joburg City Theatres SWOT Analysis

S STRENGTHS	W WEAKNESSES
❖ Excellence in production and facilities: JCT maintains high standards in commercial theatre production, supported by world-class stage facilities, skilled technical staff, and quality hospitality services that enhance the overall patron experience while providing a diversified source of revenue. ❖ Strong leadership and governance: The organisation benefits from experienced creative and managerial leadership, a robust governance structure, and long-standing cultural partnerships such as Joburg Ballet and Peoples Theatre, reinforcing institutional credibility. ❖ Financial stability and institutional support: An annual operating and capital subsidy from the City of Johannesburg, along with strong alignment with city structures, supports both operational continuity and developmental objectives. ❖ Expanding media footprint and brand value: With consistently increasing AVE and over 80% positive media sentiment, JCT's strategic marketing and public relations efforts continue to elevate its public profile and brand equity. ❖ Community impact and resilience: Programmes such as youth network performances reflect a commitment to education and community engagement, while adaptive strategies (e.g. generator procurement post-load shedding) demonstrate resilience and operational preparedness.	❖ Revenue vulnerability and funding dependence: Heavy reliance on rental income, co-productions, and COJ funding exposes JCT to financial risk and limits its operational autonomy and sustainability. ❖ Audience development challenges: Soweto Theatre continues to face audience retention issues, local storytelling productions yield low ticket sales, and Roodepoort Theatre's limited capacity and isolated location restrict revenue and growth. ❖ Operational and capacity constraints: An overstretched technical team, under-resourced ICT systems, and insufficiently integrated planning across production, marketing, and sales limit efficiency and coordination. ❖ Marketing and sales capability gaps: A lack of dedicated resources for marketing, B2B sales, sponsorships, and partnerships undermines JCT's ability to secure funding, expand networks, and effectively monetise its offerings. ❖ Accessibility, inclusion, and organisational culture: High ticket prices limit affordability for many residents; organisational culture requires strengthening to drive collaboration and innovation; and limited research capacity hinders evidence-based strategy and market positioning.

O OPPORTUNITIES

- ❖ **Braamfontein–Newtown cultural arch:** Leverage integrated precinct development and festivals to drive tourism, strengthen city branding, and stimulate economic activity and job creation.
- ❖ **Maximising venue utilisation:** Activate all theatre spaces, including the Jabulani Amphitheatre, to expand programming, deepen community engagement, and increase revenue.
- ❖ **Global and continental partnerships:** Leverage international networks, city twinning, and exchanges to support cultural diplomacy, co-productions, and audience growth.
- ❖ **Co-productions and touring circuits:** Expand collaborations with local and international producers to access shared resources, touring opportunities, and high-quality content.
- ❖ **Education and community programmes:** Scale structured youth, education, and outreach initiatives to support transformation, audience development, and measurable social impact.
- ❖ **Strategic partnerships and sponsorships:** Mobilise corporate and public partnerships to diversify revenue and enhance programme scale and relevance.
- ❖ **Digital and media platforms:** Expand the “Spotlight Theatre Talk” podcast, digital channels, and audience data capabilities to strengthen engagement, visibility, and monetisation.
- ❖ **Hospitality and commercial services:** Grow catering, events, and venue-related services to enhance customer experience and further diversify income streams.
- ❖ **Sustainability and innovation:** Invest in green infrastructure and digitally enabled theatre models to strengthen resilience and institutional positioning.

T THREATS

- ❖ **Intensifying competition for audiences:** Increasing competition from festivals, casinos, live events, and digital platforms fragments audiences and pressures attendance and revenue.
- ❖ **Programming and revenue risk:** Underperforming productions can result in financial losses, reduced utilisation, and reputational damage.
- ❖ **Audience erosion risk:** Inability to attract new audiences while retaining existing ones may weaken long-term sustainability.
- ❖ **Collaboration constraints:** Competitive dynamics within the sector may limit effective partnerships, co-productions, and shared funding opportunities.
- ❖ **Safety and accessibility barriers:** Perceptions of crime and limited night-time transport continue to constrain attendance, particularly for evening performances.
- ❖ **Service disruption risks:** Prolonged water outages and infrastructure constraints may affect operations and service delivery continuity.
- ❖ **Governance and compliance exposure:** Limited control over City-level contracting processes may expose JCT to compliance risks and adverse audit outcomes.

8. RISK ASSESSMENT

JCT has established and maintains a system of risk management in accordance with the provisions of the Municipal Finance Management Act and the King IV™ Report on Corporate Governance and Risk Management Standards, as applicable. Oversight over the governance and management of risk in JCT is carried out by the Audit and Risk Committee (ARC), which is a subcommittee of the board of directors. The ARC meets on a quarterly basis and operates in accordance with approved terms of reference. The ARC has adopted an integrated approach to risk management, the COJ Group Risk Management Framework, and the Group Risk Management Policy as approved by Council.

The key risks, current controls, and mitigation actions for 2026/27 are summarised in the table below. The detailed Risk Register is attached as an annexure to this Business Plan.

Table 15: Joburg City Theatres Summary Strategic Risk Register

Ref. N ^o .	Strategic Objective	Risk Name	Root Causes	Current Controls	Mitigation Actions
1.	SO1. Quality performing arts and entertainment experience and facilities	Business disruption	1. Power outages 2. Global pandemic 3. Financial constraints 4. Unrest (social, political, labour, etc.) 5. Natural disaster 6. Criminality 7. Water cuts 8. Geopolitics	1. Backup generators in place 1.2. Intra departmental cooperation 2. Business continuity plan 3.1. Mid-year budget reviews 3.2. Business development 4.1. Communications with stakeholders (Communication strategy) 4.2. The majority of the patrons are doing online bookings 5.1. Insourced security 5.2. Police visibility in the precinct (IGR) 5.3. Surveillance cameras 5.4. Braamfontein improvement district meetings 7. Water tankering in Joburg Theatre	1. Continuously maintain backup generators 2. Continuous Business Plan testing (includes streaming options) 3. Advanced planning 3.2. Explore IGR and PPPs, through creating strong proposals for art grants and sponsorships (provincial and national interventions) 4. Continue implementing existing controls 5. Engage with public safety for JCT safety needs to be included in City Safety Strategy 6.1. Increase capacity of water tanks for JCT. 6.2. Explore the option of harvesting rain water. 7.1. Fuel storage and Suitable arrangements with suppliers with regards to fuel. 7.2. Alternative sources of energy e.g. Solar.
2.	SO3. Affordable access to and use of theatres by communities SO6. Mobilisation of partnerships to support the mandate	Inconsistent attendance at theatre shows	1. High cost of productions and the need to recover costs	1.1. Different pricing structures based on product and venue. 1.2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens. (Programme Policy).	1.1. Implementation of Sponsorship Policy 1.2. Explore IGR and PPPs, through creating strong proposals for art grants and sponsorships (provincial and national interventions) 3. Continue implementing the existing controls

Ref. No.	Strategic Objective	Risk Name	Root Causes	Current Controls	Mitigation Actions
	and improved brand recognition and awareness of JCT		2. Economic downturns – low disposable income 3. Lack of exposure of potential audiences to the theatre experience 4. Fear of crime in the area 5. Continuous change in the market appreciation of products and different market segments 6. Limited funding of the marketing strategy 7. Limited public transport to the theatre at night 8. Load-reduction	1.3. Implementation of Marketing and Communication Strategy. 2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens. 3.1 Mobile theatre truck used to take the arts to targeted diverse communities. 3.2 Implementation of Marketing and Communication strategy. 4.1 In-sourced security. 4.2 Police visibility in the precinct (IGR). 4.3 Surveillance cameras. 4.4 Braamfontein Improvement district meetings. 5.1 Marketing plan developed for each production. 5.2 Online Customer satisfaction survey. 5.3 Media partners. 6.1. Implementation of Marketing and Communication strategy. 8. Back-up generators.	4. Engage with public safety for JCT needs to be included in City Safety Strategy 5. 1. Continue leveraging CRM tools to track shifts in customer preferences as part of the Marketing and Communication Strategy 5.2. Pursue additional partnership 6. Continuous testing and maintenance of generators

Ref. No.	Strategic Objective	Risk Name	Root Causes	Current Controls	Mitigation Actions
3.	SO4. Good governance, financial sustainability, and sound management	Theft, fraud, and corruption	1. Conflict of interest (greed, collusion, bribery) 2. Weak internal control environment - cash handling/ administrative procedures 3. Lack of accountability and consequence management 4. Poor work ethics 5. Inadequate segregation of duties / inadequate or no supervision 6. Inadequate IT access controls 7. Cyber attack 8. Inadequate physical security controls	1.1. Fraud Prevention Policy 1.2. Fraud hotline 1.3. Declaration of interest 1.4. Ethics Strategy 2. Fraud risk assessment conducted annually 3. Code of Conduct and disciplinary code of procedures 4. Ethics awareness workshops conducted 5.1. Remuneration, Social and Ethics Committee 5.2. Job description 5.3. Delegation of authority 6. IT Governance Framework 6.2. POS system with audit trails 6.3. Active directory user authentication 6.4. Bi-annually user access reviews done 6.5 New user authorisation forms 6.6 Monthly reports on new users 7.1. IT Governance framework 7.2. Annual firewall renewal/subscriptions 7.3. Firewall	1. Continuous ethics workshops 2. Strict implementing of policy (Code of Conduct and DC Code) 3 – 6. The current controls are adequate to manage the risk factor, the controls will be monitored for any improvements and emerging factors 7.1. Conduct monthly cyber security awareness for staff 7.2. Continuous cyber security risk assessment 8. Continue conducting security risk assessments

Ref. No.	Strategic Objective	Risk Name	Root Causes	Current Controls	Mitigation Actions
				7.4. Monthly security awareness emails are sent out to all the employees 7.5. MiMECAST an email secure gateway 8.1. Armed response with CHUB 8.2. ST relationship with SAPS	
4.		Non-compliance with applicable legislation	1. Various and changing legislative requirements to be complied with 2. Interdependency to the City with regards to requirement on MSCOA compliancy 3. Inadequate assessment of compliance risk	1.1. Regulatory compliance register/ assessment tool monitored 1.2. CRMP in place 1.3. Compliance policy and framework in place 1.4. Training and development policy 1.5. LexisNexis Service provide 2. SAP 4 HANA 3.1. Quarterly reporting to oversight committees on compliance 3.2. CRMP	The current controls look adequate to manage the risk factor; the controls will be monitored for any improvements and emerging factors
5.		Legacy Systems Misalignment with Current Demands	1. Lack of review of IT infrastructure 2. Losing track of emerging challenges 3. Financial constraints	1.1. ICT governance framework 1.2. Review of operational requirements 1.3. Prompt built in ICT system (update) 2.1. ICT governance framework 2.2. Reviews of operational requirements	1. Regular review of IT infrastructure to verify readiness for evolving technology and strategic changes 2. Continuous monitoring of market developments, operational readiness, and IT system compatibility. 3. Continue implementing the existing controls

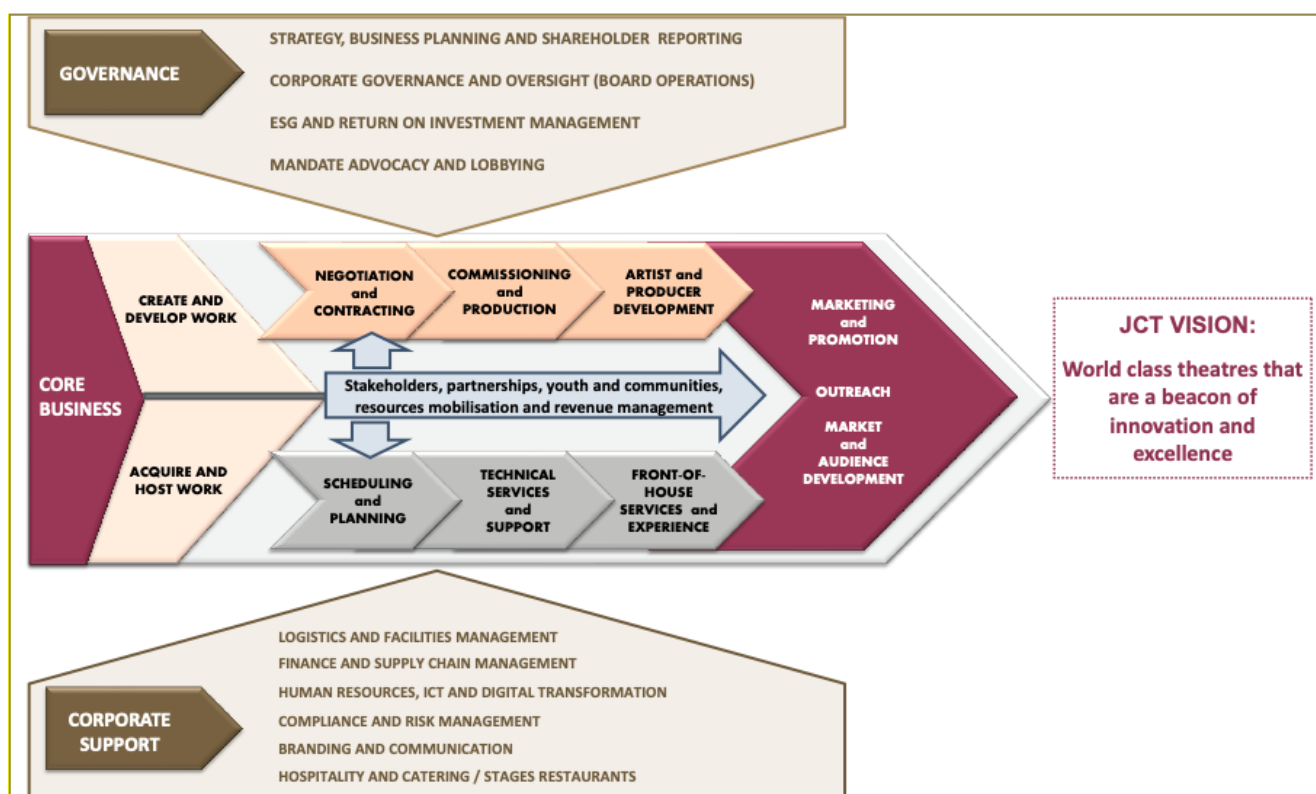
Ref. No.	Strategic Objective	Risk Name	Root Causes	Current Controls	Mitigation Actions
			4. Limited Human Resources Capacity	3.1. CAPEX budget 3.2. CIO forum 4. CIO forums	4. Continuous lobbying for the appointment of CIO
6.	SO2. Provision of opportunities for the youth, including future arts, theatre practitioners, and entrepreneurs	Limited programmes available for newly trained arts practitioners	1. Limited in-house production to absorb newly trained practitioners 2. Limited budgets	1. Applied Performing Arts and Arts Management partnership with Wits 2. Weekly drama and music workshops 3. Mentoring and upskilling of internal staff in key positions on in-house productions 4. Skills transfer programme 5. Learnership programme 6. Youth and community development strategy	1. Introducing theatre to communities through outreach programmes 2. Identification of emerging voices 3. Review youth and community development strategy
7.	SO5: Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	Non-compliance with climate mitigation measures	1. Lack of JCT climate action plan 2. Lack of funding to implement climate action plans	1. Energy efficiency lights implemented 2. Generators at all theatres, however, not environmentally friendly – gas at JT 3. Partnership with EISD to communicate environmental friendly projects (industrial theatre).	1. Conduct energy performance assessments 2. Use EPCs as the basis for budgeting and implementing CAP interventions. 3. Create awareness across the city through industrial theatre

9. STRATEGIC RESPONSE – IMPLEMENTATION AND PERFORMANCE

9.1. JOBURG CITY THEATRES CORE BUSINESS VALUE CHAIN

JCT's business model is executed through the ongoing development of capabilities in core business areas: creating and developing work and acquiring and hosting work. Fostering partnerships and stakeholder relationships forms the backbone of all activities. The core business value chain is further supported by effective governance and corporate support, strengthened by marketing and promotion, as well as outreach programmes. The core business value chains and support functions are shown in Figure 7 below.

Figure 7: Joburg City Theatres Core Business Value Chain



9.1.1. BENCHMARKING AND STOCKTAKE OF JCT'S VISION

World class theatres that are a beacon of innovation and excellence

The COJ is facing a convergence of structural pressures affecting governance, infrastructure, public safety, and financial sustainability. As highlighted in the COJ/COO feedback on business plans, these challenges are often framed in operational terms, resulting in responses that do not fully match their scale.

In this context, JCT has undertaken a Vision Stocktake, benchmarked against leading global theatre institutions and informed by internal and external analysis, to assess its strategic positioning and define the key focus areas and interventions required for the 2026/27 financial year and the MTREF period.

World class:

Positioning JCT as a leading cultural destination requires a continued focus on infrastructure, programming quality, and audience experience, supported by stronger utilisation, financial sustainability, and theatre-specific positioning.

- ❖ Continued investment in infrastructure and audience-facing assets, aligned to lifecycle requirements and sustainability considerations
- ❖ Enhanced rehearsal facilities, stage technology, and venue upgrades to maintain competitiveness
- ❖ Improved accessibility, including universal access and inclusive audience facilities
- ❖ Hosting flagship festivals and globally acclaimed productions to strengthen audience pull and revenue performance
- ❖ Leveraging the distinct value proposition of each theatre to optimise utilisation, audience targeting, and commercial outcomes
- ❖ Strengthening Johannesburg's positioning as a cultural destination through precinct-based initiatives such as the Cultural Arch

Innovation

Innovation must extend beyond marketing to include digital capability, data-driven decision-making, and Smart City integration.

- ❖ Adoption of data-driven audience development, leveraging ticketing and customer data to improve segmentation, retention, and programming decisions
- ❖ Digital-led marketing and audience engagement, including social media, influencers, and targeted campaigns
- ❖ Strategic use of digital platforms, including podcasts, digital screens, and Smart City infrastructure, to expand reach and visibility
- ❖ Integration of smart venue technologies to enhance accessibility, customer experience, and operational efficiency
- ❖ Leveraging digital systems to support revenue optimisation, operational planning, and performance monitoring
- ❖ Exploration of emerging technologies to support immersive and differentiated theatre experiences

Excellence

Excellence is defined not only by artistic quality, but by measurable developmental impact, financial resilience, and institutional sustainability.

- ❖ Artistic programming aligned with JCT's public mandate, balancing commercial viability with developmental objectives
- ❖ Strengthened revenue diversification through partnerships, hospitality, commercial activities, and optimised programming
- ❖ Sustained investment in youth, education, and community development programmes, with strengthened progression pathways into the creative economy
- ❖ Expanded outreach to underserved and marginalised communities through structured programmes and mobile theatre initiatives
- ❖ Positioning JCT as a catalyst for social cohesion, transformation, and inclusive participation in the arts
- ❖ Implementation of climate action initiatives to improve energy efficiency, operational sustainability, and environmental responsibility
- ❖ Embedding outcome-based measurement to track audience growth, youth development, financial sustainability, and broader social impact

Strategic implications

The Vision Stocktake confirms that achieving JCT's long-term impact requires a shift towards:

- 1) Data-informed audience development and integrated programming, marketing, and revenue strategies
- 2) Clear differentiation and positioning of each theatre within the cultural ecosystem
- 3) Strengthened financial sustainability through revenue diversification and improved asset utilisation
- 4) Scaled youth and community development with measurable progression outcomes
- 5) Increased partnership mobilisation to support funding, content, and reach
- 6) Integration of Smart City technologies and digital platforms to enhance access, engagement, and operational efficiency
- 7) Institutionalisation of climate-responsive practices across facilities, operations, and programming

These shifts are reflected in the strategic objectives and performance framework of this Business Plan.

9.2. KEY PERFORMANCE AREAS

The key performance areas (KPA's) outlined below translate JCT's vision stocktake and strategic positioning, through the six strategic objectives, into focused delivery areas/outputs. These guide performance management and inform the refinement of key performance indicators (KPIs) for the 2026/27 financial year.

Table 16: Joburg City Theatres Key Performance Areas for 2026/27

COJ Priority	Strategic Objective	Key Performance Areas
Priority 7: Safer City Priority 8: Active and engaged citizenry	SO1. Quality performing arts and entertainment experiences and facilities	Service level standards achieved
		Arts and culture programmes delivered
		Integrated group programming (including Joburg Ballet and JPO) implemented
		JCT touring circuit implemented
		Legends tribute programme implemented
Priority 6: Job opportunity and creation	SO2. Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	Work opportunities created through JCT programmes
		Youth development and skills pathways in arts and theatre implemented
Priority 7: Safer City Priority 8: Active and engaged citizenry Priority 11: Smart City	SO3. Affordable access to and use of theatres by communities	Audience development and venue access expanded
		Education programmes delivered across all theatres
		Integrated city-wide activations implemented
		Digital platforms and smart technologies leveraged to expand access and engagement
Priority 1: Good governance Priority 2: Financial sustainability Priority 6: Job opportunity and creation	SO4. Good governance, financial sustainability and sound management	Financial management and sustainability strengthened
		Governance, internal controls, performance, and risks managed
		Small businesses supported through B-BBEE and preferential procurement
		MFMA Circular 88 outcomes and outputs on financial management and good governance monitored and reported on
Priority 3: Energy mix	SO5. Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	JCT's climate action plan implemented
		Climate awareness and low-carbon programming delivered

COJ Priority	Strategic Objective	Key Performance Areas
Priority 1: Good governance	SO6. Mobilisation of partnerships to support the mandate and improved brand recognition and awareness of JCT	Strategic partnerships mobilised and managed
Priority 7: Safer City		Brand visibility and media engagement strengthened
Priority 9: Sustained economic growth		

9.2.1. AREAS OF FOCUS AND KEY INTERVENTIONS

Change levers directing the focus for 2026/27 are as follows:

Programming and Customer:

- ❖ Balance volume-driven programming and high-impact flagship productions
- ❖ Design programming based on audience insights, not only calendar cycles
- ❖ Strengthen the end-to-end customer experience, including pricing, access, safety, and daytime offerings
- ❖ Balance the social mandate with paid attendance and revenue quality

Marketing and Communication:

- ❖ Transition from generic promotion to targeted, data-driven marketing
- ❖ Leverage digital platforms and influencers to reach and grow new audiences
- ❖ Position JCT as a cultural thought leader through platforms such as *Spotlight Theatre Talk*
- ❖ Strengthen alignment with City messaging, tourism strategies, and major events

Sales, Sponsorships and Partnerships

- ❖ Establish a dedicated and capacitated sponsorship and partnership's function
- ❖ Shift from counting partnerships to measuring partnership value (financial and in-kind)
- ❖ Grow B2B sales, co-productions and corporate theatre offerings
- ❖ Leverage partnerships to unlock funding, audiences, and high-quality content

Organisation – People, Systems and Processes

- ❖ Align organisational structure and capabilities to JCT's Vision stocktake and strategic positioning
- ❖ Invest in skills, leadership and succession planning

- ❖ Leverage digital systems and automation to improve productivity and decision-making
- ❖ Strengthen performance management, governance and accountability

Smart City

- ❖ Implement CRM and data-driven audience engagement systems
- ❖ Leverage Free Wi-Fi platforms to support audience insights and engagement
- ❖ Scale the *Spotlight Theatre Talk* podcast and digital content platforms
- ❖ Strengthen digital marketing, ticketing analytics, and audience segmentation capabilities
- ❖ Explore emerging technologies (e.g. VR/AR, hearing loop) to enhance audience experience and accessibility

Climate Change and Environmental Sustainability

- ❖ Implement JCT's Climate Action Plan aligned to the COJ CAP
- ❖ Operationalise EPC recommendations across theatres
- ❖ Improve energy efficiency and optimise infrastructure performance
- ❖ Strengthen water security and waste management practices
- ❖ Use industrial theatre and programming to promote climate awareness and behavioural change

Within this strategic framework, the focus areas and key interventions over the short, medium, and long term are outlined in the table below.

Table 17: Focus Areas and Key Interventions

Focus Area	Key Interventions		
	Short Term (FY2026/27)	Medium Term (2026-2029 MTREF)	Longer Term (Beyond 2029)
Soweto Theatre Amphitheatre	Secure occupation certificate and procure critical technical equipment (lighting) to enable utilisation and venue hire.	Activate as a multi-purpose venue for cultural, community, and selected sporting events.	Establish as a sustainable anchor venue for large-scale events in Soweto.
Major milestone events	Deliver activations for the 50th anniversary of the June 16 Uprising.	n/a	n/a

Focus Area	Key Interventions		
	Short Term (FY2026/27)	Medium Term (2026-2029 MTREF)	Longer Term (Beyond 2029)
Revenue generation and brand development	Implement revised marketing strategy with stronger B2B sales, sponsorships, and partnerships. Stage at least one globally acclaimed production. Grow hospitality and catering revenue through expanded services and integrated packages. Lobby for funding to develop underground parking to improve access and diversify revenue.	Strengthen revenue diversification through improved venue utilisation, premium programming, and partnership value. Actively market and sell ancillary services to CoJ departments. Expand industrial theatre for corporates. Submit a business case and funding model for approval to develop underground parking to diversify revenue and improve theatre access.	Establish a resilient, diversified revenue model balancing commercial and developmental objectives. Secure funding and prepare for phased implementation of diversified revenue from underground parking.
Education and youth programmes	Implement APAAM, school networks, and Space.com with clear criteria, outcomes, and tracking. Integrate outreach (mobile theatre) and strengthen youth progression monitoring.	Scale education, skills, and entrepreneurship programmes across theatres with standardised delivery and stronger academic/industry partnerships. Expand SME and platform support (venue access, marketing, technical support)	Establish JCT as a city-wide youth development ecosystem with integrated pathways from training to employment and entrepreneurship.
Arts, culture and tourism	Strengthen tourism linkages and position JCT within City routes. Integrate Joburg Ballet and JPO. Partner with Joburg Tourism on destination marketing, including the Cultural Arch Festival.	Strengthen Johannesburg's positioning through coordinated destination marketing, flagship programming, and precinct-based experiences.	Establish JCT Archive/Resource Centre and gift shop to strengthen heritage and visitor experience.
Festivals and cultural precincts	Maintain safe, clean precincts. Participate in festival circuits. Complete preparations for the Joburg Cultural Arch Festival.	Implement the Joburg Cultural Arch Festival across Newtown, Wits, and Braamfontein.	Position the Cultural Arch as a signature cultural and economic platform.
Climate Action Plan (CAP)	Implement CAP aligned to EPC recommendations and integrate into planning and budgeting.	Secure funding and scale energy interventions.	Institutionalise climate-responsive operations and infrastructure, and awareness across the COJ.

Focus Area	Key Interventions		
	Short Term (FY2026/27)	Medium Term (2026-2029 MTREF)	Longer Term (Beyond 2029)
	Implement industrial theatre programme for climate awareness with COJ partners.	Expand industrial theatre for climate awareness with COJ partners.	
Smart City	Implement <i>Spotlight Theatre Talk</i>. Operationalise Wi-Fi and ticketing data analytics to enable audience segmentation, targeted marketing, and performance monitoring. Establish CRM and data-driven audience engagement capability.	Roll out hearing loops, enhanced digital engagement platforms, and selected AI-enabled tools. Expand use of data analytics to inform programming, pricing, and audience retention. Explore VR/AR for youth development and audience engagement.	Establish JCT as a fully data-driven, digitally enabled cultural institution supporting decision-making, audience growth, and enhanced customer experience.
District partnerships and precinct development	Partner with JDA (Soweto) and BID (Braamfontein) to improve safety, activation, and precinct vibrancy, including Theatre Plaza and Theatre Park.	Deepen precinct partnerships to improve access, safety, and audience confidence.	Sustain theatre-led precinct activation supporting urban regeneration and destination development.

JCT has committed resources to the following projects aimed at showcasing the city's support and commitment to arts and culture as a vehicle for socio-economic development and for social transformation in the 2026/27 financial year.

Table 18: Joburg City Theatres Key Projects for 2026/27 with Resource Commitments

Key Project/Strategic Intervention	Project Requirements	Budget Commitment/ Requirement (Update in Draft 2)
A transformed Joburg Ballet.	Partnership with Joburg Ballet / Ballet seasons	R10.6 million p/a
A revived Johannesburg Philharmonic Orchestra, with a commitment to continue with Youth Development Programme	Commitment to continue with JPO Youth Development Programme/ Partnership / JPO seasons	R10.9 million p/a
Bayete PAY-ON-FOOT	Project establishment costs	R1.7 million p/a
Youth developed in arts and theatre	Youth Programmes	R35.004 million p/a

Key Project/Strategic Intervention	Project Requirements	Budget Commitment/ Requirement (Update in Draft 2)
Arts and culture festivals, themed, and emerging voices productions hosted and produced	Theatre productions and festivals, including Joburg Cultural Arch and an International Production	R1.5 million p/a
Annual legends tribute programme implemented	Tribute to Legends events	R1.6 million p/a – partnerships with local schools
School network offerings provided across all 3 theatres	JCT school network programmes	R672 000
Partnerships with other departments and entities using the Mobile Theatre Truck	Partnerships within COJ departments	R500 000 (budget requirement)
Arts and Culture/Tourism strategy	- Development of Arts and Culture strategy in collaboration with Arts, Culture and Heritage Department of the COJ (link into Joburg Tourism Strategy) - Mobile Theatre Truck	R400 000
JCT Climate Action Plan	Infrastructure assessments and development of JCT's CAP – undertaking energy performance evaluations	R540 000
JCT Smart City initiatives	- Continued implementation of the JCT "Spotlight Theatre Talk" Podcast Platform, including Podcast Studio establishment - Webticket analytics and audience segmentation	R1.3 million
	Hearing loop system (assistive technology for hearing impaired patrons)	R300 000
Fundraising and sponsorships	Develop and implement a comprehensive fundraising and sponsorships strategy (B2B sales strategy)	R10.6 million p/a

The COJ priority focus areas and interventions with budget allocations have been incorporated in JCT's Corporate Scorecard for 2026/27 reflected in the next section.

9.3. JCT CORPORATE SCORECARD FOR 2026-2027

Table 19: Joburg City Theatres Corporate Scorecard for 2026/27

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
JCT Strategic Objective – SO1: Quality performing arts and entertainment experiences and facilities, contributing to:															
- GGT2030 Priority 4: Safety, social cohesion and food security - GDS Outcome 1: Improved quality of life and development-driven resilience for all GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region - COJ Priority 7: Safer City COJ Priority 8: Active and engaged citizenry															
Service level standards achieved	1	Percentage achievement of service level standards ²⁵	100%	100%	100%	100%	100%	100%	100%	100%	-	-	Service Level Standards Report	COO, Artistic Director	
Arts and culture programmes delivered	2	Number of arts and culture programmes held (in-house and through partnerships)	39	45	50	55	15	25	35	45	-	R37m (For KPI 2 and 3)	Contracts Show reports or web ticket reports	COO, Artistic Director	

²⁵ CORE BUSINESS	SERVICE LEVEL STANDARD
1. Theatres accessible to people with disabilities	100% accessibility
2. Production start times	100% of in-house productions commence within 15 minutes as per schedule
3. Safety of patrons	100% compliance to health and safety legislation

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
	3	Number of emerging voices supported through partnerships	66	72	75	80	20	32	60	72	-		High impact/development selection criteria checklist	COO, Artistic Director	
Integrated group programming (JB and JPO) implemented	4	Number of Joburg Ballet seasons	4	4	4	4	1	2	3	4	-	R10.6m	SLA between JCT and Joburg Ballet	COO, Artistic Director	
							R2.6m	R5.2m	R7.8m	R10.6m	-	R10.6m	Joburg Ballet Quarterly Report		
	5	Number of Philharmonic Orchestra seasons	4	4	4	4	1	2	3	4	-	R10.9m	SLA between JCT and Orchestra	COO, Artistic Director	
							R2.7m	R5.4m	R8.1m	R10.9m	-	R10.9m	Orchestra Quarterly Report		
JCT touring circuit implemented	6	Number of JCT productions touring nationally/internationally	8	5	5	5	1	2	3	5	-	R2.0m	Business case/SLA	COO, Artistic Director	
							R1.0m	-	R2.0m	-	-	R2.0m			
Legends tribute programme implemented	7	Number of annual legends productions implemented	4	4	4	4	-	2	-	4	-	R1.5m	Contracts with artists/creatives	COO, Artistic Director	
							-	R0.750m	-	R1.5m	-	R1.5m	Close-out Report		
JCT Strategic Objective – SO2: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs, contributing to:															

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
- GGT2030 Priority 1: Economy, jobs and infrastructure - GDS Outcome 3: An inclusive, Job intensive, resilient, competitive and smart economy that harnesses the potential of citizens - COJ Priority 6: Job Opportunity & creation															
Work opportunities created through JCT programmes	8	Number of Expanded Public Works Programme (EPWP) work opportunities created at JCT	252	260	270	280	60	200	230	260	-	R1.052m	Employment contracts	CFO	
							R0.263m	R0.526m	R0.789	R1.052m	-	R1.052m			
Youth development pathways implemented	9	Number of youths attending arts programmes	824	600	650	700	400	400	600	600	-	R1.710m	Attendance registers Tutor reports on programme content/summary	COO, Artistic Director	
							R0.428m	R0.855m	R1.282m	R1.710m	-	R1.710m			
JCT Strategic Objective – SO3: Affordable access to and use of theatres by communities, contributing to: - GGT2030 Priority 4: Safety, social cohesion and food security - GDS Outcome 1: Improved quality of life and development-driven resilience for all GDS OUTCOME 3: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region - COJ Priority 7: Safer City COJ Priority 8: Active and engaged citizenry COJ Priority 11: Smart City															
Audiences developed	10	Theatre attendance rate	New indicator	55.0%	57.5%	60.0%	55.0%	55.0%	55.0%	55.0%	-	-	Ticket reports comparing attendance numbers to	COO, Artistic Director	

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
and access expanded													total sellable seats		
	11	Percentage complementary tickets	New indicator	25.0%	22.5%	20.0%	25.0%	25.0%	25.0%	25.0%	-	-	Ticket reports comparing comp. tickets issued to total sellable seats	COO	
Education programmes delivered	12	Number of school setwork programmes implemented	6	6	6	6	2	-	4	6	-	R1.612m	Contracts with artists/ creatives	COO, Artistic Director	
							R0.400m	-	R1.212m	R1.612m	-	R1.612m	Close-out Report		
City-wide integrated activations implemented	13	Number of city-wide outreach activations <i>(Mobile Theatre Truck, community and school halls)</i>	13	12	12	12	2	8	9	12	-	R0.672m	Annual calendar Job card/ Booking form	COO, Artistic Director	
							R0.200m	R0.400m	R0.500m	R0.672m	-	R0.672m			
Digital access and engagement enhanced <i>(Smart City contribution)</i>	14	Number of “Spotlight Theatre Talks” Podcast episodes delivered	6	12	12	12	3	6	9	12	-	R0.540m	Episode publishing logs Content release records from M&C, incl. hosting platforms	COO, CFO (IT)	
							R0.120m	R0.240m	R0.390m	R0.540m	-	R0.540m			

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
	15	Number of venues equipped with assistive accessibility technologies	New indicator	3 (Hearing loop system)	-	-	-	1	-	3	R1.3m	-	Purchase order Project completion report	CFO	
							-	R0.433m		R0.867m	R1.3m	-			
JCT Strategic Objective – SO4: Good governance, financial sustainability and sound management, contributing to:															
▪ GGT2030 Priority 5: Building a capable, ethical and developmental state ▪ GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region ▪ COJ Priority 1: Good governance COJ Priority 2: Financial sustainability															
Financial management and sustainability strengthened	16	Proportion of earned income against total revenue including subsidy ²⁶	36%	30%	30%	32%	30%	30%	30%	30%	-	-	Financial statements Income reports	CFO	
	17	Percentage spent on operating budget against approved operating budget	100%	100%	100%	100%	15%	50%	75%	100%	-	R357.337m	Opex Report Financial statements	CFO	
	18	Percentage spent on capital budget	100%	100%	100%	100%	25%	50%	75%	100%	R17.303m	-	Capex Report	CFO	
							R4.326m	R8.651m	R12 977m	R17.303m					

²⁶ FINANCIAL YEAR	EARNED INCOME	TOTAL REVENUE	QUARTERLY TARGETS	EARNED INCOME	TOTAL REVENUE
Baseline (2024/25)	R115.5m	R324.0m	Q1 2026/27	R22.938m	R80.702m
2026/27	R126.280m	R357.336m	Q2 2026/27	R58.533m	R174.061m
2027/28	R132.110m	R366.971m	Q3 2026/27	R80.152m	R253.444m
2028/29	R137.452m	R380.727m	Q4 2026/27	R126.280m	R357.336m

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4		Capex	Opex		
		against approved capital budget												Financial statements	
	19	Repairs and maintenance as a percentage of property, plants and equipment (carrying value)	11%	8%	8%	8%	2%	4%	7%	8%	-	R4.532m		Expenditure Report Financial statements	CFO
	20	Percentage reduction in unauthorised, irregular, fruitless, and wasteful expenditure incurred	+83%	50%	50%	50%	10%	20%	30%	50%	-	-		Expenditure Report Supply Chain Management Report Financial statements	CFO
	21	Percentage of valid invoices paid within 30 days of invoice/statement date	100%	100%	100%	100%	100%	100%	100%	100%	-	-		Expenditure Report Financial statements	CFO
Governance, internal controls, performance and risks managed	22	AGSA audit opinion	Clean audit	Clean audit	Clean audit	Clean audit	-	Clean audit	-	-	-	-	-	External (AGSA) audit opinion and report Annual financial statements	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
	23	Percentage resolution of AGSA findings (of prior year)	100%	100%	100%	100%	10%	30%	70%	100%	-	-	Quarter reports/ evidence files	CFO	
	24	Percentage resolution of Internal Audit findings (of prior year)	100%	100%	100%	100%	10%	30%	70%	100%	-	-	Quarter reports/ evidence files	CFO	
	25	Percentage of the strategic risk management action plans implemented	100%	100%	100%	100%	10%	30%	70%	100%	-	-	Quarter reports/ evidence files	CFO	
	26	Percentage of predetermined objectives achieved	96%	85%	85%	85%	-	85%	-	-	-	-	Quarter reports/ evidence files	CFO	
Small businesses supported through B-BBEE and preferential procurement	27	Number of SMMEs supported	403	280	290	300	60	170	230	280	-	R103.2m	Procurement reports	CFO	
	28	Percentage of procurement spend on SMMEs against total procurement expenditure	72%	70%	75%	80%	70%	70%	70%	70%	-			CFO	
							R25.8m	R51.6m	R77.4m	R103.2m	-	R103.2m			
	29	Percentage of procurement	99%	80%	85%	90%	80%	80%	80%	80%	-	R117.9m		CFO	

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
		spend on B-BBEE against total procurement expenditure					R29.5m	R58.9m	R88.4m	R117.9m	-	R117.9m	Procurement reports		
Strategic Objective – SO5: Implement the COJ’s Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy, contributing to:															
- GGT2030 Priority 7: Sustainable development for future generations - GDS Outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy - COJ Priority 3: Energy mix															
JCT’s climate action plan implemented	30	Percentage implementation of planned climate action milestones for the financial year	JCT’s climate action plan approved by the board	100%	100%	100%	25%	50%	75%	100%	-	R453k	Approved plan (aligned to Ops Plan), baseline assessment, guidelines, monitoring dashboard, quarterly reviews, IAR	CFO	
							R113k	R227k	R339k	R453k		R453k			
Climate awareness programmes delivered	31	Number of climate-themed industrial theatre productions staged	New indicator	2	4	6	-	1	-	2	-	EISD contract/partnership	Contracts Show reports	COO	
							-	EISD contract/partnership	-	EISD contract/partnership	-	-			
Strategic Objective – SO6: Mobilisation of partners to support the mandate, and improved brand recognition and awareness of JCT, contributing to:															
GGT2030 Priority 1: Economy, jobs and infrastructure GGT2030 Priority 4: Safety, social cohesion and food security GGT2030 Priority 5: Building a capable, ethical and developmental state															

Joburg City Theatres Business Plan for 2026/27 Financial Year

Key Performance Area	KPI #	Key Performance Indicator	Baseline	Annual Performance Targets (MTREF)				2025/26 Quarterly Performance Targets and Project Budgets				2026/27 Budget		Means of Verification / Evidence	Responsible (Lead)
			2024/25	2026/27	2027/28	2028/29	Q1	Q2	Q3	Q4	Capex	Opex			
▪ GDS Outcome 1: Improved quality of life and development-driven resilience for all GDS OUTCOME 3: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region ▪ COJ Priority 1: Good governance COJ Priority 7: Safer City COJ Priority 9: Sustained economic growth															
Strategic partnerships mobilised	32	Percentage year-on-year increase in the total value of partnerships secured	New indicator	10%	10%	10%	-	5%	-	10%	-	-	TBC	COO	
Brand visibility enhanced	33	Percentage positive media coverage	100% (Positive + neutral)	≥80% (Positive only)	≥80%	≥80%	≥80%	≥80%	≥80%	≥80%	-	R0.240 million	Media Monitoring Report (External provider)	COO	
	34	Number of sector-specific positive messages shared on COJ’s social media channels	48	24	30	36	6	12	18	24	-	-	Postings on COJ social media platforms	COO	

9.3.1. CIRCULAR 88 INDICATORS

Table 20: 2026/27 Circular 88 Output Indicators

C88 Outcome	C88 Ref. No.	C88 Output Indicator	Baseline	Annual Targets	2026/27 Quarterly Targets and Budgets				2026/27 Total Budget		Means of Verification	Responsible (Lead)
			2024/25	2026/27	Q1	Q2	Q3	Q4	Capex	Opex		
JCT Strategic Objective – SO4: Good governance, financial sustainability and sound management, contributing to: - GGT2030 Priority 5: Building a capable, ethical and developmental state - GDS Outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region - COJ Priority 1: Good governance COJ Priority 2: Financial sustainability												
FM3. Improved liquidity management	FM3.11	Cash/Cost coverage ratio	30 days	30-90 days	30-90 days	30-90 days	30-90 days	30-90 days	-	-	Opex Report Financial statements	CFO
	FM3.12	Current ratio	1.15 :1	1.5-2 :1	1.5-2 :1	1.5-2 :1	1.5-2 :1	1.5-2 :1	-	-	Opex Report Financial statements	CFO
	FM3.13	Trade payables to cash ratio	2:1	2:1	2:1	2:1	2:1	2:1	-	-	Opex Report Financial statements	CFO
FM6	FM6.12	Percentage of awarded tenders [over R750k], published on the entity website	90%	90%	90%	90%	90%	90%	-	-	Quarter reports/ evidence files	CFO
GG1. Improved municipal capability	GG1.21	Staff vacancy rate	5.3%	10%	10%	10%	10%	10%	-	-	Human Resource reports	CFO

9.4. SERVICE STANDARDS CHARTER

Table 21: Services Standards

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

Note: The service standards are currently under review by JCT management. The revised standards will be submitted to the COJ for approval and to amend the Service Delivery Agreement. Subject to approval, data collection tools will be developed in 2026/27, with full integration into the Business Plan in 2027/28.

9.5. TECHNICAL INDICATOR DESCRIPTIONS

Table 22: 2026/27 Corporate Scorecard Technical Indicator Descriptions

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
1	Percentage achievement of service level standards	Measures JCT's performance against standards that are set by the COJ to enhance competitive service level standards	Contributes to: <u>COJ Priorities:</u> 8: Active and engaged citizenry <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities	Service level standards report	Average achievement against set standards ²⁷ : 1. Accessibility 2. In-house productions commence within 15 min. as per schedule 3. Compliance to H&S legislation	None	Non-cumulative	Quarterly	No	Achievement of the desired performance	COO, Artistic Director
2	Number of arts and culture programmes held (in-house and through partnerships)	Measures the number of high impact arts and culture themed productions and festivals held. It includes in-house	Contributes to: <u>COJ Priorities:</u> 7: Safer City <u>JCT Strategic Objective:</u>	Contracts / partnership agreements Show reports or web ticket reports	Simple count	Excludes developmental door deal productions	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director

²⁷ CORE BUSINESS	SERVICE LEVEL STANDARD
1. Theatres accessible to people with disabilities	100% accessibility
2. Production start times	100% of in-house productions commence within 15 minutes as per schedule
3. Safety of patrons	100% compliance to health and safety legislation

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
		and partnership productions but excludes developmental door deal co-productions.	SO1: Quality performing arts and entertainment experiences and facilities	High impact / developmental productions selection criteria checklist							
3	Number of emerging voices supported through partnerships	Measures the number of developmental co-productions held in partnership with emerging artists (developing artists/ creative talents) The door deal productions are often short term, and limited run, based on JCT receiving an agreed percentage of ticket sales.	Contributes to: <u>COJ Priorities:</u> 7: Safer City 8: Active and engaged citizenry <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities	Door deal contracts Show reports or web ticket reports High impact / developmental productions selection criteria checklist	Simple count	Excludes high impact productions and festivals	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director
4	Number of Joburg Ballet seasons	Measures the number of ballet seasons staged by Joburg Ballet	Contributes to: <u>COJ Priorities:</u> 7: Safer City <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities Supports the priority of better integrating Joburg Ballet into the group offering	SLA between JCT and JB JB Quarterly report	Simple count	None	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
5	Number of Philharmonic Orchestra seasons	Measures the number of orchestra seasons staged by Johannesburg Philharmonic Orchestra	Contributes to: <u>COJ Priorities:</u> 7: Safer City <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities Supports the priority of better integrating Johannesburg Philharmonic Orchestra into the group offering.	SLA between JCT and JPO JPO Quarterly report	Simple count	None	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director
6	Number of JCT productions touring nationally/ internationally	Measures the number of JCT productions that are toured nationally or internationally.	Contributes to: <u>COJ Priorities:</u> 7: Safer City <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities	Business case/ SLA	Simple count	The count includes a single production or different productions taken to one or more national or international venue/s	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director
7	Number of annual legends productions implemented	Measures the implementation of programmes aimed at showcasing legends of arts and theatre.	Contributes to: <u>COJ Priorities:</u> 7: Safer City <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities	Contracts with artists/ creatives Close-out Report	Simple count	None	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director
8	Number of Expanded Public	Measures the number of work	Contributes to:	Employment contracts	Simple count	None	Cumulative year-to-date	Quarterly	No	Higher than targeted	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
	Works Programme (EPWP) work opportunities created through JCT programmes	opportunities created under the EPWP. An EPWP opportunity is paid work created for an individual on an EPWP project for any period of time. For JCT, it includes work opportunities created for arts programmes, theatre ushers, and hospitality and catering ad-hoc staff	<u>COJ Priorities:</u> 6: Job Opportunity & creation <u>JCT Strategic Objective:</u> SO2: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	Human Resources payroll information						performance is desirable	
9	Number of youths attending arts programmes	Measures the number of young people (under the age of 35) attending arts programmes facilitated by JCT. Facilitated is defined as arts programmes hosted by JCT and those presented by theatre tenants.	Contributes to: <u>COJ Priorities:</u> 6: Job Opportunity & creation <u>JCT Strategic Objective:</u> SO2: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	Attendance registers Tutor reports on programme content/summary	Simple count: Q1 intake maintained for Q2. Additional participants added in Q3, maintained for Q4.	The count includes arts programmes hosted by JCT and those presented by theatre tenants.	Cumulative	Quarterly	No	Achievement of the targeted performance is desirable	COO, Artistic Director
10	Theatre attendance rate	Percentage of total available seating capacity occupied across all shows	Contributes to: <u>COJ Priorities</u> 7: Safer City	Ticketing system reports Theatre capacity schedules	Total attendance / total sellable tickets across all shows for the year-to-date	System accuracy	Cumulative year-to-date	Quarterly	Yes	Higher than targeted performance is desirable	COO, Artistic Director

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
		within the reporting period	8: Active and engaged citizenry <u>JCT Strategic Objective:</u> SO3: Affordable access to and use of theatres by communities	JCT ticket sales and audience attendance report	period, expressed as a percentage						
11	Percentage complimentary tickets	Percentage of total tickets issued that are allocated as complimentary (non-revenue generating) tickets within the reporting period, excluding, media partnerships and sponsors, rental tickets, and free events	Contributes to: <u>COJ Priorities</u> 7: Safer City 8: Active and engaged citizenry <u>JCT Strategic Objective:</u> SO3: Affordable access to and use of theatres by communities	Ticketing system reports Theatre capacity schedules JCT ticket sales and audience attendance report	Total number of complimentary tickets issued / total number of sellable seats, expressed as a percentage	The target excludes complimentary tickets issues for media partnerships and sponsors, rental tickets, and free events	Cumulative year-to-date	Quarterly	Yes	Lower than targeted performance is desirable	COO, Artistic Director
12	Number of school set work programmes implemented	Measures the number of productions provided by the 3 theatres that support school set works for educational purposes and theatre accessibility	Contributes to: <u>COJ Priorities</u> 7: Safer City 8: Active and engaged citizenry <u>JCT Strategic Objective:</u> SO3: Affordable access to and use of theatres by communities	Contracts with artists/ creatives Close-out Report	Simple count	None	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director
13	Number of city-wide outreach activations	Measures the use of the Mobile Theatre Truck in collaboration with	Contributes to: <u>COJ Priorities</u> 7: Safer City	Annual calendar Job card / booking forms	Simple count	None	Cumulative year-to-date	Quarterly	Yes	Higher than targeted	COO, Artistic Director

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
	<i>(Mobile Theatre Truck, community and school halls)</i>	other city departments and entities, and corporate companies, to take arts and theatre to communities	8: Active and engaged citizenry <u>JCT Strategic Objective:</u> SO3: Affordable access to and use of theatres by communities							performance is desirable	
14	Number of "Spotlight Theatre Talk" Podcast episodes delivered	Tracks the number of official podcast episodes released under the JCT "Spotlight Theatre Talk" banner within the financial year.	Contributes to: <u>COJ Priorities</u> 11. Smart City – Focus area on Smart Citizen Engagement and Digital Economy <u>JCT Strategic Objective:</u> SO3: Affordable access to and use of theatres by communities <i>Provides a measure of progress in delivering innovative, tech-driven cultural content.</i>	Episode publishing logs and content release records from JCT's Marketing and Communications team, including hosting platforms (e.g. Spotify, Apple Podcasts, Google Podcasts).	Simple count of new podcast episodes officially published during the reporting period.	Episodes must meet internal quality standards and be publicly accessible to be counted.	Cumulative year-to-date	Quarterly	Yes	Higher than targeted performance is desirable	COO / M&C
15	Number of venues equipped with assistive accessibility technologies	Number of JCT venues equipped with functional assistive accessibility technologies, including hearing loop systems, to support inclusive access for persons with disabilities.	Contributes to: <u>COJ Priorities</u> 11. Smart City <u>JCT Strategic Objective:</u> SO3: Affordable access to and use of theatres by communities <i>Provides a measure of progress in using technology</i>	Purchase order, service provider contract Signed-off project completion report	Simple count	Does not measure the quality, utilisation, effectiveness of the technologies	Cumulative year-to-date	Bi-annually (Q2 and Q4)	Yes	Achievement of the targeted performance is desirable	COO, Artistic Director

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
			<i>to advance universal accessibility to theatres</i>								
16	Proportion of earned income against total revenue including subsidy	Measures the revenue generated by JCT from arts/theatre, and hospitality and catering operations income excluding subsidy against total revenue including subsidy	Contributes to: <u>COJ Priorities:</u> 2: Financial sustainability <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management	Financial statements Income reports	Earned revenue divided by total revenue including subsidy, expressed as a percentage	None	Cumulative year-to-date	Quarterly	No	Higher proportion of earned income is desirable	CFO
17	Percentage spent on operating budget against approved operating budget	Measures the percentage of actual operating expenditure against the approved operating budget allocation.	Contributes to: <u>COJ Priorities:</u> 2: Financial sustainability <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management The objective is to improve, stabilise, and sustain a positive financial position	OPEX expenditure report Financial statements	Actual costs / Allocated budget, expressed as a percentage	None	Cumulative year-to-date	Monthly/ Quarterly	No	Achievement of the targeted performance is desirable	CFO
18	Percentage spent on capital budget against approved capital budget	Measures the Capex spent on projects against the approved budget.	Contributes to: <u>COJ Priorities:</u> 2: Financial sustainability <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management	Capex Report Financial statements	Actual Capex spend / Budget Capex spend, expressed as a percentage	None	Cumulative year-to-date	Monthly/ Quarterly	No	Achievement of the targeted performance is desirable	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
			The objective is to improve, stabilise and sustain a positive financial position								
19	Repairs and maintenance as a percentage of property, plants and equipment (carrying value)	Measures the level of repairs and maintenance to ensure adequate maintenance to prevent breakdowns and interruptions to service delivery	Contributes to: <u>COJ Priorities:</u> 1: Good governance 2: Financial sustainability <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management The objective is to ensure continued provision of services	Expenditure Report Financial statements	Total repairs and maintenance expenditure / property, plant and equipment (carrying value), expressed as a percentage	None	Cumulative year-to-date	Monthly/ Quarterly	No	Higher than targeted performance is desirable	CFO
20	Percentage reduction in unauthorised, irregular, fruitless, and wasteful expenditure incurred	Measures the percentage reduction in unauthorised, irregular, fruitless, and wasteful expenditure compared to the previous financial year AGSA finding <i>(excluding CoJ centrally secured contracts deemed irregular by the AGSA)</i>	Contributes to: <u>COJ Priorities:</u> 1: Good governance 2: Financial sustainability <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management The objective is to progress to zero unauthorised, irregular, fruitless, and wasteful expenditure, after condonement	Expenditure report SCM report Financial statements	The unauthorised, irregular, fruitless, and wasteful expenditure closing balance of the current financial year against (will be compared with) the closing balance of the previous financial year, expressed as a percentage	Contracts secured centrally by the City, which are deemed irregular by the AGSA, for which JCT has no control, are excluded from the calculation	Cumulative year-to-date	Quarterly/ Annually	No	Higher than targeted performance is desirable	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
21	Percentage of valid invoices paid within 30 days of invoice/ statement date	Measures the percentage of valid invoices paid within 30 days as required by legislation.	Contributes to: <u>COJ Priorities:</u> 1: Good governance 2: Financial sustainability <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management The objective is to effectively manage working capital and ensure internal controls are in place to process payments promptly	Expenditure report Financial statements	Total number of invoices processed for the reporting period / Number of invoices paid within 30 days, expressed as a percentage	Valid invoices, for completed work, including all supporting documents.	Non-cumulative	Monthly / Quarterly	No	Achievement of the targeted performance is desirable	CFO
22	AGSA audit opinion	Measures the audit opinion expressed by the AGSA on the external audit of financial statements, predetermined objectives, and compliance with legislation (for the prior financial year)	Contributes to: <u>COJ Priorities:</u> 1: Good governance <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management	External (AGSA) audit opinion and report Annual financial statements	Audit opinion for the prior financial year stated in the external (AGSA) audit report	None	Non-cumulative	2 nd Quarter, Annually	No	Achievement of the targeted performance is desirable	CFO
23	Percentage resolution of AGSA findings (of prior year)	Measures the number of audit findings resolved against the total number of audit findings issued by	Contributes to: <u>COJ Priorities:</u> 1: Good governance <u>JCT Strategic Objective:</u>	Quarterly reports/ evidence files	Actual number of AGSA findings resolved divided by the total number of AGSA findings,	Internal Audit verification on resolution of findings	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
		AGSA in the prior year	SO4: Good governance, financial sustainability and sound management		expressed as a percentage						
24	Percentage resolution of Internal Audit findings (of prior year)	Measures the number of audit findings resolved against the total number of audit findings issued by Internal Audit in the prior year	Contributes to: <u>COJ Priorities:</u> 1: Good governance <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management	Quarter reports/ evidence files	Actual number of internal audit findings resolved divided by the total number of internal audit findings, expressed as a percentage	Internal Audit verification on resolution of findings	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	CFO
25	Percentage of the strategic risk management action plans implemented	Measures the percentage of strategic risk action plans implemented compared to total number of strategic risk action plans	Contributes to: <u>COJ Priorities:</u> 1: Good governance <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management	Quarter reports / evidence files	Number implemented strategic risk action plans divided by total number of strategic risk action plans, expressed as a percentage	None	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	CFO
26	Percentage of predetermined objectives achieved	Measures the number of predetermined objectives achieved in the previous financial year (audited) as a percentage of the total number of predetermined objectives	Contributes to: <u>COJ Priorities:</u> 1: Good governance <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management	Quarter reports / evidence files	Number of predetermined objectives achieved divided by the total number of predetermined objectives, expressed as a percentage	None	Non-cumulative	Annually – 2 nd quarter	No	Higher than targeted performance is desirable	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
27	Number of SMMEs Supported	The number of SMMEs participating in JCT available job opportunities	Contributes to: <u>COJ Priorities:</u> 6: Job Opportunity & creation <u>JCT Strategic Objective:</u> SO2: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	Supply Chain Management reports	Simple count	None	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	CFO
28	Percentage of procurement spend on SMMEs against total procurement expenditure	Measures the total value of JCT procurement directed to SMMEs presented as a percentage of total JCT procurement spend	Contributes to: <u>COJ Priorities:</u> 6: Job Opportunity & creation <u>JCT Strategic Objective:</u> SO2: Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	Procurement reports	Total rand value of JCT procurement spent on SMMEs divided by the total JCT procurement spend, expressed as a percentage	None	Cumulative year-end	Quarterly	No	Higher than targeted performance is desirable	CFO
29	Percentage of procurement spend on B-BBEE against total procurement expenditure	Measures the total value of JCT procurement directed to B-BBEE presented as a percentage of total JCT procurement spend	Contributes to: <u>COJ Priorities:</u> 1: Good governance <u>JCT Strategic Objective:</u> SO4: Good governance, financial sustainability and sound management	Procurement reports	Total rand value of JCT procurement spent on B-BBEE enterprises divided by the total JCT procurement spend, expressed as a percentage	None	Cumulative year-end	Quarterly	No	Higher than targeted performance is desirable	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
30	Percentage implementation of planned climate action milestones for the financial year	Measures the extent to which planned climate governance, operational practices, monitoring mechanisms, and reporting requirements are implemented within the financial year.	Contributes to: <u>COJ Priorities:</u> 3: Energy Mix <u>JCT Strategic Objective:</u> SO5: Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	EXCO-approved plan (milestones aligned to Operational Plan), baseline assessment report, internal guidelines, dashboard outputs, quarterly review records, Annual Report disclosures	Number of climate action milestones achieved / Total planned milestones for the financial year, expressed as a percentage	None	Cumulative year-to-date	Quarterly	Yes	Achievement of the targeted performance is desirable	CFO
31	Number of climate-themed industrial theatre productions staged	Number of industrial theatre productions with a climate or environmental sustainability theme staged by JCT within the reporting period.	Contributes to: <u>COJ Priorities:</u> 3: Energy Mix <u>JCT Strategic Objective:</u> SO5: Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	Contracts / partnership agreements Show reports	Simple count	Sourcing suitable partners, e.g., concluding a contract with EISD	Cumulative year-to-date	Quarterly	No	Higher than targeted performance is desirable	COO, Artistic Director
32	Percentage year-on-year increase in the total value of partnerships secured (sponsorships, media partnerships, grants, in-kind)	Percentage increase in the total monetary value of partnerships secured (including sponsorships, media partnerships, grants, and in-kind contributions) compared to the	Contributes to: <u>COJ Priorities:</u> 1: Good governance 7: Safer city <u>JCT Strategic Objective:</u> SO5: Mobilisation of partners to support the mandate, and	Signed partnership agreements and registers Finance records Valuation reports for in-kind contributions.	(Current year-to-date value minus prior year year-to-date value, for the same period) / Prior year year-to-date value, for the same period, expressed as a percentage	Valuation of in-kind contributions may be subjective or inconsistent Timing of agreement sign-off may affect recognition within a financial year	Cumulative year-to-date	Bi-annually (Q2 and Q4)	Yes	Higher than targeted performance is desirable	COO

Joburg City Theatres Business Plan for 2026/27 Financial Year

KPI #	KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
		previous financial year.	improved brand recognition and awareness of JCT			Reliance on complete and accurate recording of all partnership values.					
33	Percentage positive media coverage	Measures the percentage of media coverage that is positive against the total media coverage inclusive of negative coverage.	Contributes to: <u>COJ Priorities:</u> 1: Good governance 7: Safer city <u>JCT Strategic Objective:</u> SO5: Mobilisation of partners to support the mandate, and improved brand recognition and awareness of JCT	Media Monitoring Report (External provider)	Sum of positive and neutral media coverage for the reporting period / Total of all media coverage for the reporting period, expressed as a percentage	Appointment of an external service provider to provide the media monitoring service	Cumulative year-end	Quarterly	Yes	Higher than targeted performance is desirable	COO
34	Number of sector-specific positive messages shared on COJ's social media channels	Measures the number of theatre-specific messages disseminated on the COJ social media platforms	Contributes to: <u>COJ Priorities:</u> 1: Good governance 7: Safer city <u>JCT Strategic Objective:</u> SO6: Mobilisation of partners to support the mandate, and improved brand recognition and awareness of JCT	Postings on COJ social media platforms	Simple count	None	Cumulative year-to-date	Quarterly	Yes	Higher than targeted performance is desirable	COO

Table 23: 2026/27 Circular 88 Technical Indicator Descriptions

C88 #	C88 KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
FM3.11	Cash/Cost coverage ratio	The number of months that Joburg JCT can continue to meet its operating expenses using available cash reserves, without receiving any additional income.	Financial sustainability and liquidity assessment: A healthy cash/cost coverage ratio indicates the entity's ability to withstand financial shocks and maintain operations in the absence of revenue.	Monthly cash balances and total operating expenditure, extracted from JCT's finance system and audited financial reports	Available cash and cash equivalents / Average monthly operating expenditure	Fluctuations due to time of large once-off expenditures	Non-cumulative	Quarterly	No	Higher than targeted performance is desirable, aiming for 1-3 months coverage, in line with NT norms	CFO
FM3.12	Current ratio	Measures JCT's ability to meet its short-term obligations using its current assets.	Provides a snapshot of short-term financial health and liquidity. A ratio above 1 indicates that the entity can cover its short-term liabilities with its short-term assets, which is critical for operational stability and supplier confidence.	Derived from JCT's balance sheet within monthly or quarterly financial reports, and from audited and/or management accounts.	Current assets / Current liabilities	None	Non-cumulative	Quarterly	No	Higher than targeted performance is desirable. A ratio of >1 is generally acceptable, however, 1.5 to 2.0 is ideal for a public entity such as JCT	CFO
FM3.13	Trade payables to cash ratio	Compares the value of outstanding trade payables to the available cash and cash equivalents on hand at a specific point in time.	Assesses JCT's ability to meet its short-term liabilities (specifically trade payables) using available cash. A lower ratio reflects stronger liquidity and financial discipline in meeting obligations to suppliers and service providers.	Statement of financial position (for cash and payables)	Trade payables / cash and cash equivalents	Seasonal fluctuations in cash balances	Non-cumulative	Quarterly	No	Lower than targeted performance is desirable, indicating greater ability to settle obligations without liquidity pressure	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

C88 #	C88 KPI	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Resp.
FM6.12	Percentage of awarded tenders [over R200k], published on the entity website	The percentage of all awarded tenders exceeding R200,000 that have been published on the Joburg City Theatres website within the required timeframe.	The indicator promotes transparency, accountability, and compliance with public procurement regulations. Publishing awarded tenders enhances public trust, deters corruption, and aligns with legislative requirements and best practices in governance.	SCM records of awarded tenders and web publishing logs or confirmation emails/ screenshots from the JCT website team.	(Number of awarded tenders >R200k published on website / Total number of awarded tenders > R200k) x 100	None	Cumulative year-to-date	Quarterly	No	100% compliance – all tenders published	CFO / SCM / Website Admin.
GG1.21	Staff vacancy rate	The proportion of approved and budgeted posts that remain unfilled within JCT at a given point in time.	The indicator reflects JCT's capacity to deliver on its mandate. A high vacancy rate may suggest resource or recruitment challenges, potentially affecting service delivery, operational efficiency, and staff morale.	Approved organisational structure and HR records on staffing levels, verified against payroll and approved budget posts.	(Number of vacant posts / Total number of approved funded posts) x 100	None	Non-cumulative	Quarterly	No	Lower than targeted performance is desirable	HR Manager

Table 24: 2026/27 Services Standards Technical Indicator Descriptions

SS #	Service Standard	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Service Standard	Desired Performance	Indicator Resp.
1	Theatres accessible to persons with disabilities (PWDs)	Measures the extent to which JCT theatres meet the minimum identified requirements for	Contributes to: <u>COJ Priorities</u> 8: Active and engaged citizenry <u>JCT Strategic Objective:</u>	JCT PWD report produced by the OHS Manager	Number of PWD accessibility standards complied with / Total number of PWD accessibility	Setting of applicable PWD accessibility standards	Cumulative, year-end	Quarterly	No	Achievement of targeted performance is desirable	CFO

Joburg City Theatres Business Plan for 2026/27 Financial Year

SS #	Service Standard	Short Definition	Purpose / Importance	Source/Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Service Standard	Desired Performance	Indicator Resp.
		accessibility to theatres by PWDs	SO3: Affordable access to and use of theatres by communities		standards identified for the three theatres, expressed as a percentage						
2	Production start times	Measures the percentage of inhouse productions that commence within 15 minutes of the scheduled start time.	Contributes to: <u>COJ Priorities:</u> 7: Safer City <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities	Show reports	Number of theatre productions commencing within 15 minutes of the scheduled start time / Total number of productions commencing within and after 15 minutes of the scheduled start time, expressed as a percentage	None	Cumulative, year-end	Quarterly	No	Lower than targeted performance is desirable	COO
3	Safety to patrons	Measures the compliance with health and safety legislation at JCT theatres.	Contributes to: <u>COJ Priorities:</u> 7: Safer City <u>JCT Strategic Objective:</u> SO1: Quality performing arts and entertainment experiences and facilities	Health and safety compliance report	Percentage compliance with health and safety standards outlined in JCT's health and safety checklist	None	Cumulative, year-end	Quarterly	No	Achievement of targeted performance is desirable	CFO

10. FINANCIAL IMPACT

10.1. BUDGET AND SOURCES OF FUNDING

Table 25: Revenue by Source for the Medium-Term Revenue and Expenditure Framework

Description R thousand	Ref	2021/22	2022/23	2023/4	Current year 2024/25			Medium-Term Budget 2025/26 – 2027/28		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
REVENUE by source	1	6 368	-7 416	-8 494	-5 413	-6213	-5 812	-5 657	-5 911	-6 017
Rental of facilities and equipment										
Interest earned - external investments		-5 776	-8 820	-7 142	-5 387	-4 583	-5 387	-5 629	-5 882	-5 990
Other revenue		-274 714	-288 162	-311 751	-321 791	-330 941	-321 141	-330 311	-345 543	-355 420
TOTAL REVENUE excluding capital grants/contr.		-252 066	-304 398	-327 388	-332 591	-341 741	-332 340	-341 597	-357 336	-367 427

10.2. OPERATIONAL EXPENDITURE

Table 26: Operational Expenditure Budget for the Medium-Term Revenue and Expenditure Framework

Description R' thousand	Ref	2021/22	2022/23	2023/4	Current year 2024/25			Medium-Term Budget 2025/26 – 2027/28		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
EXPENDITURE by type										
Employee related costs		115 575	135 359	154 370	127 573	174 190	174 190	134 650	142 127	148 305
Debt impairment		-	-	-	-	-	-	-	-	-
Depreciation and asset impairment		1 712	2 074	2 699	2 987	2 987	2 720	3 121	3 261	3 321
Inventory consumed		94 186	82 664	86 282	120 580	93 932	89 034	121 786	127 266	134 083
Contracted services		1 331	2 733	2 714	1 899	1899	1 742	1 918	2 004	2 111

Description R' thousand	Ref	2021/22	2022/23	2023/4	Current year 2024/25			Medium-Term Budget 2025/26 – 2027/28		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
Transfers and subsidies paid		22 551	20 335	21 162	20 891	20 891	20 891	21 100	22 050	23 230
Other expenditure		48 309	55 908	55 931	58 661	47 842	42 055	59 022	60 629	56 377
TOTAL EXPENDITURE		283 665	299 072	323 158	332 591	341 741	332 036	341 597	357 337	367 427
OPERATING (SURPLUS) / DEFICIT		-11 135	-5 326	-4 229	-	-	3 046	-	-	-
Taxation		915	1 472	1 143	-	-	-	-	-	-
OPERATING (SURPLUS) / DEFICIT FOR THE YEAR		-2 278	3 854	3 085	-	-	-	-	-	-

10.3. CAPITAL EXPENDITURE

Table 27: Detailed Medium-term Capital Budget for 2026/27–2028/29

Project Name	Project Number	Budget 2026/27 R 000	Budget 2027/28 R 000	Budget 2028/29 R 000	Budget Over 3 years R 000
Joburg City Theatres					
Promusica Theatre - Upgrading of technical equipment (sound and lighting) Renewal Theatre redevelopment FLORIDA PARK EXT9 C Regional	2281	461	658	688	1 806
Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	2806	4 007	4 007	4 188	12 202
Joburg Theatre - Upgrade of stage machinery Renewal Plant and Equipment JOHANNESBURG F Ward	3109	8 892	8 892	9 292	27 077
Soweto Theatre - Upgrading of Technical Equipment Renewal Building Alterations JABULANI D City Wide	3710	824	1 230	1 285	3 339
Soweto Theatre - Building Renovations and upgrades JABULANI D	3840	1 096	1 636	1 710	4 442
Promusica Theatre - Building renovations and upgrades Renewal Building Alterations FLORIDA PARK EXT9 C Regional	3841	362	540	564	1 466
Promusica Theatre - Information Technology New Computer Hardware & Software FLORIDA PARK EXT9 C City Wide	3842	830	1 239	1 295	3 364
Joburg Theatre - Technical Equipment New Capex JOHANNESBURG F Regional	4049	830	1 239	1 295	3 364
Total CAPEX		17 303	19 441	20 316	57 060

11. MANAGEMENT AND ORGANISATIONAL STRUCTURES

11.1. JOBURG CITY THEATRES GOVERNANCE ARRANGEMENTS

11.1.1. CORPORATE GOVERNANCE STRUCTURE

Joburg Theatre SOC Ltd has a unitary board, which is chaired by a non-executive director. The roles of Chairperson and Chief Executive Officer are separate, with responsibilities divided between them. The Chairperson has no executive functions. Non-executive directors contribute an independent view to matters under consideration and add to the depth of experience of the board. The Chief Executive Officer and Chief Financial Officer are executive directors and attend board and its committee meetings.

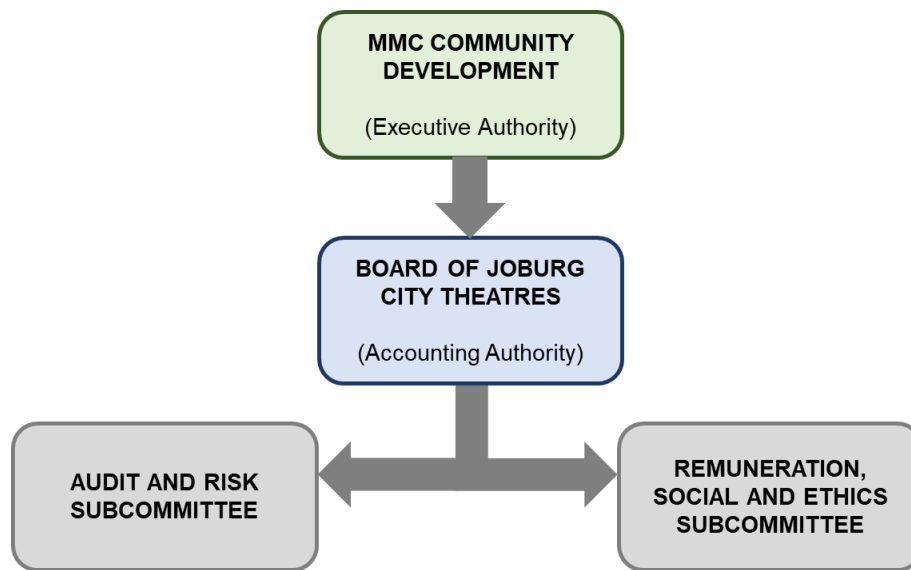
The board meets quarterly and retains full control over the company. The board and directors act in the best interests of the company and form the focal point of corporate governance, with responsibilities extending to accountability to the City of Johannesburg Metropolitan Municipality, the sole shareholder, its stakeholders, and the citizens of Johannesburg.

The board consists of the following members:

- ❖ Godfrey Katsana: Chairperson
- ❖ Bernice Dollie: Board member
- ❖ Bonga Kweyama: Board member
- ❖ Andile Ledwaba: Board member
- ❖ Virginia Tselane Magale: Board member
- ❖ Rabone Moripe: Board member
- ❖ Pamela Ndlovu: Board member
- ❖ Sherray Petersen: Board member
- ❖ Orapeleng Ramagaga: Board member
- ❖ Candice Patricia Savage: Board member
- ❖ Sbusiso Francisco Xaba: Board member
- ❖ Vukani Magubane: CFO
- ❖ Xoliswa Nduneni-Ngema: CEO

The following figure reflects the corporate governance structure of JCT.

Figure 8: Joburg City Theatres Governance Arrangements



BOARD COMMITTEES:

The following committees have been established:

Audit and Risk Committee:

The role of the Audit and Risk Committee (ARC) is to assist the board by performing an objective and independent review of the functioning of the organisation's finance and accounting control mechanisms. It exercises its functions through close liaison and communication with corporate management and the internal and external auditors.

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

The ARC operates in accordance with a written charter authorised by the board and provides assistance to the board with regard to:

- 1) Ensuring compliance with applicable legislations and the requirements of regulatory authorities.
- 2) Matters relating to financial accounting, accounting policies, reporting, risk management, and disclosures.
- 3) Internal and external audit policy.
- 4) Activities, scope, adequacy, and effectiveness of the Internal Audit Function and audit plans.
- 5) Review/approval of external audit plans, findings, problems, reports, and fees.
- 6) Compliance with the Code of Corporate Practices and Conduct; and

- 7) Compliance with the Code of Ethics.

Remuneration, Social and Ethics Committee:

The Remunerations, Social and Ethics Committee (REMSEC) advises the board on remuneration policies, remuneration packages, and other terms of employment for all directors and senior executives. Its terms of reference also includes recommendations to the board on matters relating *inter alia*, general staff policy remuneration, bonuses, executive remuneration, directors remuneration and fees, service contracts and retirement funds. The independent professional advisors advise the committee when necessary.

Furthermore, the role of REMSEC is:

- 1) To monitor the company's activities with regard to the following 5 areas of social responsibility:
 - a) Social and economic development
 - b) Good corporate citizenship
 - c) The environment, health, and public safety
 - d) Consumer relationships; and
 - e) Labour and employment
- 2) To draw matters within its mandate to the attention of the board as required.
- 3) To report to the shareholders at the company's annual general meeting on the matters within its mandate.

Members have unlimited access to the Company Secretary, who acts as an advisor to the board and its committees on matters, including compliance with company rules and procedures, statutory regulations, and best corporate practices. The board or any of its members may, in appropriate circumstances and at the expense of the company, obtain the advice of independent professionals. An annual board evaluation is undertaken.

11.1.2. GOVERNANCE AND OVERSIGHT

The board has signed a Shareholder Compact with the Shareholder to regulate the relationship between the city, as the Shareholder of the Company and represented by the MMC: Community Development, and the board of directors of the company as the Accounting Authority of the company. In particular, the Shareholder Compact seeks to:

- 1) Outline and strengthen the accountability of the board of directors to the Shareholder with respect to the service delivery mandate of the company.
- 2) Promote transparency.
- 3) Promote good governance in line with the applicable laws and regulations, service delivery agreements, and the Service Standards Charter that bind the company; and

- 4) Set out the mandated key performance measures and indicators to be attained by the company, as agreed to between the city, as the shareholder, and the board of directors as the Accounting Authority.

An annual Service Delivery Agreement is concluded in accordance with the provisions of the Municipal Systems Act, which governs the entity's relationship with the COJ. The board then provides quarterly, biannual, and annual reports on its service delivery performance to the COJ, as prescribed in the Service Delivery Agreement, the Municipal Finance Management Act, and the Municipal Systems Act.

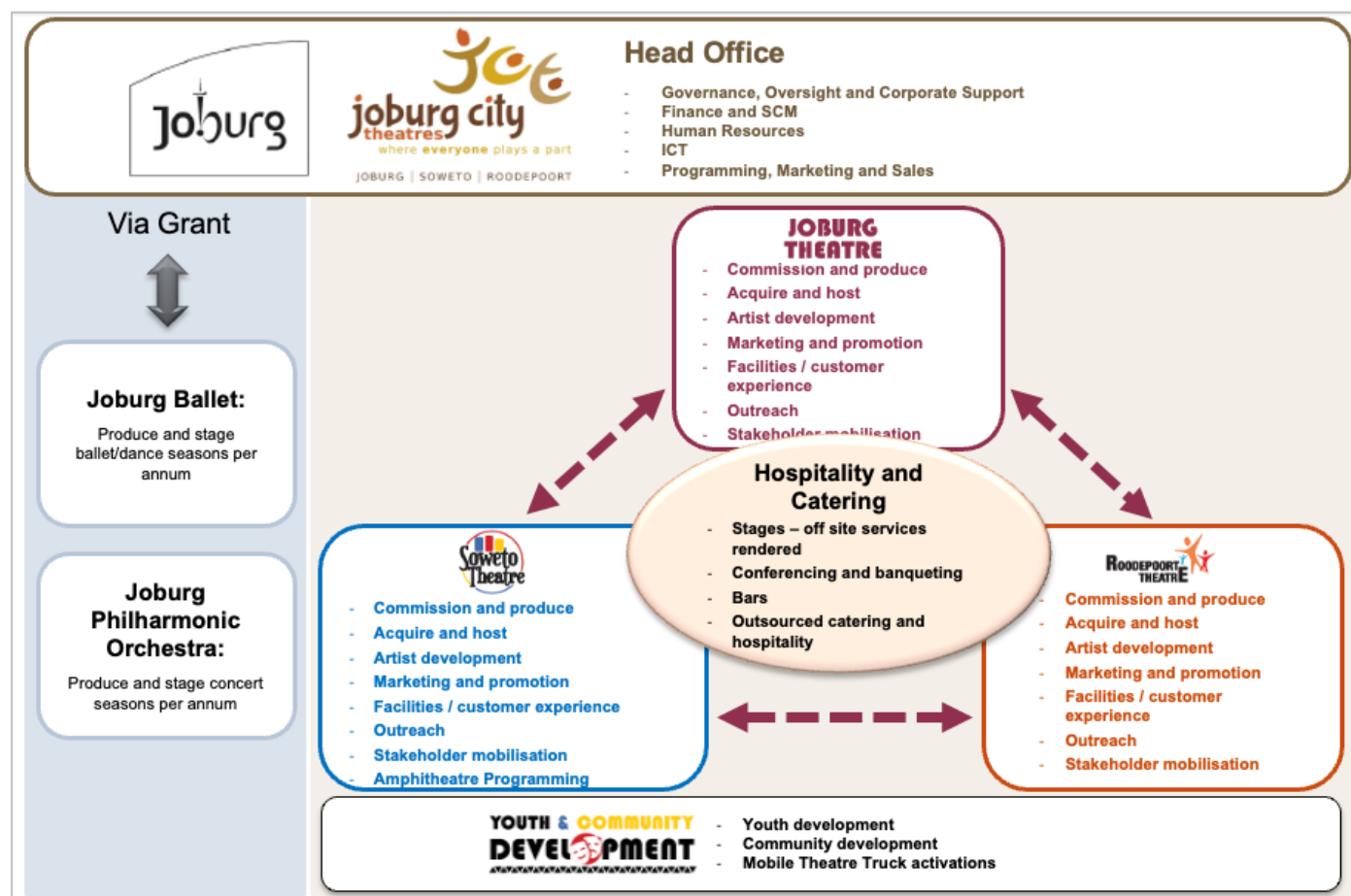
Board members have unlimited access to the Company Secretary, who acts as an advisor to the board and its subcommittees on matters, including compliance with company rules and procedures, statutory regulations, and best corporate practices. The board, or any of its members, may, in appropriate circumstances and at the expense of the company, obtain the advice of independent professionals. An annual board evaluation is undertaken.

11.2. JOBURG CITY THEATRE'S OPERATING MODEL

11.2.1. OPERATING MODEL

JCT's operating model reflects the entity's business logic, reflecting what the organisation offers its customers; how it reaches and relates to them; and through which resources, activities, and partners this is achieved. It reflects how JCT earns money and deploys available funding.

Figure 9: Joburg City Theatres Operating Model



In line with the integrated operating model, the six core operating areas define their aim and focus as follows:

Table 28: Aim and Focus of Joburg City Theatres' Core Operating Areas

1. Head Office Operations:	
Governance, Oversight and Corporate Support	<u>Aim:</u> Supporting the delivery of JCT services to the right quality and standard; promoting good governance, transparency, and accountability; ensuring sound financial management and accounting and building institutional resilience and administrative capability <u>Focus areas:</u> 1) Provide an enabling environment in support of all six strategic objectives through the provision of effective leadership, strategic management, and corporate support within JCT, in fulfilment of its mandate and mission 2) Ensure effective systems of governance and compliance to relevant regulations, standards, and guidelines 3) Secure sound and sustainable management of JCT financial affairs. Maintain effective and efficient transparent systems of financial risk and financial control. Ensure that

	irregular, unauthorised, or fruitless and wasteful expenditure and other losses are prevented 4) Ensure effective and consistent human resources management and development across JCT 5) Promote the provision of accessible, universal, affordable, reliable, modern, and high-quality levels of ICT facilities and services
Artistic Direction, Programming, Marketing and Sales	<u>Aim:</u> 1) Produce and present innovative and relevant indigenous and international entertainment programmes that promotes diversity and social cohesion. Programming comprises of an inclusive mix of genres, theatre (musicals and drama), poetry, comedy, dance, educational programmes, events, and festivals 2) Create brand awareness campaigns. Increase the number of people who make a purchase by attracting them to the theatre; expose customers to who we are, what we have, and what we do; and contributing to the theatres in creating a sustainable revenue growth 3) Increased ticket sales <u>Focus areas:</u> 1) Identify acquire, host, commission, and produce relevant and sustainable programming 2) Attract and sustain diverse patrons and external stakeholders 3) Create brand awareness, build a loyal audience, manage the customer experience and services 4) Increase the number of people who make a purchase by attracting them to the theatre; expose customers to who we are, what we have and what we do; and contributing to the theatres in creating a sustainable revenue growth
2. Joburg Theatre	
<u>Aim:</u> To continue to be an industry leader in Africa providing high-quality and diverse live performances, the preferred venue for artists, producers, and directors to partner and co-produce with, and a leading partner for the export of local and international production content <u>Focus areas:</u> 1) Maintain traditional Joburg Theatre strengths (panto, ballet, opera, and musicals), but to infuse cutting edge and contemporary art forms (dance, drama, festivals, and concerts) 2) Develop exceptional curatorship and client relationship management discipline 3) Establish solid partnerships with production and funding institutions 4) Establish strong mutually beneficial relationships and collaborations with local and international production and funding institutions, which will enable the exchange of productions to and from Joburg Theatre 5) Curate programmes targeting youth development in the arts 6) Develop and maintain diverse audiences	
3. Roodepoort Theatre	

Aim:

To reignite and cultivate new ways of being relevant by producing and presenting diverse programmes for the benefit of communities through relevant art forms.

Focus areas:

- 1) Become a theatre venue that will attract prominent artists
- 2) Provide opportunities for new producers (emerging/entrepreneurial individuals and groups) to stage productions
- 3) Produce work in a variety of genres to attract diversified audiences
- 4) Produce work that will attract external funding
- 5) Partner with other entities and institutions to produce work that actively contributes to the upliftment and education of the public at large (e.g., schools theatre and street theatre)
- 6) Curate programmes targeting youth development in the arts
- 7) Develop and maintain diverse audiences

4. Soweto Theatre

Aim:

To curate a dynamic township theatrical experience, which is relevant and meaningful to society, and recognised as a place of gathering in lifestyle entertainment

Focus areas:

- 1) Be a destination for national and international tourists visiting Soweto
- 2) Provide a teaching and learning experience, including in indigenous languages, which adds value to the educational experience of young people in Gauteng
- 3) Maintain a sustainable and socially impactful in-house to rental ratio
- 4) Be a national and international festival venue, including the other venues in the Jabulani precinct
- 5) Curate programmes targeting youth development in the arts
- 6) Develop and maintain diverse audiences

5. Hospitality and Catering

Aim:

To add value to JCT operations through hospitality and catering services, and to generate revenue by being the preferred hospitality and catering provider for the City of Joburg, its entities and departments.

Focus areas:

- 1) Provide food and beverage services:
 - Stages restaurants and bars within all 3 theatres
 - Stages restaurant, canteen, bar, entities in the CoJ and corporates
 - Two restaurants in the Joburg Zoo
- 2) Provide hospitality venues:
 - 6 hospitality venues in the Joburg Theatre

- 1 hospitality venue in the Roodepoort Theatre
 - 2 flexible hospitality venues in the Soweto Theatre
 - 2 hospitality venues at Joburg Zoo and Joburg Water
- 3) Provide external catering:
- Strong relationships within the Metro Centre, COJ departments, and entities who procure bulk catering services
- 4) Establish and operationalise an accredited culinary training academy

6. Youth and Community Development

Aim:

To develop emerging arts practitioners and entrepreneurs, through technical training, as well as education and support programmes.

Focus areas:

- 1) Capacitate emerging arts practitioners and entrepreneurs through structured programmes focused on education, education support, and community participation
- 2) Monitor and evaluate the effectiveness of current programmes, introduce new developmental programmes, and capacitate exchange programmes through partnerships
- 3) Increase utilisation of the Mobile Theatre Truck as part of outreach programmes
- 4) Foster partnerships with institutions of higher learning to address formal training requirements
- 5) Providing Space.com at Joburg Theatre, Basement at Roodepoort Theatre, Yellow Theatre at Soweto Theatre as venues for development programmes

7. Via Grant

Joburg Ballet

Aim:

To present professional productions of a consistently high standard, accessible to all South Africans and audiences internationally, and to provide dancers with an artistic education of excellence

Focus areas:

- 1) Grow and revitalise of the great legacy of classical ballet and the development of new choreographers, new works, and new audiences from across South Africa
- 2) Provide a high standard of training for students via Joburg Ballet School and Academy, plus a comprehensive programme of community-based development and outreach work via the satellite schools, with emphasis on historically disadvantaged communities
- 3) Share its creativity with audiences, dance teachers, and arts practitioners in Johannesburg, South Africa, and abroad
- 4) Ensure the Joburg Ballet's artistic growth and financial stability
- 5) Contribute significantly to economic development and tourism in Johannesburg, Gauteng, and in South Africa

Johannesburg Philharmonic Orchestra

Aim:

	To be an orchestra, which is internationally recognised for its artistic excellence, innovation, education initiatives, and community engagement programmes <u>Focus areas:</u> 1) Create platforms within communities for the advancement of the experience of orchestral music 2) Inspire young people to discover their full potential through creativity and performances 3) Identify highly talented young musicians and nurturing their skills with the view to enhancing the pool of professional South African orchestral musicians 4) Ensure the Johannesburg Philharmonic Orchestra's artistic growth and financial stability 5) Contribute significantly to economic development and tourism in Johannesburg, Gauteng, and in South Africa
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11.3. ORGANISATION STRUCTURE AND HUMAN CAPITAL MANAGEMENT

The JCT management team is inclusive and representative of the demographics of the country. The members of the support management team comprise of staff members from a diverse background. 94.8% of the staff complement is made up of historically disadvantaged individuals, 38% are female, and 26% are youth.

As at 30 June 2025, the approved organisational structure provided for 274 positions, of which:

- ❖ 250 were occupied, 24 vacant, and 10 positions deferred.

During the 2024/25 financial year, JCT successfully filled 21 vacancies, while 11 terminations were recorded across various departments. To support core operations, JCT also employed 240 temporary staff and supported 10 interns, providing additional capacity in hospitality, technical, and administrative areas.

The majority of the temporary employees work in the Hospitality and Catering Department. They are contracted and required to work and/or are called per show, for which they are paid an hourly rate. Temporary employees in the Hospitality and Catering Department consist of waitresses, scullers, bartenders, commie chefs, kitchen staff, banqueting staff, and general assistants, etc.

The approved revised organisational structure is reflected in Figure 10 below and is intended to strengthen governance, improve operational coordination, and enhance institutional support and service delivery across the organisation. The structure introduces key governance and support functions, while reinforcing alignment between artistic programming, theatre operations, customer-facing services, and corporate enablement functions.

Governance and oversight

At the apex of the structure is the Board of Directors, which provides strategic direction and governance oversight to the organisation. Reporting to the Board is the Chief Executive Officer (CEO), who is responsible for overall organisational leadership, strategic execution, stakeholder management, and institutional performance.

To strengthen governance and assurance capabilities, the structure introduces the position of Chief Audit Executive (CAE). In line with good governance practice and the independence requirements of the Internal Audit Function, the

CAE has a functional reporting line to the Audit and Risk Committee (ARC), with an administrative reporting line to the CEO. This arrangement preserves the independence and objectivity of internal audit while enabling operational coordination with executive management.

The establishment of this function responds to the requirements of Section 165 of the MFMA and addresses the withdrawal of internal audit support previously provided through the City's Group Risk and Assurance Services (GRAS) function. The Internal Audit Function will strengthen internal controls, risk management, compliance oversight, audit coordination, and governance assurance processes to support accountability and clean audit outcomes. However, the post is currently unfunded, and additional budget allocation will therefore be required to operationalise the function effectively.

The Company Secretary function further supports governance through the provision of legal, regulatory, and corporate governance advisory services to the Board and executive management.

Artistic and theatre operations

The theatre operations function is coordinated under the leadership of the Chief Operating Officer (COO), with artistic, programming, and marketing direction provided by the Artistic / Programming Director. This arrangement ensures that the three theatres and related customer-facing functions are operationally aligned under the COO, while receiving specialised artistic and programming guidance.

The three theatre venues, namely Soweto Theatre, Roodepoort Theatre, and Joburg Theatre, serve as the primary programme delivery platforms responsible for productions, venue operations, audience engagement, and cultural development initiatives. Marketing and Communications also receives artistic and programme-related direction to support coherent brand positioning, audience development, and market-facing communication across the theatre portfolio.

Operational support and enablement

The COO also coordinates operational support and service enablement functions required to support theatre operations, productions, and audience experience across all venues. These functions include Customer Services, Strategic Support, and Stage Services. Customer Services oversees sales, ticketing, front-of-house operations, and patron experience management.

Strategic Support provides operational coordination, organisational support services, and oversight of strategic artistic partnerships and collaborations, including Joburg Ballet and Joburg Philharmonic Orchestra. These partnerships contribute to programme diversity, artistic excellence, and audience development across the organisation.

Stage Services is responsible for technical production support, backstage operations, staging, lighting, sound, and event execution capabilities required for programme delivery..

Financial management and commercial support

The Chief Financial Officer (CFO) is responsible for the financial management and commercial support functions of the organisation, including: Management Accounting and Payroll, Financial Accounting, Supply Chain Management, and Hospitality and Catering.

The CFO function is responsible for budgeting, financial reporting, revenue management, procurement oversight, financial compliance, hospitality and catering, and maintaining sound financial controls to support organisational sustainability and operational efficiency.

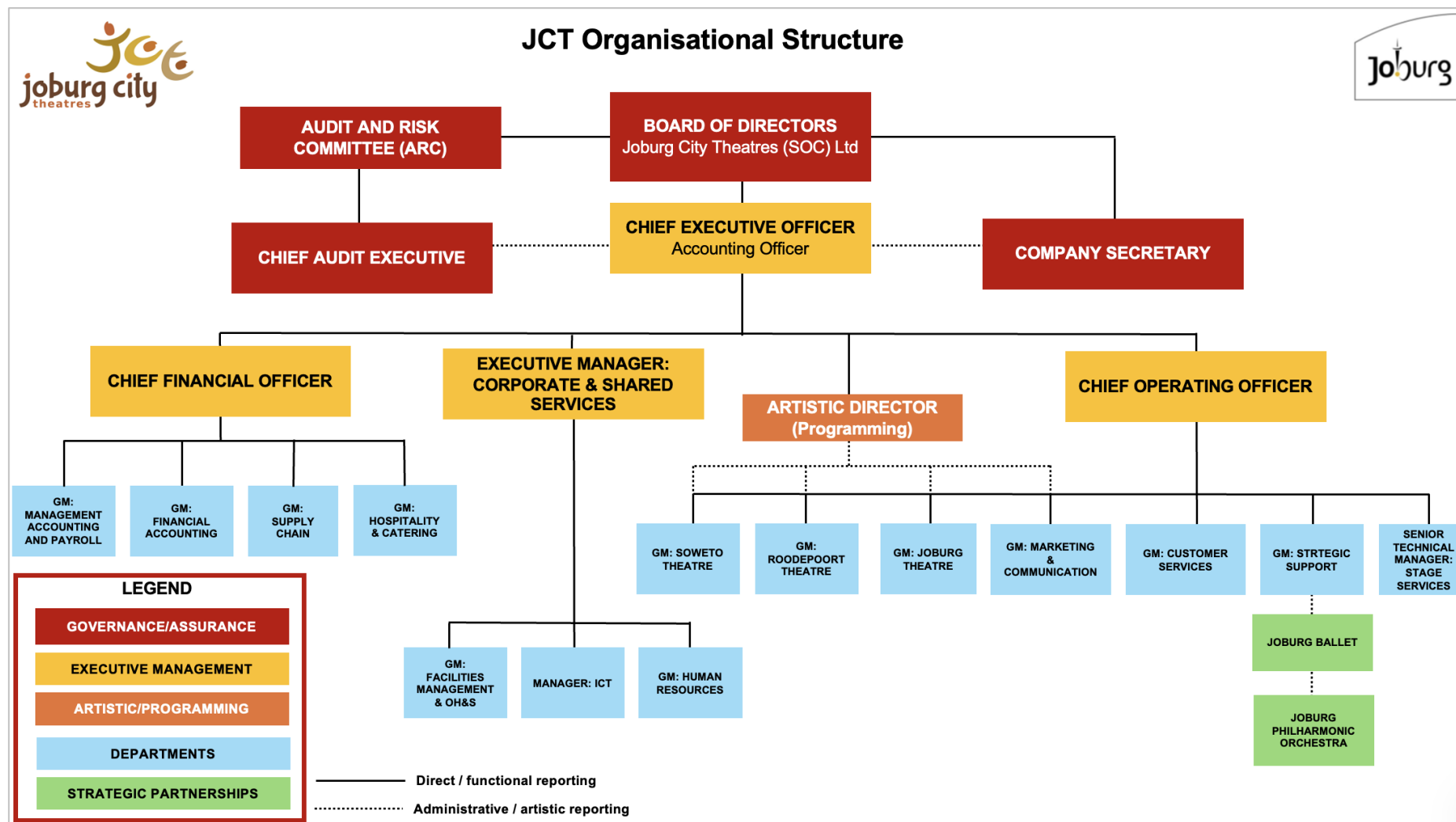
Corporate and shared services

The organisation has identified the Executive Manager: Corporate and Shared Services position as a critical strategic role to strengthen governance, operational efficiency, compliance oversight, risk management, and the coordination of key support functions within Joburg City Theatres. The role will provide leadership across Human Resources, ICT, Health and Safety, Building Management, and Security to enhance service delivery, internal controls, organisational alignment, and operational resilience. However, the post is currently unfunded and will require additional budget allocation for implementation.

The Corporate and Shared Services function oversees the following departments: Human Resources, ICT, and Facilities Management and Occupational Health and Safety (OH&S). It supports human capital management, digital enablement, facilities and maintenance management, organisational compliance, business continuity, health and safety management, and operational resilience, while strengthening internal coordination and institutional effectiveness across JCT. The function oversees: Human Resources, ICT, and Facilities Management and Occupational Health and Safety (OH&S).

In the interim, until budget is secured to appoint the Executive Manager, the functions of corporate and shared services continue to report to the CFO.

Figure 10: Joburg City Theatres Approved Organisational Structure (2026/27 Revision):



11.4. CAPACITY ANALYSIS

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

Skills development programmes are in line with the requirements of the Skills Development Act and our Workplace Skills Plan is aligned to our business plan; and focus is placed on occupational-specific programmes, management development, and legally required training.

Compliance to the Skills Development Act is ongoing. The implementation of the Workplace Skills Plan is on track. All grants due to JCT are claimed and received annually from CATHSSETA. JCT's tax compliance is on track with the e-filing done twice per annum, as required. All tax directives for lump sum are implemented as they are received.

Succession planning within the company is continuously implemented for all senior management. Support management receive on the job training, as well as skills development training on an ongoing basis. Every effort is made to identify and target employees suitable for promotion. Regular performance appraisal and development interviews are conducted, followed by a thorough training needs analysis.

11.5. EMPLOYMENT EQUITY

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

The company is committed to the principles of equity, anti-discrimination, and diversity as enshrined in the Constitution and the Employment Equity Act. The implementation of JCT's Employment Equity Plan is on track and all the relevant employment equity reports have been submitted to the Department of Labour.

The company has employment policies that it believes are appropriate to the business and the market in which it trades. Equal employment opportunities are offered to all employees. The company encourages promotion within the core employment base, with particular attention given to the opportunities of promoting those staff members from historically disadvantaged communities.

The theatre's management team is inclusive and representative of the demographics of the country. The members of the support management team comprise of staff members from a diverse background. During the year under review, historically disadvantaged individuals accounted 95% of the permanent staff compliment, 30% youth and 37% female.

JCT's human capital objective is to have a workforce profile reflective of the demographics of South Africa and the Gauteng region. JCT is committed to appointing a fair representation of employees in terms of race and gender in order to comply with its Employment Equity Plan. The employment equity is profiled according to gender, disability, race, and by occupational levels. The employment equity targets are aligned to the country's Economically Active Population percentage distribution within the Gauteng region. The Economically Active Population includes people from 16 to 65 years of age who are either employed or unemployed and seeking employment and is used to assist employers in the analysis of their workforce to determine the degree of under-representation of the designated groups. It is important to note that the analysis of the section of this report focuses on the Economically Active Population as depicted in the tables below.

Persons with Disabilities:

Despite all the efforts to increase the employment of people with disabilities, the company does not receive responses from persons living with disabilities when advertising vacant positions. The company has adapted to the primary needs of the disabled persons by ensuring that disabled theatre patrons have a smooth access to the theatre.

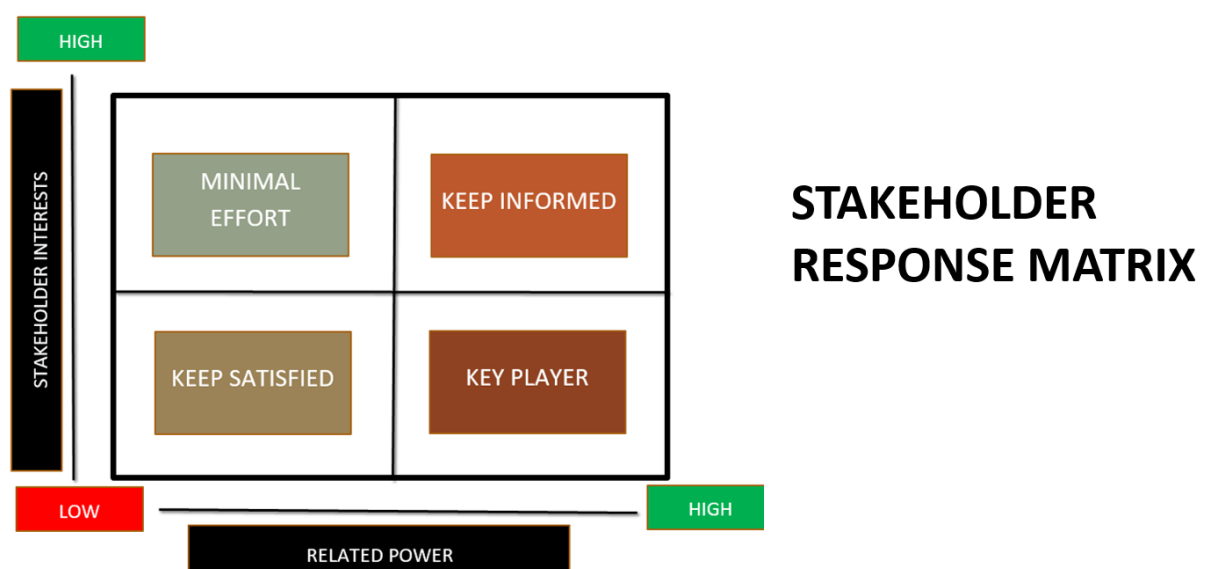
The employment of persons with disability target is 2.0%, against which JCT has achieved 2.4% of persons with disability in the 2024/25 financial year.

12. COMMUNICATION AND STAKEHOLDER MANAGEMENT

12.1. STAKEHOLDER MATRIX

JCT's stakeholder response matrix has been used to categorise key stakeholders and derive a suitable response. The detailed stakeholder management (needs and interventions) is reflected in Section 6.3. of the business plan.

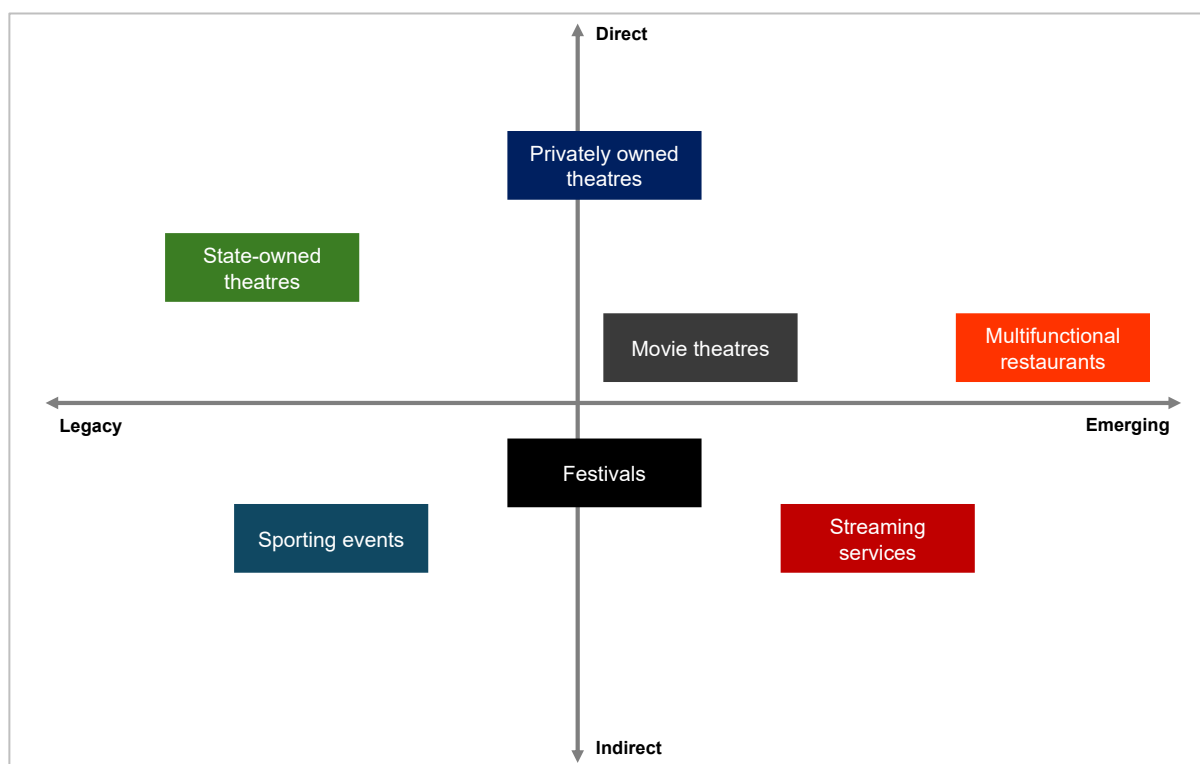
Figure 11: Stakeholder Response Matrix



The board is dedicated in ensuring that JCT remains a responsible corporate citizen through providing strategic direction in a manner that balances the interests of all stakeholders. JCT supports improved accessibility, education and facilitates partnerships, as well as co-production opportunities; interventions which alleviate unemployment and further transformation.

Considering the evolving competitive environment, JCT has analysed the competitive landscape, reflected in the figure below as a continuum of legacy and emerging competitors vs. direct/indirect influence informing JCT's marketing and sales strategies.

Figure 12: Competitor Matrix



The matrix highlights the importance of having clear strategies to counter the emergence of streaming platforms, multifunctional entertainment venues, sporting events, movie theatres, and festivals within JCT's audience development, branding, communication, and sales efforts.

12.2. COMMUNICATION PLAN

The Marketing and Communications functions are used to achieve objectives stipulated in the Marketing and Communications Strategy, which includes the use of various methods, such as *public relations, branding, and advertising, events and sponsorships, and digital marketing (digital branding and social media)*, in order to deliver on the marketing and communication requirements of the business.

Various production centric marketing campaigns are designed and executed in a way that promotes and advertises each JCT show, and event hosted by the different theatres. An integrated communication approach is taken, and this

seeks to reach maximum exposure for all JCT shows and events to attract an audience through the activations (below-the-line) and media exposure (above-the-line) opportunities.

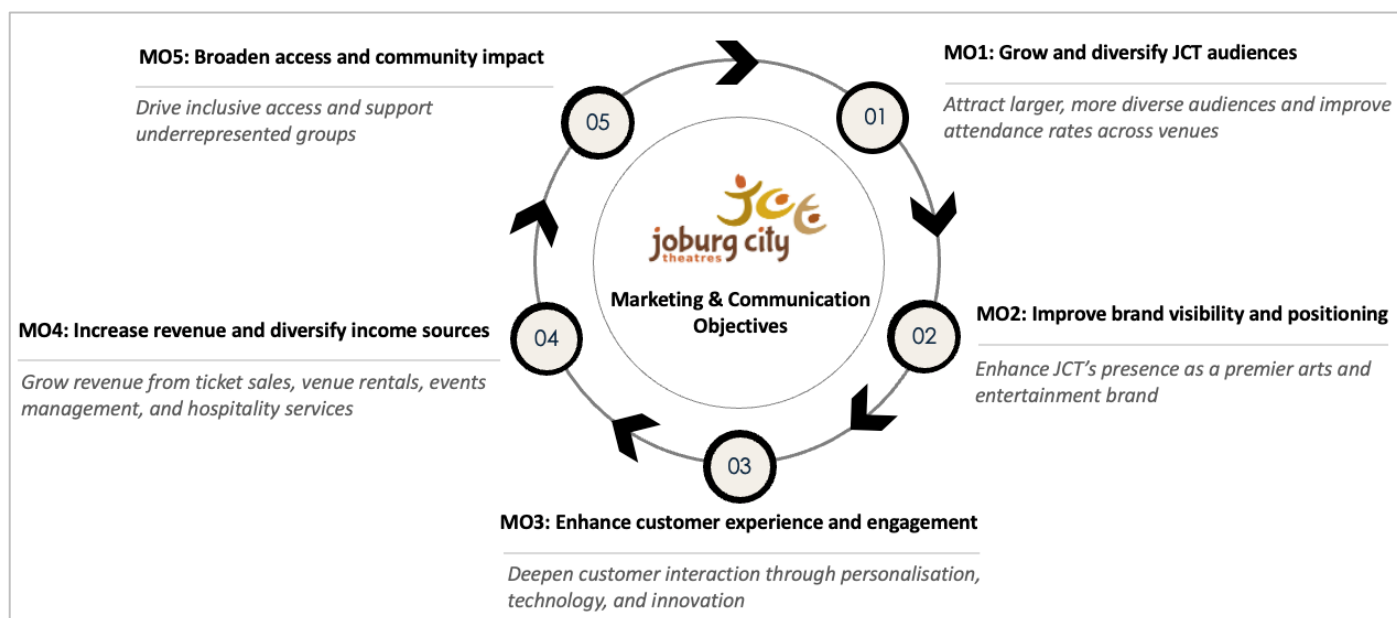
Linkages with strategic partners, media, and relevant organisations are a value add in the delivery of the Marketing and Communications Strategy. Collaborations are pursued in the form of relationships with “influencers” and well-known and well-recognised individuals within the arts industry, including veterans, as well as partnerships with shopping malls and trade exchanges with relevant media.

MARKETING AND COMMUNICATION STRATEGY:

Aligned to JCT’s 2024-2029 Strategic Plan, JCT has recently finalised its Marketing and Communication (M&C) Strategy. Five marketing and communication objectives (MOs) have been set to deliver against the M&C key result areas (KRAs) of audience growth and development, brand visibility and market positioning, customer engagement and experience, revenue generation and diversification, and social impact and community outreach.

This will be achieved through a combination of traditional and digital marketing activities, consistently enhancing brand equity, driving revenue growth and diversification, and promoting performing arts, entertainment, and hospitality experiences through effective communication and partnerships.

Figure 13: Marketing and Communication Objectives



SPONSORSHIPS AND PARTNERSHIPS:

Sponsorships and partnerships require a long-term investment in order to realise the maximum benefits of the association. JCT plans to get involved with potential sponsors and partners by being present at their events and exhibitions, in order to expose the JCT brand to a larger and shared audience. This will assist with continuous growth

of the database, leading to possibilities of increasing attendance numbers within the theatres and, in turn, generating revenue. The aim is to create shared benefits.

Partnerships:

- 1) COJ partnership: Create strategic partnerships with COJ and its entities to leverage on the existing resources specifically regarding media and advertising - billboards, newspapers, rate bills, Jozi Net, brochures and mall containers - the city owns many resources that we can leverage on.
- 2) Media partners: JCT maintains relationships with various media houses on a trade exchange basis and continues to build relationships to secure media coverage for programmes, productions, or events.
- 3) Distribution point partners: JCT aims to publicise and notify as many customers as possible about productions, shows, events, hospitality, and catering offerings.
- 4) Special projects partnerships: JCT creates specific relationships with identified partners, who will only be relevant and add value for that specific project, show, event or production.
- 5) Research partnerships: Partnerships with academia to conduct research on JCT operating context, programmes, and strategic outcomes.

13. AUDIT RESOLUTION

The tables below show the status on the resolution of the internal and external audit findings raised by the Group Risk Assurance Services (internal auditors) and the AGSA (external auditor). The status is as at the end of the 2024/25 financial year.

Table 29: Summary of Analysis of Internal Audit Findings for 2024/25 Financial Year

Description	Findings Raised During 2024/25	Total Resolved as per Management	Total Resolved as per IA Verifications	% Resolved as Management	% Resolved as per IA Verifications
Internal Audit Findings	12	12	12	100%	100%

Of the 12 internal audit findings for the 2024/25 financial year, management has resolved 100% of the previous year's findings. No issues have been raised in the current year, 2025/26.

The table below provides details of the findings raised to date and action plans implemented to mitigate the risks raised by internal Auditors. The auditors' recommendations have been implemented to ensure that findings do not recur.

Table 30: Progress on the Resolution of Internal Audit Findings for 2024/25 Financial Year

No	Department	Finding	Due Date	Action Implemented	Status
1	Security Management	No segregation of duties because Soweto Theatre does not have a cleaner's supervisor and security supervisor. All matters pertaining to the cleaners and security personnel are attended to by the building Manager	30-Sept-2025	Management have decided that due to unavailability of budget, an official who is junior to the building manager will be assigned to perform the said duties.	Resolved
2	Security Management	Joburg Theatre last had its external security risk assessment done 5 years ago in January 2018 and such an assessment would help in providing a detailed insight into the current threats and vulnerabilities that could impact on the theatre	30-Sept-2025	The security risk assessment for all the theatres is completed	Resolved
3	Security Management	There is no proof in all the three theatres that security guards were trained after the insourcing exercise.	30-Sept-2025	Training for securities has been completed	Resolved
4	Repairs and Maintenance	During the maintenance audit on the 4th of October 2024, internal audit noted that the diesel/electrical fire engine(pump) service was not done as required by the maintenance, the last being 15 June 2023. The next service date was supposed to be 15 June 2024, which indicates the service is overdue by 3 months.	30-Nov-24	A service provider was appointed through an RFQ. Service for the diesel/engine fire(pump) has been completed with the certification provided by the service provider.	Resolved
5	Repairs and Maintenance	Gaps in repair and maintenance.	31-Jul-2025	All repairs and maintenance have been completed.	Resolved
6	Health and Safety	The first aid boxes have outdated medication at Roodepoort Theatre.	24-Oct-24	All expired/outdated items were removed and replenished by the Safety Specialist.	Resolved
7	Health and Safety	Expired Service Level Agreements.	30-Nov-24	The new supplier has been appointed.	Resolved
8	Health and Safety	The cleaners and security personnel at Soweto Theatre have not received their new uniform allocation, even newly appointed personnel were not issued with uniforms.	30-Nov-24	The cleaners and security personnel have been supplied with work uniform.	Resolved
9	Health and Safety	Forklift drivers' licenses expired in 2022 and were not renewed.	30-Jun-25	Training was conducted by an accredited service provider, and certificates have been issued to the employees.	Resolved
10	Youth and Community Development	Fees for Lits'omong Drama Programme Not Banked at Soweto Theatre	17-Feb-25	The remaining balance has been banked. Further funds received will also be banked frequently when reaching a minimum of R2 000.	Resolved

				Proof of payment receipts will be filed.	
11	Youth and Community Development	Lits'omong programme fees requested form not signed and approved by the Head of the Department at Soweto Theatre	28-Feb-25	Manager would ensure that the petty cash form is authorised, and the requisition form is signed by the HOD before releasing any funds. Petty cash and SCM procedures would apply even for program-related expenses.	Resolved
12	Youth and Community Development	The cash safe is located in the (IT) server room which is easily accessible by the Finance Officer and the IT Technician. This compromises the safeguarding of the cash/funds collected on behalf of the Youth Development programme.	17-Feb-25	The safe has be relocated to a safer area where it cannot be accessible by everyone.	Resolved

The table below shows progress against the 20 audit findings raised by the AGSA in the 2024/25 financial year.

Table 31: Progress on Resolution of External Audit Findings for 2024/25 Financial Year

Classifications	Total findings	Total resolved as per management	Total unresolved as per management	Total resolved as per IA	Total unresolved as per IA	% resolved as per management	% resolved as per IA verification	% unresolved as per IA and management
Financial	7	7	0	7	0			
Performance	0	0	0	0	0			
Compliance	13	12	1	12	1			
Total	20	19	1	19	1	95%	95%	5%

Nine of the 20 external audit findings were successfully resolved by the end of the 2024/25 financial year. The external audit for the 2024/25 financial year was unqualified, with no material findings (clean).

Table 32: Progress on the Resolution of Auditor-General of South Africa External Audit Findings, 2024/25

No.	Finding heading	Audit Review Area	Person Responsible	Finding Rating	Management Action Plan	Status
1.	Related parties: the spouse of a person in the service of the state incorrectly disclosed under related party note.	Finance	CFO	Matters that should be addressed to prevent material misstatement	Mothokwa ET Trading has been reclassified and is now disclosed under Note 26: Other MFMA Additional Disclosures.	Resolved

No.	Finding heading	Audit Review Area	Person Responsible	Finding Rating	Management Action Plan	Status
2.	Failure to adhere to appointment timelines	Human Resource	CFO	Matters that should be addressed to prevent material misstatement	HR confirms that it has complied with the policy provisions, monitored the timelines accordingly, and communicated timeously where extensions to the recruitment process were required.	Resolved
3.	Irregular appointment	Human Resource	CFO	Matters that do not have a direct impact on the audit outcome	Management confirms that the policy has been amended to provide clearer guidance on minimum requirements, all position advertisements have been aligned with the Recruitment Policy, and HR has reviewed recruitment procedures and implemented the necessary controls.	Resolved
4.	Revenue from non-exchange transaction: Non-compliance with GRAP 23	Finance	CFO	Matters that should be addressed to prevent material misstatement	Management will ensure that the accounting policy in the AFS will be amended to reflect the recognition of revenue from non-exchange transactions in line with GRAP 23 paragraph 45&46	Resolved
5.	Segment Reporting: Non-Compliance with GRAP 18	Finance	CFO	Matters that should be addressed to prevent material misstatement	Management has already updated the current accounting policy on segment reporting to align with the measurement principles outlined in Paragraphs 24–26 of GRAP 18.	Resolved
6.	Misclassification of cost of sales in the statement of financial performance	Finance	CFO	Matters that do not have a direct impact on the audit outcome	Management has already specified the cost of sales by disclosing it as the trading stock used.	Resolved
7	Misclassification of PAYE under employee cost	Finance	CFO	Matters that should be addressed to prevent material misstatement	Management has already provided additional disclosures with a detailed breakdown of employee costs. Following the auditors' recommendation to aggregate PAYE with net salaries, management has now combined PAYE with net salary in the employee cost.	Resolved
8	Irregular expenditure: Reasonable steps were not taken to prevent irregular expenditure	SCM	CFO	Matters that should be addressed to prevent material misstatements	The irregular expenditure was due to the parent municipality (COJ) and Afrirant contract for fleet services. The accounting Officer of JCT had no control over the procurement process of this contract but had the obligation to comply with the directive issued by the parent municipality regarding the utilization of a centralized fleet services contract.	Unresolved

No.	Finding heading	Audit Review Area	Person Responsible	Finding Rating	Management Action Plan	Status
9.	Incomplete SCM contract register	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management updated the contract register by adding ongoing contracts from the previous years.	Resolved
10.	Payment exceeds contract amount	SCM	CFO	Matters that should be addressed to prevent material misstatements	A formal verification control was implemented in payment authorisation to ensure invoiced prices and quantities match the approved quotation. Management also introduced a checklist to track expenditure before payment, and a contract register provides detailed yearly expenditure reports.	Resolved
11.	Limitation of scope	SCM	CFO	Matters that should be addressed to prevent material misstatements	Outstanding information was submitted. Management notes the importance of timely record submission to avoid future scope limitations.	Resolved
12.	Non-compliance to CIDB requirements	SCM	CFO	Matters that should be addressed to prevent material misstatements	SCM regularly reviews compliance and recently met with CIDB to address an oversight. The service provider has submitted proof of registration with the CIDB.	Resolved
13.	Non-compliance to Municipal Supply Chain Management (MSCM) regulation	SCM	CFO	Matters that should be addressed to prevent material misstatements	For bids exceeding R10 million (including VAT), the advertisement period has been kept at a minimum of 30 calendar days, in accordance with Regulation 22(1)(b)(i), ensuring compliance.	Resolved
14.	Non-compliance to MSCM Regulation 36(1)(a)	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management confirms that JCT has updated its deviation templates to include a field explicitly stating the applicable SCM Regulation basis (36(1)(a)(i), (ii), or (iii)). Furthermore, SCM officials have been refreshed on the application of Regulation 36, ensuring clear differentiation between Sole Suppliers, Marketing Partners, and Emergency Deviations, and documentation requirements have been strengthened accordingly.	Resolved
15.	Non-compliance to MSCM Regulation section 22	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management confirms that BEC reports have been amended to correct VAT implications and align with the approved CAPEX budget, and that advertisement periods for bids exceeding R10 million (including VAT)	Resolved

No.	Finding heading	Audit Review Area	Person Responsible	Finding Rating	Management Action Plan	Status
					are now compliant with Regulation 22(1)(b)(i).	
16.	Non-compliance with MFMA and MSCM Regulations	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management confirms that the Supply Chain Management (SCM) Policy has been reviewed and updated to ensure full alignment with the Municipal SCM Regulations.	Resolved
17.	Contract management: Non-compliance with SCM Regulations 2(1)(b), 5 and 38 and MFMA section 116(3) and section 95(d)	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management confirms that Section 23(1)(b) of the SCM Policy has been expanded with additional detail, controls have been implemented for full compliance with Section 116(3) of the MFMA on contract amendments, and internal delegation controls strengthened to ensure contract approvals, including extensions, renewals, and variations, are within approved limits as per SCM Regulation 5(1). Controls now ensure regular reconciliations between payments and the contract register, with corrective actions for over-expenditure, and the register was corrected during the audit, with this control ongoing as new contracts and RFQs are processed.	Resolved
18.	Tax: Non-compliance to MSCM regulation 43	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management confirms that controls have been implemented to ensure tax compliance is verified prior to contract award, supported by an enhanced compliance register, supporting SARS/CSD documentation, and a verification checklist.	Resolved
19.	Consequence management: Non-compliance	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management confirms that the irregular expenditure has been reversed and UIFWE write-offs are now compliant with regulatory requirements.	Resolved
20.	SCM deviation: Non-compliance to section 36(1)(a) of MSCM regulation	SCM	CFO	Matters that should be addressed to prevent material misstatements	Management confirms that strict controls have been implemented to prevent SLAs or contracts being concluded without formal approval by the Accounting Officer, in line with Regulation 36(1)(a), and that document dates have been aligned and staff have been trained accordingly.	Resolved

14. ANNEXURE A: DRAFT DEMAND PLAN 2026/27

OPEX DEMAND PLAN FOR THE 2026/27 FINANCIAL YEAR:

- ❖ NAME OF DEPARTMENT: JOBURG CITY THEATRES
- ❖ RESPONSIBLE OFFICIAL: XOLISWA NDUMENI NGEMA
- ❖ CONTACT DETAILS: 011 877 6800
- ❖ DATE: 1 JULY 2026 – 30 JUNE 2027

Department/ Entity	Demand Plan Type	Description	IDP Sub-Programme	2025/26 BUDGET
Joburg City Theatre	OPEX	Joburg City Theatre - Building Repairs and Maintenance	Priority 8: Active and Engaged Citizenry	4,337,000
Joburg City Theatre	OPEX	Telecommunications	Priority 8: Active and Engaged Citizenry	1,283,000
Joburg City Theatre	OPEX	Mobile Theatre Truck - maintenance of mobile theatre truck	Priority 8: Active and Engaged Citizenry	643,000
Joburg City Theatre	OPEX	Official Travels - travelling of Producers, Cast, certain staff	Priority 8: Active and Engaged Citizenry	636,000
Joburg City Theatre	OPEX	In-house Stage Production	Priority 8: Active and Engaged Citizenry	44,754,000
Joburg City Theatre	OPEX	Contributions to tenants productions	Priority 8: Active and Engaged Citizenry	1,259,000
Joburg City Theatre	OPEX	Advertising, publicity and marketing	Priority 8: Active and Engaged Citizenry	8,187,000
Joburg City Theatre	OPEX	Ticketing Systems - Electronic ticketing systems for shows	Priority 8: Active and Engaged Citizenry	1,372,000
Joburg City Theatre	OPEX	Implementation of Johannesburg Arts Alive International Festival: JOC	Priority 8: Active and Engaged Citizenry	13,025,000

CAPEX DEMAND PLAN FOR THE 2026/27 FINANCIAL YEAR:

- ❖ NAME OF DEPARTMENT: JOBURG CITY THEATRES
- ❖ RESPONSIBLE OFFICIAL: XOLISWA NDUMENI NGEMA
- ❖ PROCUREMENT METHOD: TENDER PROCESS FOR ALL CAPEX PROCUREMENT
- ❖ ECONOMIC TRANSFORMATION: PROMOTION OF HISTORICALLY DISADVANTAGED INDIVIDUALS (HDIs) FOR ALL CAPEX PROCUREMENT

- ❖ CONTACT DETAILS: 011 877 6800
- ❖ DATE: 1 JULY 2026 – 30 JUNE 2027

Department/ Entity	Demand Plan Type	Description	IDP Sub-Programme	2025/26 BUDGET
Joburg City Theatre	CAPEX	Joburg Theatre - Technical Equipment - Theatre lights and stage sound and equipment, stage and technical equipment, theatre dataprojectors	Priority 5: Infrastructure Development and Refurbishment	1,262,000
Joburg City Theatre	CAPEX	Joburg Theatre - Upgrade of stage machinery - Stage, stage lifts, stage motors, stage computer/electronic operational systems	Priority 5: Infrastructure Development and Refurbishment	13,514,000
Joburg City Theatre	CAPEX	Joburg Theatre - Building Renovations and upgrades - renovating and upgrading building	Priority 5: Infrastructure Development and Refurbishment	6,090,000
Joburg City Theatre	CAPEX	Soweto Theatre - Building Renovations and upgrades - renovating and upgrading building	Priority 5: Infrastructure Development and Refurbishment	1,666,000
Joburg City Theatre	CAPEX	Promusica Theatre - Building renovations and upgrades - renovating and upgrading building	Priority 5: Infrastructure Development and Refurbishment	550,000
Joburg City Theatre	CAPEX	Promusica Theatre - Information Technology - Server upgrades for entire JCT	Priority 5: Infrastructure Development and Refurbishment	1,262,000
Joburg City Theatre	CAPEX	Soweto Theatre - Upgrading of Technical Equipment - Theatre lights and stage sound and equipment, stage and technical equipment, theatre dataprojectors	Priority 5: Infrastructure Development and Refurbishment	1,252,000
Joburg City Theatre	CAPEX	Promusica Theatre - Upgrading of technical equipment - Theatre lights and stage sound and equipment, stage and technical equipment, theatre dataprojectors	Priority 5: Infrastructure Development and Refurbishment	700,000

15. ANNEXURE B: JOBURG CITY THEATRES STRATEGIC RISK REGISTER

City of Johannesburg
Group Risk Advisory Services

Department / Entity: Risk Register

Strategic Risk register: 2026/27

GRAS Representatives: Pontsho Kwele

Joburg

Reference No.	Objectives	Risk Name	Risk Category	Root Causes	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale	
1	Quality performing arts and entertainment experience and facilities	Business disruption	External Environment	C1 - Power Outages. C2 - Global pandemic. C3 - Financial Constraints C4 - Unrest (Social, Political & Labour etc). C5 - Natural Disaster C6 - Criminality C7 - Water Cuts C8 - Geo Politics	- Disruption of operations. - Threat to financial sustainability due to loss of revenue. - Destruction of property - Compromised service delivery - Reputational damage - Litigations - Fuel Shortage - Budget constraints	Critical	5		Almost Certain	5	25	Very High	1. Backup generators in place. (C1) 1.2 Intra departmental corporation (C4) (C7) 2. Business Continuity Plan. (C1, C2, C4, C5 & C7). 3.1. Mid year budget reviews (C3) 3.2. Business Development. (C3) 4.1 Communications with stakeholders (Communication strategy). (C4) 4.2 The majority of the patrons are doing online 5.1 In-sourced security (C6) 5.2 Police visibility in the precinct (IGR). (C6) 5.3 Surveillance cameras. (C6) 5.4 Braamfontein Improvement district meetings. (C6) 6. Water tankering in Joburg Theatre (C7)	Effective Effective Effective Partially Effective Partially Effective Partially Effective Partially Effective	20 20 20 40 40 40 40	30	8	Medium	CEO	1. Continuously maintain back up generators. (C1) 2. Continuous Business Plan testing (includes streaming options). (C2 & C5). 3. Advanced planning. (C3). 3.2 Explore IGR and PPPs, through creating strong proposals for art grants and sponsorships (provincial and national interventions). (C3). 4. Continue implementing existing controls (C4) 5. Engage with Public Safety for JCT safety needs to be included in City Safety Strategy. (C6). 6.1. Increase Capacity of Water Tanks for JCT. (C7) 6.3 Engage the nature of Association risk owner. (C7). 7.1. Fuel storage and Suitable arrangements with suppliers with regards to fuel. (C8) 7.2. Alternative sources of energy e.g. Solar. (C8)	CFO CFO COO COO CFO CFO CFO	1. Ongoing 2. Bi-annually 3.1 - 3.2 On-Going 30 June 2027 4. 20 February 2027 5.1. - 5.2. 30 March 2027 30 March 2027
2	Affordable access to and use of theatres by communities Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	Inconsistent attendance at theatre shows	Socio Economic	C1 - High cost of productions and the need to recover costs. C2 - Economic downturns - low disposable income. C3 - Lack of exposure of potential audiences to the theatre experience. C4 - Fear of crime in the area. C5 - Continuous change in the market appreciation of products and different market segments. C6 - Limited funding of the marketing strategy. C7 - Limited public transport to the theatre at night. C8 - Load-Reduction.	1. Loss of revenue 2. Lack of social cohesion 3. Loss of theatre experience 4. Ineffective delivery of core business objective	Critical	5		Almost Certain	5	25	Very High	1.1. Different pricing structures based on product and venue. (C1) 1.2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens. (Programme) 2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens. (C2) 3.1 Mobile theatre truck used to take the arts to targeted diverse communities. (C3) 3.2 Implementation of Marketing and Communication strategy. (C3, C5 & C8) 4.1 In-sourced security. (C4) 4.2 Police visibility in the precinct (IGR). (C4) 4.3 Surveillance cameras. (C4) 4.4 Braamfontein Improvement district meetings. (C4) 5.1 Marketing plan developed for each production. (C5) 5.2 Online Customer satisfaction survey. (C5) 5.3 Media partners. (C5) 6.1. Implementation of Marketing and Communication 6. Back-up generators. (C8)	Effective Effective Effective Partially Effective Partially Effective Effective Effective	20 20 20 40 40 20 20	23	6	Low	CEO	1.1. Implementation of sponsorship policy. (C1) 1.2 Explore IGR and PPPs, through creating strong proposals for art grants and sponsorships (provincial and national interventions). (C1) 3. Continue implementing the existing controls (C2, C3 & C7) 4. Engage with Public Safety for JCT safety needs to be included in City Safety Strategy (C4) 5.1 Continue leveraging CRM tools to track shifts in customer preferences as part of the marketing strategy (C5) 5.2 Pursue additional partnership (C5) 6. Continuous testing and maintenance of generators	COO COO CFO 5.1 - 5.2. COO CFO	1.1 - 1.2. Quarterly 3. On-Going 4. 28 February 2027 5.1 On-Going 5.2 Quarterly 6. On-Going
3	Good governance, financial sustainability and sound management	Theft, Fraud, and Corruption	Financial	C1 - Conflict of interest (Greed, Collusion, Bribery). C2 - Weak internal control environment - cash handling / administrative procedures. C3 - Lack of accountability and consequence management. C4 - Poor work ethics. C5 - Inadequate segregation of duties / inadequate or no supervision. C6 - Inadequate IT access control. C7 - Cyber attack. C8 - Inadequate physical security controls.	- Reputational damage - Finance loss - Asset loss - Negative audit outcome	Major	4		Likely	4	16	High	1.1 Fraud prevention policy. (C1 & C4) 1.2 Fraud hotline. (C1 & C4) 1.3 Declaration of Interest. (C1 & C4) 1.4 Ethics Strategy. (C1 & C4) 2. Fraud Risk Assessment conducted annually. (C2) 3. Code of conduct and disciplinary code of procedures. (C1 & C3) 4. Ethics awareness workshops conducted. (C4) 5.1 Remuneration, Social and Ethics committee. (C5) 5.2 Job description. (C5) 5.3 Delegation of authority. (C5) 6. IT Governance Framework. (C6) 6.2 POS system with audit trails. (C6) 6.3 active directory user authentication. (C6) 6.4 Bi-annually user access reviews done. (C6) 6.5 New user authorisation forms. (C6) 7.1. IT Governance framework. (C7) 7.2 Annual firewall renewal/subscriptions. (C7) 7.3. Firewall. (C7) 7.4 Monthly security awareness emails are sent out to all the employees. (C7) 8.1 Armed response with CHUB. (C8) 8.2 ST relationship with SAPS. (C8)	Effective Effective Effective Effective Effective Partially Effective Partially Effective Partially Effective	20 20 20 20 20 40 40 40	28	4	Low	CEO	1. Continuous ethics workshops. (C1 & C4) 2. Strict implementing of policy (Code of Conduct and DC code) (C3) No Further Additional Action Plans The current controls are adequate to manage the risk factor, the controls will be monitored for any improvements and emerging factors. (C2, C5 & C6) 3.1 Conduct monthly cyber security awareness for staff. (C7) 3.2 Continuous cyber security risk assessment. (C7) 4. Continue conducting security risk assessments. (C8)	COSEC COSEC CFO CFO CFO	1. Ongoing 2. Quarterly On-Going 3.1 Monthly 3.2 Monthly 4. Quarterly

Joburg City Theatres Business Plan for 2026/27 Financial Year

Reference No.	Objectives	Risk Name	Risk Category	Root Causes	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
4	Good governance, financial sustainability and sound management	Non-compliance with applicable legislation	Regulatory requirement risk	C1 - Various and changing legislative requirements to be complied with. C2 - Interdependency to the City with regards to requirements on MSCOA compliance. C3 - Inadequate assessment of compliance risk	1. Negative audit outcome 2. Reputational damage 3. Penalties	Major	4	Almost Certain	5	20	Very High	1. Regulatory compliance register / assessment tool monitored. (C1) 1.2 CRMP in place. (C1 & C3) 1.3 Compliance policy and framework in place. (C1) 1.4 Training and development policy. (C1) 2. SAP 4 HANA (C2) 3. Quarterly reporting to oversight committees on compliance. (C3)	Effective Partially Effective Effective	20 40 20	27	5	Low	CEO	No Further Additional Action Plans The current controls are adequate to manage the risk factor, the controls will be monitored for any improvements and emerging factors.	CFO	On-Going
5	All Objectives	Legacy Systems Misalignment with Current Demands	Technology Risk	C1 - Lack of review of IT infrastructure. C2 - Losing track of emerging challenges. C3 - Financial constraints. C4 - Limited Human Resources Capacity.	1. Lose of share market 2. Inefficient operations 3. Compatibility of systems 4. Cyber attacks 5. Lack of vendor support 6. Limiting business agility	Critical	5	Likely	4	20	Very High	1. ICT governance framework. (C1) 1.2. Review of operational requirements. (C1) 1.3. Prompt built in ICT system updates. (C1) 2.1 ICT governance framework. (C2) 2.2 Reviews of operational requirements. (C2) 3. CAPEX budget. (C3) 3.1 CIO forum. (C3) 4 CIO forums. (C4)	Partially Effective Partially Effective Partially Effective Less Effective	40 40 40 60	45	9	Medium	CEO	1. Regular review of IT infrastructure to verify readiness for evolving technology and strategic changes. (C1) 2. Continuous monitoring of market developments, operational readiness, and IT system compatibility. (C2) 3. Continue implementing the existing controls (C3 & C4). 4. Continuous lobbying for the appointment of CIO. (C4)	CFO CFO CFO COO	1. On-Going 2. On-Going 3. On-Going 4. On-Going
6	Provision of opportunities for the youth, including future arts, theatre practitioners and entrepreneur	Limited programmes available for newly trained Arts Practitioners	Stakeholder Management risk	C1 - Limited in-house production to absorb newly trained practitioners. C2 - Limited budget.	Limited opportunities for new entrants	Critical	5	Likely	4	20	Very High	1. Applied Performing Arts and Arts Management partnership with WITS. (C1 - C2) 2. Weekly drama and Music workshops. (C1 - C2) 3. Mentoring and upskilling of internal staff in key positioned on in-house productions. (C1 - C2) 4. Skills transfer programme. (C1 - C2) 5. Learnership programme. (C1 - C2)	Partially Effective	40	40	8	Medium	CEO	1. Introducing theatre to communities through outreach programs 2. Identification of emerging voices 3. Implementation youth and community development strategy	COO	1. Quarterly 2. Quarterly 3. 30 June 2027
7	SOS: Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	Non-compliance with climate mitigation measures	External Environment	C1 - Lack of JCT climate action plan. C2 - Lack of funding to implement climate action plans.	- Limited opportunities for new entrants	Critical	5	Likely	4	20	Very High	1. Energy efficiency lights implemented. 2. Generators at all theatres, however, not environmentally friendly - Gas at JT. 3. Partnership with EISD to communicate Environmental friendly projects (Industrial theatre).	Effective Partially Effective Effective	20 40 20	27	5	Low	CEO	1. Conduct energy performance assessments. 2. Use EPCs as the basis for budgeting and implementing CAP interventions. 3. Create awareness across the city through industrial theatre	CFO COO	1. Quarterly 2. Quarterly 3. Quarterly

Approved by: _____

Chief Executive Officer: Joburg City Theatre _____ Date _____