sport, arts & culture

Department:
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

PACOFS

PERFORMING ARTS CENTRE
OF THE FREE STATE
An agency of the Department
of Sport, Arts and Culture

ANNUAL PERFORMANCE PLAN

2026 – 2027

FINANCIAL YEAR

Accounting Authority Statement

It is my privilege to present the Annual Performance Plan (APP) of the Performing Arts Centre of the Free State (PACOFS) for the 2026/27 financial year, on behalf of the Council.

This APP is tabled in the context of PACOFS' approved Strategic Plan for 2025–2030 and Shareholders Compact and has been developed in alignment with the requirements of the Public Finance Management Act and the legislative and policy framework governing public entities, as well as the mandate of the Department of Sport, Arts and Culture.

The 2026/27 financial year is an important milestone in implementing the five-year strategic cycle. Council's governance focus has been to ensure that institutional priorities, performance planning and reporting, and resource allocation are properly aligned to strategy, supported by coherent governance processes, and anchored in clear accountability and oversight.

Council acknowledges the demanding operating environment in which PACOFS functions, including fiscal constraints, infrastructure pressures, and evolving audience dynamics in the cultural and creative sector. In this context, the APP focuses the institution on four strategic priorities: strengthening financial sustainability through diversified revenue generation; advancing impactful marketing and audience development to optimise venue utilisation and build brand visibility; protecting and preserving facilities through disciplined maintenance and upgrade programmes; and implementing revenue-aligned artistic programming that balances excellence with commercial sustainability.

These priorities are underpinned by Council's commitment to ethical leadership, strong internal controls, compliance with applicable laws and policies, and disciplined governance. Council remains mindful of its fiduciary responsibilities as Accounting Authority and will exercise oversight through structured reporting and evidence-based assurance, with performance monitored and reviewed on a quarterly basis.

Council extends its appreciation to the Acting Chief Executive Officer, management and staff for their ongoing commitment to PACOFS' mandate. The collective responsibility for the year ahead is to implement this plan with discipline, integrity, and a shared commitment to institutional stability, sustainability, and public value creation

Dr L Steenkamp
Chairperson of Council
Date: 09/02/2026

Foreword by the Acting Chief Executive Officer

I am pleased to present the Performing Arts Centre of the Free State's (PACOFS) Annual Performance Plan for 2026/27.

This Annual Performance Plan (APP) was formulated in alignment with the relevant provisions of the Public Finance Management Act (PFMA), the National Development Plan, the Department of Sport, Arts and Culture mandates, as well as PACOFS' overarching Strategic Plan for 2025–2030 and other applicable legislation and policy frameworks.

This APP will be implemented in the second year of the 2025–2030 Strategic Plan. PACOFS remains committed to advancing its mandate of developing, promoting, and preserving performing arts and culture in the Free State Province. Despite persistent fiscal constraints and budget pressures, PACOFS will continue to optimise resources, enhance operational efficiency, and deliver high-quality artistic programmes that serve diverse communities.

Building on the successes outlined in previous APPs, PACOFS has consistently demonstrated strong governance and performance. The entity has maintained unqualified audit outcomes in recent years and achieved substantial progress against set targets. We will sustain this trajectory by upholding our core values of creativity, excellence, inclusivity, accountability, and collaboration.

The 2026/27 APP provides a detailed outline of institutional programme performance information across PACOFS' key programmes. These typically encompass areas such as artistic programming and production, audience development and outreach, infrastructure maintenance and venue management, skills development and capacity building, as well as administration and corporate support services. This plan is aligned with PACOFS's 2025–2030 Strategic Plan and will guide the organisation in realising its strategic outcomes, contributing meaningfully to national and provincial priorities for social cohesion, economic empowerment through the creative industries, and cultural transformation.

Performance against the APP will be assessed and monitored on a quarterly basis, with reports reviewed and approved by the Council.

We are committed to diligently executing our responsibilities, remaining focused, and working collaboratively to ensure the achievement of the targets and deliverables set out in this plan.

My deepest and most sincere appreciation goes to the Council, Executive Management, Managers, and all Staff of PACOFS for their unwavering dedication, passion, and commitment to advancing the performing arts in the Free State. Your collective efforts continue to position PACOFS as a flagship institution for theatre and cultural excellence in the province and beyond.

Ms Gabi Simelane CA(SA)
Acting Chief Executive Officer

Date: 30 January 2026

Official sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by management under the guidance of the Council.
- Was prepared in line with the revised 2025 – 2030 Strategic Plan.
- Accurately reflects the performance targets which PACOFS will endeavour to achieve given the resources made available in the budget for 2026/27 financial year.

Senior Manager Marketing
Mr V. Mfanekiso

30 January 2026
Date

Senior Manager Facilities
Mr M. Mabaso

30|01|2026
Date

Acting Chief Financial Officer
Ms. N. Topo

30/01/2026
Date

Acting Chief Executive Officer
Ms. G. Simelane

30.01.2026
Date

Council Chairperson
Dr. L. Steenkamp

09/02/2026
Date

Executive Authority
Mr G. McKenzie, MP

05/03/2026
Date

CONTENTS

Part A: Our Mandate

1. Constitutional Mandate

The primary legislative mandates of the Department of Sport, Arts and Culture come from the Constitution of the Republic of South Africa, which states that:

Section 16(1): - "Everyone has the right to freedom of expression, including.

1.1 freedom of the press and other media.

1.2 freedom to receive or impart information or ideas.

1.3 freedom of artistic creativity; and

1.4 academic freedom and freedom of scientific research.

" Section 30 – "Everyone has the right to use language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any of the provisions of the Bill of Rights."

Emanating from the White Paper of Arts, Culture and Heritage the following Acts have been promulgated by Parliament and institutions created in furtherance of the constitutional mandate of the Department of Sport, Arts and Culture.

2. Legislative Mandate

2.1 PACOFS as a Public Entity furthermore will not only be guided by legislative mandates but also other legislation directly or indirectly impact on entity. The list mentioned below is not complete by any means but provide framework of legislative mandates governing our daily operations and responsibilities.

2.1.1 The Constitution of the Republic of South Africa, 1996.
2.1.2 Cultural Institutions Act 1998 (\Act No. 119 of 1998).
2.1.3 Culture Promotion Act, 1983 (Act No. 35 of 1983).
2.1.4 Labour Relations Act, 1995 (Act No. 66 of 1995 updated 2002).
2.1.5 Occupational Health and Safety Act, 1993 (Act No. 85 of 1993).
2.1.6 Employment Equity Act, 1998 (Act No. 55 of 1998).
2.1.7 Basic Conditions of Employment Act, 1998 (Act No. 97 of 1998).
2.1.8 Skills Development Act, 1998 (Act No. 97 of 1998)
2.1.9 Skills Development Levy Act, 1999 (Act No. 9 of 1999).
2.1.10 Promotion of Access to Information Act, 2000 (Act No. 2 of 2000).
2.1.11 Pension Fund Amendment Act, 2001 (Act No. 65 of 2001).
2.1.12 Broad-Based Black Economic Empowerment Act, 2003 (Act No.53 of 2003).
2.1.13 Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000).
2.1.14 Preferential Procurement Regulations (PPR) of 2022

2.1.15 Public Finance Management Act, 1999 (PFMA), Act of 1999 as amended by Act 29 of 1999.

2.1.16 PACOFS is a PFMA Schedule 3A entity that was established by the Ministry of Sport, Arts and Culture in terms of the Cultural Institutions Act 1998 (\Act No. 119 of 1998).
2.1.17 Treasury Regulations, 2005
2.1.18 Protection of Personal Information Act (POPI Act), 2013
2.1.19 Public Procurement Act 28 of 2024
2.1.20 Prevention and Combating of Corrupt Activities Act 12 of 2004
2.1.21 Cybercrimes Act 19 of 2020
2.1.22 Compensation for Occupational Injuries and Diseases Act 130 of 1993 (COIDA)
2.1.23 Income Tax Act 58 of 1962
2.1.24 Medium Term Development Plan(MTDP)

3. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

3.1 The following Council approved policies are in place:

3.1.1 Artistic Policy
3.1.2 Revenue Enhancement Policy
3.1.3 Budget Policy
3.1.4 Petty Cash Policy
3.1.5 Grievance Handling Policy & Procedure
3.1.6 Long Service Recognition Policy
3.1.7 Overtime Policy
3.1.8 Performance Management Policy
3.1.9 Employee Education Assistance Policy
3.1.10 Conditions of employment
3.1.11 Disciplinary code and procedure
3.1.12 Occupational health and safety security
3.1.13 Succession planning policy
3.1.14 Dress code policy
3.1.15 Gender Based Violence Policy
3.1.16 Performance Management Policy
3.1.17 IT Disaster Recovery
3.1.18 IT Governance Framework
3.1.19 User access management policy
3.1.20 Disaster Recovery plan
3.1.21 Change management policy.
3.1.22 IT Security management policy
3.1.23 Antivirus Management Policy
3.1.24 Business Continuity Plan (BCP)
3.1.25 Cyber Security Policy
3.1.26 ICT Assets Management Policy
3.1.27 ICT Firewall Management Policy

3.1.28 ICT Patch Management Policy
3.1.29 Website Management Policy
3.1.30 Delegation of Authority
3.1.31 Fund Raising policy
3.1.32 Fixed Assets Policy
3.1.33 Debtors Management Policy
3.1.34 Payroll Policy
3.1.35 Subsistence and Travel (S&T) Policy
3.1.36 Accommodation And Rental Policy
3.1.37 Council Remuneration Policy
3.1.38 Fundraising Policy
3.1.39 Acting Allowances Policy
3.1.40 Employment Equity
3.1.41 Grievance Handling Policy & Procedure
3.1.42 Leave Management Policy
3.1.43 Recruitment and Selection Policy
3.1.44 Employee Health and Wellness Policy
3.1.45 Bereavement Policy
3.1.46 Remote Work Policy
3.1.47 Cellphone Policy
3.1.48 SCM Policy

3.2 PACOFS is embarking on the implementation of the five (5) years strategic targets with special focus on the implementation of the following:

3.2.1 The revised White Paper on Arts, Culture and Heritage (2017, endorsed in 2020).
3.2.2 Theatre and Dance Policy that DSAC is mandated by the White Paper recommendations to develop cultural and creative sector policies that will provide a regulatory framework for the development and promotion of the Theatre and Dance Sector.

Part B: Our Strategic Focus

4. SITUATION ANALYSIS

As a publicly funded entity operating within a dynamic cultural and socio-economic environment, PACOFS faces both opportunities and constraints that influence its sustainability and impact.

It possesses significant strengths in artistic expertise, cultural mandate, and established infrastructure. However, it faces internal challenges related to financial limitations, aging facilities, and capacity constraints. To remain sustainable and relevant, PACOFS seeks to leverage its cultural role while adapting strategically to its evolving internal and external environment.

The strategic focus of the organisation is on the following:

a) Develop and maintain identified and new income-generating products to ensure financial sustainability, these income generating products are in line with identified income generating policies and ongoing efforts using revenue enhancement strategies
b) Impactful and results driven strategic marketing and audience development, to maximise venue utilization, build brand visibility and expand audience reach.
c) Protect and preserve PACOFS' facilities through approved maintenance and upgrade strategies.
d) Revenue aligned artistic programming, balancing artistic excellene and quality with commercial sustainability, enabling revenue generation.
e) Executing the entity's finance strategy by enhancing revenue through compliance and a strong control environment

4.1 EXTERNAL ENVIRONMENT ANALYSIS

The external environment that influences PACOFS's operations is analysed using a PESTEL framework in the strategic plan.

Government support for arts and culture provides PACOFS with funding, but due to shifts in political priorities, the budget allocation has decreased considerably in recent years. As a result, service delivery and the ability for artists to showcase their talents and earn a living are affected.

Furthermore, the new administration has brought about policy changes that impact the institution and require aligning with. The Government of National Unity (GNU) has, for the 2024-2029 term, established three core overarching strategic priorities focused on accelerating the goals of the National Development Plan (NDP). One of these critical objectives is "**Building a Capable, Ethical, and Developmental State**", which PACOFS commits to execute by improving governance and public service efficiency.

As a result of high unemployment in the country and constrained household income, audience spending on leisure activities is affected. This in turn lowers ticket sales and attendance, further straining the entity's financial sustainability.

South Africa's culturally diverse population creates opportunities for PACOFS to present inclusive and representative programming. There is growing demand for locally relevant, multilingual, and socially conscious performances. However, changing entertainment preferences, especially among younger

audiences, require PACOFS to compete with digital media and alternative leisure options which have transformed leisure from a time-and-space-bound activity into a flexible, on-demand, and often individualized, home-based experience. This shift, accelerated by the COVID-19 pandemic, has enabled alternative leisure forms that often replace traditional, physically active, or communal recreation like the theatre.
The institution's strategy to cushion and minimise this shift involves a hybrid approach to promote the traditional theatre with the precision of digital media, while balancing short-term lead generation with long-term brand equity.

Due to limited technical capacity and funding on information technology infrastructure, PACOFS' ability to fully adopt digital platforms is significantly affected. To manage the challenge of scarce specialized skills to support business operations, the entity partners with external service providers for, 24/7 monitoring and security.

PACOFS competes with other cultural institutions, commercial entertainment venues, festivals, and digital entertainment platforms. To counter this increasing competition for audiences, sponsorships, and media attention, the entity seeks to uphold its unique position as a provincial arts centre by differentiation through local content, education programs, and community engagement.

4.2 Internal Environment Analysis

PACOFS' strategy is to optimise its resources, capabilities, organizational structure, and operational systems to minimise its strategic challenges.

The entity employs artistic staff, technical personnel, administrative staff, and management, and benefits from experienced practitioners with institutional knowledge of theatre production and arts management. However, skills gaps exist in areas such as digital marketing, fundraising, and audience development.

As the entity relies primarily on government funding, supplemented by ticket sales and venue hire, the lack of sufficient budget allocation restricts programming flexibility, limits investment in infrastructure upgrades, and reduces the institution's ability to take a creative and strategic posture. It is the intent of PACOFS therefore to explore the different revenue streams identified and source occasional sponsorships to enhance financial capacity.

PACOFS has strong capabilities in producing and hosting diverse performing arts, including indigenous and contemporary works. This supports its mandate to preserve cultural heritage and develop local talent. Additionally, it has an established reputation as a cultural hub in the Free State and plays a role in community development and arts education. These positive organisational capabilities are to be utilised to expand its impact and footprint in the region.

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

5.1 Programme 1: Administration

Purpose: To build and maintain sound organisation financial and human capacity within PACOFS and, provide corporate support and facilities management services

Outcomes, Outputs, Performance Indicators and Targets

Outcome 1: Strong governance and sound financial controls **Outcome 3: Well-maintained infrastructure** **Outcome 4: Financial sustainability**										
Outcomes	Outputs	**Output Indicators**		**Audited performance**			**Estimated performance**	**Medium-term targets**		
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Strong governance and sound financial controls	Improved governance and control environment	**1**	% of 2025/26 audit findings addressed	97%	95%	84%	100%	100%	100%	100%
		2 New Indicator	Number of reports on risk mitigation progress presented to the governance structures	4	4	4	-	4	4	4
		3 New Indicator	% of valid invoices paid within 30 days	-	-	-	-	100%	100%	100%
		4 New Indicator	Obtain an unqualified audit opinion	-	-	-	-	1	1	1
		5 New Indicator	Zero irregular, fruitless and wasteful expenditure cases incurred	-	-	-	-	0	0	0
		6 New Indicator	Total revenue generated through revenue streams implemented	-	-	-	-	3.2m	3.8m	4.1m
		7 New Indicator	Number of revenue streams implemented	-	-	-	-	5	12	16

Well-maintained infrastructure	Improved infrastructure maintenance and capital projects implementation	**8**	Number of capital projects completed	-	1	2	2	2	1	1
		9	% of the specialised stage machinery and equipment maintenance plan implemented per annum	100%	100%	100%	100%	100%	100%	100%
Strong governance and sound financial controls	Improved organisational and staff performance	**10**	Percentage of the HR implementation plan executed	100%	100%	100%	100%	100%	100%	100%
	Improved ICT governance systems	**11**	% of ICT plan targets implemented	100%	75%	100%	100%	100%	100%	100%

Indicators, Annual and Quarterly Targets

Output Indicators		**Annual target 2026/27**	**Q1**	**Q2**	**Q3**	**Q4**
1	% of 2025/26 audit findings addressed	100%	N/A	20%	80%	100%
2 New Indicator	Number of reports on risk mitigation progress presented to governance structures	4	1	1	1	1
3 New Indicator	% of valid invoices paid within 30 days	100%	100%	100%	100%	100%
4 New Indicator	Obtaining an unqualified audit opinion	1	0	1	0	0
5 New Indicator	Zero irregular, fruitless and wasteful expenditure cases incurred	0	0	0	0	0
6 New Indicator	Total revenue generated through revenue streams implemented	3.2m	0.6m	0.8m	1.6m	0.2m
7 New Indicator	Number of revenue streams implemented	5	2	3	4	5
8	Number of capital projects completed	2	1	0	1	0
9 Improved	% of the stage machinery and equipment maintenance plan implemented per annum	100%	25%	50%	75%	100%
10	Percentage of the HR implementation plan executed	100%	25%	50%	75%	100%
11 Improved	% of ICT plan targets implemented	100%	25%	50%	75%	100%

5.2 Programme 2: Business Development

Purpose: To implement the core business of the entity.

Outcomes, Outputs, Performance Indicators and Targets

Outcome 2: Optimal utilisation of facilities Outcome 5: Curatorial artistic programme Outcome 4: Financial sustainability Outcome 6: Creating opportunities for performing artists from target groups.										
Outcomes	**Outputs**	**Output**	**Indicators**	**Audited performance**			**Estimated performance**	**Medium-term targets**		
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Creating opportunities for performing artists from target groups	Sustained showcasing of performing arts practitioners through the staging of productions and festivals	**12**	Number of commissioned in-house productions staged	41	30	20	10	4	10	12
		13	Number of festivals hosted and staged	2	-	1	1	1	1	1
Curatorial artistic programme **Creating opportunities for performing artists from target groups.**	Performing arts practitioners developed	**14 New Indicator**	Number of Artists Assisted through the Artists Assistant Program (Free Rehearsal Space, Free Props and Performance space)	-	-	-	-	10	15	15
		15	Number of development and outreach programmes, and annual community art festival workshops conducted	4	8	9	6	6	6	6
Financial sustainability	Artistic collaborations and partnerships (Theatre & Music Festivals)	**16**	Number of artistic works presented in partnerships with independent producers	4	11	6	8	6	12	12
		17	Number of flagship productions staged	-	2	2	2	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators		Annual target 2026/27	Q1	Q2	Q3	Q4
12	Number of commissioned in-house productions staged	4	0	2	2	0
13	Number of festivals hosted and staged	1	0	0	1	0
14 New Indicator	Number of Artists Assisted through the Artists Assistant Program (Free Rehearsal Space, Free Props and Performance space)	10	3	3	2	2
15	Number of development and outreach programmes, and annual community art festival workshops conducted	6	1	1	2	2
16	Number of artistic works presented in partnerships with independent producers	6	1	2	2	1
17	Number of flagship productions staged	1	0	0	1	0

5.2 Programme 3: Public Engagement

Purpose: To market theatre offerings, facilities, and services, including engaging in theatre audience development.

Outcomes, Outputs, Performance Indicators and Targets

Outcome 2: Optimal utilisation of facilities Outcome 4: Financial sustainability										
Outcomes	Outputs	**Output Indicators**		**Actual performance**			**Estimated performance**	**Medium-term targets**		
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
	Increase attendance to artistic productions.	**18 New Indicator**	Number of productions marketing initiatives per year	-	-	-	-	12	24	26
		19 Improved	Number of audience development initiatives implemented.	-	-	-	12	6	6	6
		20 New Indicator	Number of audience surveys conducted	-	-	-	-	12	24	26
Financial sustainability		**21 New Indicator**	Number of schools partnered with for Matric Farewells Trade-exchange.	-	-	-	-	8	10	10
	Increase in own revenue generated	**22 New Indicator**	Number of stakeholder engagements held	-	-	-	-	4	6	8
		23	Number of facilities leased out both short and long term.	-	0	35	16	16	20	24

Indicators, Annual and Quarterly Targets

Output Indicators		Annual target 2026/27	Q1	Q2	Q3	Q4
18 New Indicator	Number of productions marketing initiatives per year	12	1	4	6	1
19 Improved	Number of audience development initiatives implemented.	6	1	2	2	1
20 New Indicator	Number of audience surveys conducted	12	1	4	6	1
21 New Indicator	Number of schools partnered with for Matric Farewells Trade-exchange.	8	0	4	4	0
22 Improved	Number of stakeholder engagements held	4	1	1	1	1
23	Number of facilities leased out both short and long term.	16	4	4	4	4

6. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The section on situation analysis above seeks to outline the key focus areas of performance over the medium-term period to the end of the 5-year planning cycle.

PACOFS, as a Public Entity, reports to the Department of Sport, Arts and Culture but interacts with Provincial Government departments and Local Government. As an entity, PACOFS cannot operate in isolation and is dependent on government grants and arts funding agencies (e.g. National Arts Council) to deliver on their mandate, to continue rendering its constitutional mandate.

The Core Business Development programme is essentially the execution wing of PACOFS and given its role and limitations the Business Development function needs to constantly find new and creative ways of ensuring that it gives effect to the organization's mandate.
The Performing Arts Centre of the Free State (PACOFS) invites submissions from production artists to submit proposals to diversify the multi-year Curatorial Artistic Programme. This is with the inclusion of all artists from different cultural backgrounds, artists living with disability, women, children and those who form part of the LGBTQ+ community.

During the previous years as part the departments mandate inhouse productions, out of house productions, annuals festival, partnership productions and flagship productions had been the performance targets per the Annual Performance plan and as part of operations. The entity faced the following challenges in this regard;

- The revenue expected to be generated from productions staged was insufficient due to declining audience. Production Research, Development and Innovation become key for future strategic planning.
- Contractual production obligations per the approved Artistic programme still had to be met regardless of revenue generated. This resulted in financial constraints on the entities annual operational budget.

To mitigate the challenges the entity has opted to redesign the business mode and reduce the number of inhouse developmental productions staged. The Annual performance plan will detail more commercial partnerships productions being staged to increase the revenue required to compensate the allocated grant.

The entity will continue to explore alternative revenue streams and develop diverse recurring income generating products to decrease its dependence on government grants. The organisation will prioritise the establishment of new strategic partnerships and actively pursue opportunities to generate sponsorship from potential donors.

As a Playhouse, it has a dual purpose. Firstly, it has to provide an environment for artists to practice and perform their different art forms. Secondly, it must offer effective services to communities and businesses that will be making use of:

- a wide variety of venue facilities for functions and conferences,
- sound and lighting hiring,
- wardrobe services,
- curated theatre tours,
- bar services

7. Medium-term expenditure estimates

Programme	Audited outcomes			Appropriation	Medium-term expenditure estimate		
R'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Administration	38 550	55 848	43 079	46 830	45 140	46 629	48 638
Business Development	8 239	12 515	7 236	4 127	10 374	10 893	11 328
Public Engagement	3 560	413	6 645	6 647	7 446	7 817	8 130
Total	**50 349**	**68 776**	**56 960**	**57 604**	**62 960**	**65 339**	**68 096**
Economic classification							
Current payments	**50 349**	**68 776**	**56 960**	**57 604**	**62 960**	**65 339**	**68 096**
Compensation of employees	24 742	38 547	35 219	36 338	38 178	39 816	41 555
Goods and services	24 251	28 456	21 341	20 846	24 346	25 070	26 069
Depreciation and Impairment	1 356	1 773	400	420	436	453	472
Total	**50 349**	**68 776**	**56 960**	**57 604**	**62 960**	**65 339**	**68 096**

The entity will have to implement its revenue enhancement strategy in earnest to ensure that the projected revenue is massively exceeded to cater for key activities that could not be accommodated within budget. This is due to budget cuts that have affected operational efficiency of the entity.

The entity has an approved revenue enhancement strategy implemented to compensate the operational grant allocation received. The expectation is that additional revenue should be generated as follows to accommodate planned expenditure on goods and services and compensation of employees to contribute of towards the achievement of the outputs per programme:

	2026/27	2027/28	2028/29
Operational Subsidy	54,663,000.00	56,845,000.00	58,612,000.00
Own Revenue	8,297,280.00	8,493,557.00	9,484,284.00
Total Expected Income	**62,960,280.00**	**65,338,557.00**	**68,096,284.00**

8. Updated Key Risks

Programme	Outcome	Key Risks	Risk Mitigation
Administration	Strong governance and sound financial controls	Qualified audit outcome	Effective internal controls
			Compliance with laws, regulations, and policies
			Consequences management
		Toxic organizational culture	Promote organizational values
		Business continuity and resilience	Implementation of IT policies.
		Irregular, fruitless, and wasteful expenditure	Prompt implementation of the provisions of the irregular, fruitless and wasteful expenditure framework.
Public Engagement	Optimal utilisation of PACOFS facilities	Inadequate generation of revenue from theatre and other facilities	Refurbish and maintain the facilities.
			Market the facilities aggressively.
	Well maintained facilities	Inadequately maintained facilities	Finalise and implement the facilities management contract.
	Financial sustainability	Unsustainable cost structure	Source sponsorships and commercial partnerships, implement additional revenue strategies
	Curatorial artistic programme	Poor attendance of productions	Develop and implement a multi-year Artistic Programme to enable adequate implementation of marketing plans and strategies.
Business Development	Creating opportunities for performing artists from target groups	Inadequate support to performing artists	Progressively increase the artistic budget through creative revenue-generating activities.

			Inclusivity of artists through the artists assist programme

9. INFRASTRUCTURE PROJECTS

No	Project name	Programme	Description	Output	Start date	Completion date	Total estimate cost	Current year expenditure
1	CCTV-Phase 2	Administration	Installing additional cameras at areas not yet covered	Backup system for the server and all the switches	01/04/2026	30/06/2026	R2 868 515	R 0
2	Recording Studio	Administration	Refurbishing the recording studio	A technically and look improved, relevant recording studio	01/04/2026	31/12/2026	R5 000 000.00	R0

10. PUBLIC- PRIVATE PARTNERSHIP

This section is not applicable to PACOFS.

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

Indicator title 1	Percentage of 2025/26 audit findings addressed
Definition	Actions in the audit improvement plan to address unresolved audit findings will be progressively implemented such that they are all (100%) addressed by 31 March 2027.
Source of data	Audit improvement plan
Method of calculation/Assessment	Actions completed/Actions required to address findings raised
Means of verification	Evidence of findings resolved/addressed
Assumptions	Relevant managers will provide evidence to prove that audit findings have been addressed by the set deadline. The evidence is to be confirmed by the Internal Audit Function.
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	All findings cleared by year-end
Indicator responsibility	Chief Financial Officer

Indicator title 2	Number of reports on risk mitigation progress presented to the governance structures
Definition	Quarterly progress reporting to the ARC against the risk treatment plans identified in the risk register and updates of the strategic risk register, where necessary
Source of data	Strategic risk register
Method of calculation/Assessment	Simple count
Means of verification	Quarterly risk reports
Assumptions	Approved strategic risk register. Managers implementing and reporting on risks treatment actions
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Managers implementing and reporting on risk treatment actions. Strategic risk register updated quarterly
Indicator responsibility	Chief Executive Officer

Indicator title 3	Percentage of valid invoices paid within 30 days
Definition	The percentage of invoices paid within 30 days as a fraction of the total number of invoices received within the same period
Source of data	Monthly general ledger, Invoices received list
Method of calculation/Assessment	Number of invoices paid/ Number of invoices received
Means of verification	Monthly general ledger, Invoices received list with payment
Assumptions	N/A
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Once off per month
Reporting cycle	Quarterly
Desired performance	All valid invoices received to be paid within 30 days
Indicator responsibility	Chief Financial Officer

Indicator title 4	Obtain an unqualified audit opinion
Definition	The desired outcome of the annual audit being an unqualified audit report
Source of data	The Auditor General's audit report for the year
Method of calculation/Assessment	Simple count
Means of verification	Report
Assumptions	The audit is performed and completed
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Once per annum
Reporting cycle	Annually

Desired performance	An unqualified audit opinion
Indicator responsibility	Chief Financial Officer, Chief Executive Officer, Managers

Indicator title 5	**Zero irregular, fruitless and wasteful expenditure cases incurred**
Definition	The target measures the absolute avoidance or non-occurrence of irregular, fruitless and wasteful expenditure during the financial year where there are zero incidents identified in a report or process.
Source of data	Inspection reports, compliance reports, IFW registers.
Method of calculation/Assessment	Simple count of occurrences. The target is met only if the final count is zero. A number higher than zero indicates a failure to meet the target.
Means of verification	Assessment and identification process, audit process
Assumptions	Controls and systems are in place to prevent all instances of the negative event of IFW expenditure occurrence.
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Target is specifically aimed at zero
Indicator responsibility	Chief Financial Officer

Indicator title 6	**Total revenue generated through revenue streams implemented**
Definition	Total revenue generated from the implementation of the revenue enhancement strategy
Source of data	Contracts realised, quarterly report, General Ledger
Method of calculation/Assessment	Sum of all revenue received

Means of verification	Quarterly Report noting delivery of revenue generated, General Ledger
Assumptions	Implementation of the revenue enhancement strategy
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Targeted revenue generated
Indicator responsibility	Chief Financial Officer

Indicator title 7	**Number of revenue streams implemented**
Definition	The different types of revenue enhancement strategies implemented as listed in the revenue enhancement strategy document
Source of data	Contracts realised, General Ledger
Method of calculation/Assessment	Simple count
Means of verification	Quarterly Report noting delivery of revenue generated from new strategies, General Ledger
Assumptions	N/A
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Revenue enhancement strategies implemented
Indicator responsibility	Chief Financial Officer

Indicator title 8	Number of capital projects completed
Definition	Relates to the capital projects listed in section 10 of this APP, regarding their successful implementation.
Source of data	Implementation reports, project close-out reports
Method of calculation/Assessment	Simple count
Means of verification	Project Briefs; Project close-out reports; Completion Certificates
Assumptions	Continued funds availability
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	All planned projects implemented
Indicator responsibility	Senior Manager: Facilities

Indicator title 9	% of the specialised stage machinery and equipment maintenance plan implemented per annum
Definition	2026/27 specialised stage machinery and equipment maintenance plan must be developed, with measurable targets and approved by the Chief Executive Officer by 31 March 2026 to guide the maintenance to be carried out for 2026/27. For Q1, 25% of the planned maintenance must be executed, 50% by Q2, 75% by Q3 and full implementation by 31 March 2027 must be achieved.
Source of data	Approved 2026/27 Maintenance Plan
Method of calculation/Assessment	Number of targets implemented/ total number of targets per the maintenance plan
Means of verification	Manager approved (signed) job cards
Assumptions	Maintenance department adequately resourced

Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	All planned maintenance executed
Indicator responsibility	Senior Manager: Facilities

Indicator title 10	**Percentage of the HR implementation plan executed**
Definition	An approved HR Implementation plan with clear targets encompassing the activities planned to achieve an effective and efficient HR department at PACOFS
Source of data	Approved HR Implementation Plan
Method of calculation/Assessment	Percentage achievement calculated per quarter Total targets achieved / Total annual targets planned
Means of verification	Quarterly reports and evidence to prove achievements claimed
Assumptions	Cooperation by all managers in executing their HR responsibilities and responding to submission deadlines set by the HR department
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% achievement of the HR Implementation Plan targets at year end

Indicator title 10	Percentage of the HR implementation plan executed
Indicator responsibility	HR Manager

Indicator title 11	Percentage of ICT plan targets implemented
Definition	Annual ICT plan updated based on the ICT environment assessment report done by the audit and risk committee and the ICT Governance Framework.
Source of data	Annual ICT Plan, ICT environment assessment report and the ICT governance framework
Method of calculation/Assessment	Calculation of percentage achievement, Total targets achieved/ Total annual targets planned
Means of verification	Quarterly reports and evidence supporting claimed achievements
Assumptions	Adequate funding of the ICT plans and projects
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% achievement of planned targets at year end
Indicator responsibility	IT Manager

Indicator title 12	Number of commissioned in-house productions staged
Definition	These are curated commissioned Artistic Programme productions/shows by PACOFS, with artists from different cultural and ethnic backgrounds; including artists living with disability, and who form part of the LGBTQ+ community. They are productions/shows by theatre makers/ producers that respond to the public call-out; to be adjudicated by an independent panel and recommended to form part of the annual Artistic Programme.

	These in-house production/shows also include flagships events and productions created, produced, staged, mounted, and directed by the Artistic Director. With focus on different artistic disciplines: Drama/ Dance/ Poetry (spoken word)/ Music/ Comedy/ Multi-disciplinary / Childrens Theatre/ School Setworks/ including seasonal events and concerts. And are staged live at various PACOFS stages. The above excludes Developmental Programmes. In the event of another pandemic and/or natural disaster, 5% of these productions will be streamed digitally.
Source of data	Approved Artistic Programme.
Method of calculation/Assessment	Simple count.
Means of verification	Signed contracts, posters, pictures, Stage Manager reports, ticket sales reports, digital links, or DVD's.
Assumptions	Curating, identifying, and commissioning productions and shows for the Artistic Programme that are available to perform, present and honour their contractual obligation.
Disaggregation of beneficiaries, where applicable	Specific focus on youth, women, people living with disability and those within the LGBTQIA+ community.
Spatial transformation, where applicable	The heart of creativity in transforming Free State theatre landscape by competitively place-making and meaning-making visible on various spaces provincially, nationally, continentally, and internationally.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% achievement of the targeted number of productions that are well supported
Indicator responsibility	Artistic Director

Indicator title 13	**Number of festivals hosted and staged**
Definition	Performing art festivals inclusive of community theatre festivals, women festivals, theatre practitioners and/or independent co-produced festival staged at PACOFS.
Source of data	Production Schedule and/or Festival Plan and Programme.
Method of calculation/Assessment	Simple count.

Means of verification	Contracts, Attendance registers, posters, digital links video clips, pictures, etc.
Assumptions	Sufficient marketing of the festival to ensure audience.
Disaggregation of beneficiaries, where applicable	Specific focus on rural youth, women; including those who are living with disability and within LGBTQIA+ community.
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Hosting and staging an in-house festival
Indicator responsibility	Artistic Director

Indicator title 14	**Number of Artists Assisted through the Artists Assistant Program (Free Rehearsal Space, Free Props and Performance space)**
Definition	Artists applied and approved on the Artists Assistant Program
Source of data	Schedule of approved artists
Method of calculation/Assessment	Simple count
Means of verification	Contracts, Attendance registers, posters, digital links video clips, pictures, etc.
Assumptions	Use of approved space.
Disaggregation of beneficiaries, where applicable	Specific focus on rural youth, women; including those who are living with disability and within LGBTQIA+ community.
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% achievement of the planned targets.
Indicator responsibility	Artistic Director

Indicator title 15	Number of development and outreach programmes, and workshops conducted
Definition	Development workshops conducted in drama, dance, poetry, music, and comedy, including school set works. These include capacity building symposiums, masterclasses, children's theatre productions/shows and that would be staged in-and-out of PACOFS spaces and stages.
Source of data	Development Activities Schedule Production and/or Festival Plan
Method of calculation/Assessment	Simple count
Means of verification	Attendance registers, video clips, pictures, etc.
Assumptions	Available internal capacity to develop the programme/ plan on time. Approved submission as per Artistic Department invitations, call out, signed contracts, score sheets (where applicable). Appearance/ Performance Schedule
Disaggregation of beneficiaries, where applicable	Specific focus on rural youth, including those who are living with disability and within LGBTQIA+ community.
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% achievement of the planned targets.
Indicator responsibility	Artistic Director

Indicator title 16	Number of artistic works presented in partnership with independent producers.
Definition	These are artistic works and non-commissioned productions/shows presented by independent producers, promoters, and creatives from provincially, nationally, continentally, and internationally theatre landscape with a 30%-70% ticket sales split.

Indicator title 16	**Number of artistic works presented in partnership with independent producers.**
	These include self-funded events, concerts and/or festivals by independent producers, promoters, and creators.
Source of data	Production schedules
Method of calculation/Assessment	Simple count
Means of verification	Performance schedules, co-production contracts, posters, videos, pictures, etc.
Assumptions	Adequate funding and partnerships.
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Exceeding the set planned targets. Global artistic bank (Networks)
Indicator responsibility	Artistic Director

Indicator title 17	**Number of flagship productions staged**
Definition	These are in-house productions, shows, concerts and/or events conceptually created, produced, staged, mounted, and directed by the Artistic Director on behalf of PACOFS with the possibility of them being part of the touring venture. The above excludes Developmental Programmes and Productions. In the event of another pandemic and/or natural disaster, 1% of these will be streamed digitally.
Source of data	Artistic concept document/s, artists contracts, invitations, and production schedule.
Method of calculation/Assessment	Simple count

Indicator title 17	Number of flagship productions staged
Means of verification	Performance schedules, contracts, posters, pictures, digital links, video clips (where applicable) etc.
Assumptions	Strong provincially, nationally, continentally, and international links and networks that can allow PACOFS to have a visible footprint.
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Exceeding the set planned targets. Global artistic bank (Networks)
Indicator responsibility	Artistic Director

Indicator title 18	Number of productions marketing initiatives per year
Definition	Media campaigns are planned series of radio / television interviews, newspaper / digital articles, etc. that are intended to promote PACOFS and its offerings. The 2024/25 Media Campaigns Plan, with measurable targets, for approval by the CEO by 31 March 2024 to be rolled out quarterly.
Source of data	Strategic and annual performance plans, artistic programme, and other programmes of the institution
Method of calculation/Assessment	Percentage of the annual media campaigns plan targets achieved
Means of verification	Proof of radio / television interviews, newspaper / digital articles, etc.
Assumptions	Approved and funded public awareness / media campaigns plan
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A

Indicator title 18	Number of productions marketing initiatives per year
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Exceed the set targets
Indicator responsibility	Senior Manager: Marketing

Indicator title 19	Number of audience development initiatives implemented.
Definition	Creative audience development initiatives to familiarise PACOFS and its different events to different audience segments, so that the new different audiences can be attracted to PACOFS events offerings.
Source of data	Artistic programme, Concept plans, attendance registers & databases, pictures and videos.
Method of calculation/Assessment	Simple count
Means of verification	Attendance registers, pictures and videos.
Assumptions	This will assist in the development of audiences for productions
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Exceed target
Indicator responsibility	Senior Manager: Marketing

Indicator title 20	Number of audience surveys conducted
Definition	Marketing plan to be drafted and approved by the relevant executive by 31 March 2024 should identify activities to be implemented to market each production on the 2024/25 artistic programme by the marketing department.

	The plan should be finalised and approved well in time for the marketing to happen adequately.
Source of data	Artistic programme
Method of calculation/Assessment	Percentage calculation of the targets achieved against the total productions staged during the quarter
Means of verification	Approved marketing plans, quarterly reports, evidence of the activities undertaken.
Assumptions	Timely contracting of productions.
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Meet the set targets
Indicator responsibility	Senior Manager: Marketing

Indicator title 21	**Number of schools partnered with for Matric Farewells Trade-exchange.**
Definition	Trade exchange contracts developed and signed by delegated representatives for matric farewells to be held at PACOFS
Source of data	Marketing programme
Method of calculation/Assessment	Simple count
Means of verification	Approved trade exchange contracts, quarterly reports and proof of the activities / initiatives implemented. NB. Proof must be from a third-party source
Assumptions	Timely contracting of productions
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Set targets met

Indicator responsibility	Senior Manager: Marketing

Indicator title 22	**Number of stakeholder engagements held**
Definition	A quantitative measure of the total frequency of formal interactions conducted with identified stakeholders
Source of data	Attendance registers, meeting minutes, formal reports, email communications of meeting setup
Method of calculation/Assessment	Simple count
Means of verification	Schedule of identified sponsors, donors and partners, proposals, and proof of submission / engagement.
Assumptions	There are actual engagements held, approved stakeholder engagement strategy, stakeholder engagement plan in place
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Exceed target
Indicator responsibility	Senior Manager: Marketing, Chief Executive Officer

Indicator title 23	**Number of facilities leased out both short and long term.**
Definition	Advertise and secure the leasing of PACOFS facilities. The facilities include workspace, stage equipment, recording studio, kitchen, jazz joint club, bar services, etc.
Source of data	Building plans; lease agreements
Method of calculation/Assessment	Simple count
Means of verification	Lease agreements

Assumptions	Funding for the refurbishment and maintenance of the identified facilities
Disaggregation of beneficiaries, where applicable	N/A
Spatial transformation, where applicable	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Exceed target
Indicator responsibility	Senior Manager: Marketing