



ANNUAL REPORT 2009-2010

CONTENTS

SUBMISSION TO THE MINISTER	1
APPLICABLE ACTS AND OTHER MANDATES	1
INTRODUCTION BY HEAD OF INSTITUTION	4
STATEMENT OF RESPONSIBILITY	30
AUDIT AND GOVERNANCE COMMITTEE REPORT	31
CHAIRPERSON'S REPORT	33
PERFORMANCE INFORMATION	36
REPORT OF THE AUDITOR-GENERAL	51
ANNUAL FINANCIAL STATEMENTS	53
HUMAN RESOURCES	94

Submission to the Minister

It is our pleasure to submit, in terms of the Public Finance Management Act 1999 (Act No.1 of 1999), the Annual Report of The Playhouse Company for the financial year ended 31 March 2010.

Applicable Acts and Mandates

In terms of section 8(5) of the Cultural Institutions Act 119 of 1998, the role of The Playhouse Company is to advance, promote and preserve the performing arts in South Africa.

The Playhouse Company operates under various legal mandates, including among others:

- ✿ The Constitution of the Republic of South Africa
- ✿ The Public Finance Management Act, 1999 (Act No. 1 of 1999)
- ✿ The Cultural Institutions Act, 1998 (Act No. 119 of 1998)
- ✿ The Treasury Regulations and Division of Revenue Act, 2001
- ✿ The Basic Conditions of Employment Act, 1997 (Act No. 75 of 1977)
- ✿ The Labour Relations Act, 1995 (Act No. 66 of 1995)
- ✿ The Cultural Promotions Act, 1983 (Act No. 35 of 1983)
- ✿ The Occupational Health & Safety Act, 1993 (Act No. 85 of 1993)
- ✿ General Administration Regulations Act, 1983 (Act No. 6 of 1983)



MISSION STATEMENT

The Playhouse Company's mission is to advance, promote and preserve the performing arts, to empower all South Africans and become an African premier theatre of excellence.

VISION

Commitment to artistic integrity and excellence, catering for multi-cultural and diverse audiences and their ever-changing needs.



The Playhouse Company has defined its critical success factors as follows:

UNIQUE ARTISTIC WORKS

- Making the arts accessible.
- To present artistic works that reflect the diversity and the varied talents and heritage of South Africa.
- To promote theatre as a place that educates and promotes critical thinking.
- To utilize the performing arts as an agent for social change.
- To promote a sense of inter-cultural awareness, and unity through the performing arts.

POSITIVE PROFILE

- To become South Africa's premier theatre destination.
- To strategically position the institution to relevant stakeholders as a theatre of choice.
- To sustain successful audience development campaigns which appeal to a wide variety of audiences.

CREATE A HEALTHY ORGANISATION

- Encompassing team spirit.
- To sustain a system of pay/reward that is linked to staff development and productivity.
- Transparency, to create an open, adaptable attitude that will encourage trust, earn respect and team spirit.

PROMOTE EXCELLENCE

- To present works of a diverse nature which are of the highest standard.
- To promote excellence in The Playhouse Company's delivery of all its functions and appearance.
- Professionalism should be the key factor in all aspects of our work.
- To be a hallmark of success for an artist.
- Optimise the use of our performance venues by presenting productions of high quality which meet the needs of various audiences.

ENGENDER A SENSE OF BELONGING OR WELCOME

- To be a place where stakeholders feel they belong.
- To engender an environment that is caring towards people who work at The Playhouse Company; an environment of trust and empowerment, accountability and openness.

COMPLIANCE

- To ensure compliance with all relevant statutes and regulations.
- To promote best practices in financial controls and governance within the company.
- To ensure appropriate maintenance of physical buildings and equipment.

INTRODUCTION

by HEAD OF INSTITUTION



It is with great honour that we give an account of how this institution has performed during the year under review.

Amidst critical financial challenges The Playhouse Company not only successfully managed the finances it has been entrusted with, but also delivered an artistic programme that catered to diverse artistic expressions, while upholding good governance practices.

In the following pages we reflect on the various sections of the institution, including artistic highlights and infrastructural upgrades.



PRODUCTION SUMMARY				
	PRODUCTIONS	PERFORMANCES	ARTS PRACTITIONERS	AUDIENCES
IN-HOUSE	13	121	3,054	55,338
IN-ASSOCIATION	9	57	398	27,265
OUTSIDE HIRERS	31	78	2,647	32,620
MOBILE STAGE	8	32	203	186,127
TOTAL	61	288	6,302	301,350

IN-HOUSE PRODUCTIONS

(Produced by The Playhouse Company)

TOTAL	PRODUCTIONS	PERFORMANCES	ARTS PRACTITIONERS	AUDIENCES
	13	121	3,054	55,338

1. 13th South African Women's Arts Festival

This annual showcase highlighted the impact women have made on the lives of South Africans. It comprised cutting-edge productions of poetry, music, drama, dialogue and dance, spotlighting the distinctive work of a wide range of talented participants.

1.1. Production: JIMBO

Production Description	Scripted by Hamish Kyd with original music by Siva Devar and lyrics by Kyd and Themí Ventúras, <i>Jimbo</i> was the first stage musical about Durban's Coloured community. In a series of flashbacks, its sharply-drawn characters, led by two hobos, relive their early years around the city's Indian Market and Warwick Triangle some 40 years ago.
Run	24 July – 9 August
Venue	Drama Theatre
Arts Practitioners	39
Audiences	4,369
Number of Performances	18

1.2. Queens of Comedy

Production Description	Back by popular demand following its sold-out 2007 performances, <i>Queens of Comedy</i> showcased the wit and sparkling theatrical skills of television, media and film personalities, Krijay Govender, Leeanda Reddy and Kaseran Pillay.
Run	31 July, 1 August
Venue	Opera Theatre
Arts Practitioners	3
Audiences	3,587
Number of Performances	3



1.3. Production: Gala Concert

Production Description	This glitzy event featured the acclaimed Durban born gospel diva, Debora Fraser, much loved star, Busi Mhlongo, and gospel groups, Avante and Old Time Religion Quartet, with celebrity programme directors Linda Sibiya and Dudu Khoza.
Run	8 August
Venue	Opera Theatre
Arts Practitioners	39
Audiences	883
Number of Performances	1

1.4. Production: Dialogue and Open Mic Poetry Session

Production Description	Hosted by internationally acclaimed story-teller and author, Gcina Mhlophe, the Open Mic Poetry Session was preceded by discourse centering around the topic of Excellence in Womanhood. The distinguished panel of guest speakers included South Africa's First Lady, Mrs Sizakele Gertrude Zuma, KZN's First Lady, Dr May Mkhize and the noted motivational spiritual leader, Dr Taki Dube. The session was facilitated by Dr Makhosi Khoza.
Run	8 August
Venue	Grand Foyer
Arts Practitioners	16
Audiences	400
Number of Performances	1

2. Production: 12th Iscathamiya Competition

Production Description	Now in its twelfth year this highly popular series saw 209 groups from all over KwaZulu-Natal, Eastern Cape and Gauteng converging, keenly competing for the coveted prizes as they put their skills to the test against their peers. In addition to competing choirs, the event celebrated the traditional Oswenka and Onobuhle sections, in which male and female contestants respectively, exhibited their sense of style and fashion.
Run	26 – 27 September
Venue	Opera Theatre
Arts Practitioners	2,287
Audiences	1,114
Number of Performances	1



3. Production: Handel's Messiah

Production Description	The first mainstage production returned to the Opera Theatre for two performances over the Easter period. Directed by Mark Hawkins, the semi-staged production of Handel's renowned oratorio featured a high profile quartet of soloists, alongside a massive choir of 170 voices, Flatfoot Dance Company, with the KZN Philharmonic Orchestra performing under the baton of Naum Rousine.
Run	9 & 12 April
Venue	Opera Theatre
Arts Practitioners	179
Audiences	2,158
Number of Performances	2





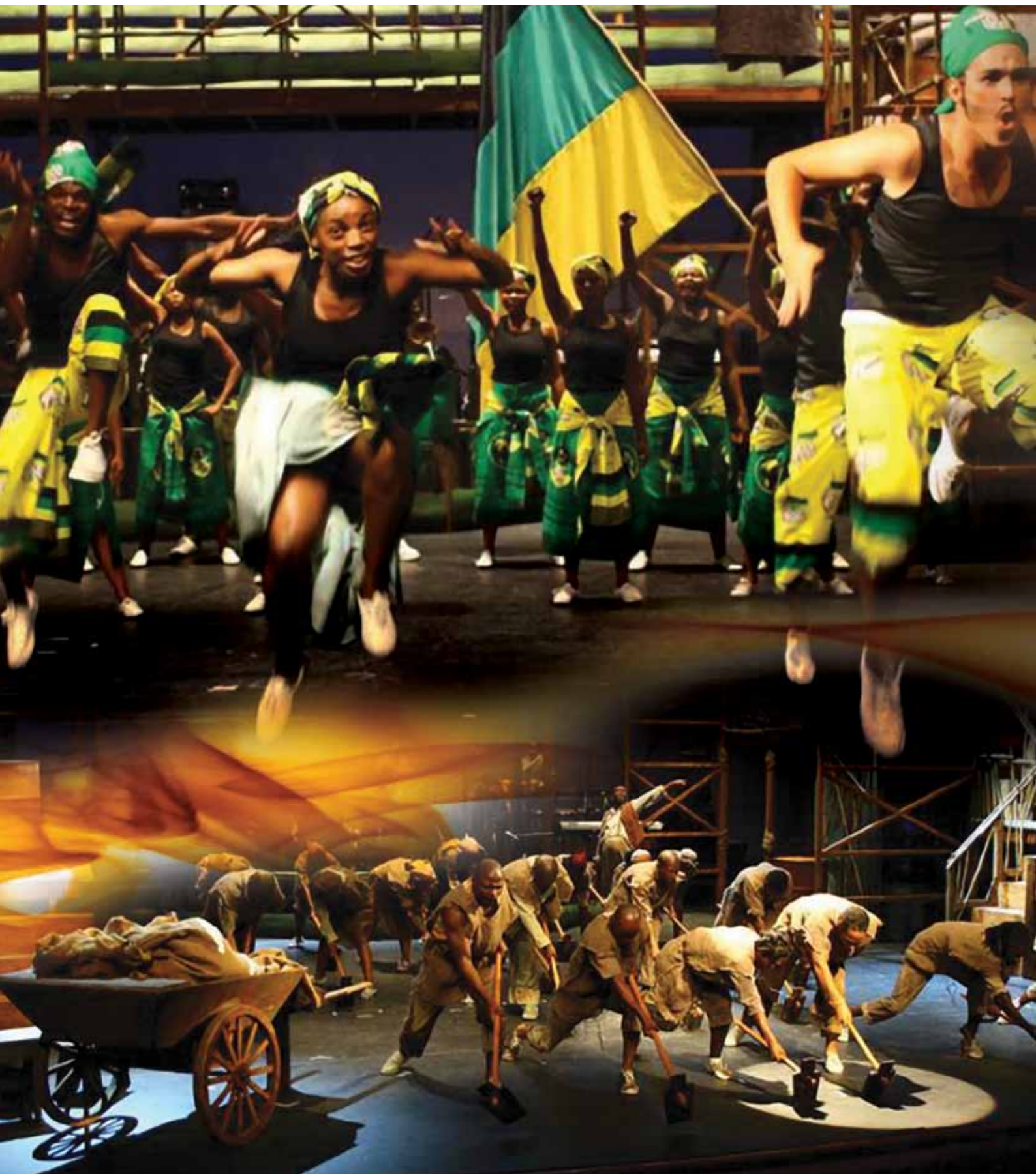


4. Festive Season Productions

Over the Festive Season, two widely divergent, critically acclaimed big-stage productions, geared to appeal to different audience sectors were presented. One was a popular staging of the hit musical, *My Fair Lady*, the other Mbongeni Ngema's *Lion of The East*. The latter was presented by The Playhouse Company in partnership with KZN Department of Economic Development and Tourism.

4.1. Production: My Fair Lady

Production Description	This sumptuous staging of one of the world's all-time box office hits was directed by and starred Ralph Lawson, with spectacular new set designs by Andrew Botha and Stan Knight. Lerner and Loewe's classic rags-to-riches musical featured Gina Shmukler and Lisa Bobbert, alternating in the lead role as Eliza Doolittle, the Cockney flower-seller who is transformed into a high society lady, with choreography by Mark Hawkins, costumes by Neil Stuart-Harris and a stellar cast performing to the live accompaniment of the KZN Philharmonic Orchestra under the baton of Naum Rousine.
Run	20 November – 30 December
Venue	Opera Theatre
Arts Practitioners	112
Audiences	20,278
Number of Performances	36





4.2. Production: Lion of The East

Production Description	Presented in partnership with the KZN Department of Economic Development and Tourism billed as a musical of hope and triumph, this milestone production about the life of freedom activist, Gert Sibande and the Potato Boycott during apartheid oppression, featured the potpourri of music, dance and drama that has become the hallmark of its creator, Mbongeni Ngema. Bhoyi Ngema as Gert Sibande headed a cast that included, among others, Seipati Sothoana, Bheki Mqadi and Velephi Mnisi.
Run	15 December 2009 – 3 January 2010
Venue	Drama Theatre
Arts Practitioners	48
Audiences	7,784
Number of Performances	15

5. NEW STAGES

The Playhouse Company presented its New Stages programme in October, introducing theatre productions that reflected cutting-edge creativity on our performing arts circuit. These included runs in the Drama Theatre of Jay Pather's dance programme, *Body of Evidence*,

featuring Siwela Sonke Dance Theatre, and a gripping drama production entitled *Last Kick of a Dying Horse* by Maduma Productions. The season also featured *Native Blues*, Faca Kulu's a cappella musical.

5.1. Production: Native Blues

Production Description	Written and directed by Faca Kulu, this engaging a cappella musical retrospective of the sounds emanating from Durban's legendary uMkhumbane dating back to the 1950s starred Faca Kulu and Siyabonga Zuma, with a vibrant cast that included Thabani Mhlangu, Sifiso Mngadi, Mandla Manzi and Bonga Zulu.
Run	7 – 10 October
Venue	Drama Theatre
Arts Practitioners	6
Audiences	473
Number of Performances	4

5.2. Production: Body of Evidence

Production Description	This piece by Siwela Sonke Dance Theatre was conceived and directed by Jay Pather with music by James Webb, set and videography by Storm Janse van Rensburg, and lighting by Vaughn Sadie. The production explores the mysteries of individual physical memory offset against the concept of a stored flow of knowledge, posing the question, what does a collective nation's memory do with history? Large-scale projections of a cross section of bones and tissue formed the architecture within which the work was performed.
Run	15 – 17 October
Venue	Drama Theatre
Arts Practitioners	11
Audiences	447
Number of Performances	2

5.3. Production: Last Kick of a Dying Horse

Production Description	Scrutinising the justice system, <i>Last Kick of a Dying Horse</i> was a gripping three-hander starring Menzi Mzobe, Momelezi Ntshiba and Siyabonga Shibe. It depicted two friends, trapped behind prison bars, contemplating their actions as they faced possible life imprisonment. The action evolved around a series of flashbacks leading up to the sentencing in the play's final scene.
Run	28 – 30 October
Venue	Drama Theatre
Arts Practitioners	3
Audiences	773
Number of Performances	2

6. Production: SCHOOLS PROGRAMME: Kudela Owaziyo

Production Description	The stage adaptation of PB Maphumulo's drama, <i>Kudela Owaziyo</i> , a prescribed set work for KwaZulu-Natal matric learners was presented throughout this province. The work patterns events in a dream world with their actual interpretation. It covered topics of abuse, xenophobia, bribery and betrayal, drawing from biblical and cultural beliefs. Directed by Thabo Mnguni, the cast included Bongani Mbatha, Sandile Menze, Phumelephi Mthombeni, Thami Sikhosana, Zinhle Manyathi, Makhulu Hlophe, Joy Mbewana and Angel Zondo.
Runs and Venues	The production was performed in four municipal districts of eThekweni, iLembe, Ugu and uMgungundlovu in May and July to high school learners.
Arts Practitioners	8
Audiences	11,262
Number of Performances	25

7. Production: TEST DRIVING THE ARTS

Production Description	Test Driving the Arts programme continued to be an invaluable platform of the Company's work in the field of arts development. The free Tuesday lunch-hour concerts created a visible platform for entry level groups. The series included Pantsula, Isicathamiya, Gospel, Hip-Hop, traditional Zulu Dance, Afro-jazz, Township, and other styles.
Run	Bi-monthly between April and December.
Venues	Grand Foyer and Port-Cochere
Artists	303
Audiences	1,810
Number of Performances	11





IN-ASSOCIATION PRODUCTIONS

A major part of The Playhouse Company's programming includes 'In-Association' partnerships with independent producers and other entities. These partnerships add both artistic value and box office income to The Playhouse Company.

TOTAL	PRODUCTIONS	PERFORMANCES	ARTS PRACTITIONERS	AUDIENCES
	9	57	398	27,265



Production: Thunsil, The Mischief Maker

Production Description	Presented in association with Shah Theatre Productions this retrospective celebration was a compilation of excerpts of Ronnie Govender's stage works, presented in honour of the cultural activist. The cast included Ashwin Singh, Mayuri Naidoo, Hamish Kyd, Pranesh Maharaj, Kajal Bagwandeem, Thomie Holtzhausen, Sanele Mzinyane, Yugen Naidoo, Koobeshan Naidoo, Kumseela Naidoo and Karthigasen Pillay.
Run	16 – 31 May
Venue	Drama
Arts Practitioners	11
Audiences	5,495
Number of Performances	20

Production: Winnie-the-Pooh

Production Description	Presented in association with, KickstArt this revival of Milne's children's classic, first staged at the Playhouse in 2006, was directed by Steven Stead and designed by Greg King. The adventures of Winnie-the-Pooh, Christopher Robin and their friends in the Hundred Acre Wood, were brought to life by a cast that included among others, Rowan Bartlett, Carol Trench, Anthony Stonier, Peter Court, Marc Kay, Liesl Coppin and Michael Gritten.
Run	3 – 19 July
Venue	Opera
Arts Practitioners	13
Audiences	8,762
Number of Performances	17



Production: Giselle

Production Description	Presented in association with The Playhouse Company, Cape Town City Ballet (CTCB) performed for Durban for the first time in 13 years. <i>Giselle</i> , one of the most popular of all romantic ballets, was key to the success of this partnership which enjoyed wide support from local audiences who flocked to see CTCB ballerinas Megan Swart and Laura Bosenberg alternating in the lead role.
Run	14 – 16 August
Venue	Opera
Arts Practitioners	30
Audiences	3,460
Number of Performances	4



Production: In Blood

Production Description	Presented in association with African Sinakho, this featured a mix of wedding songs, dance and poetry enacted by a cast of 15 differently-abled performers. The production was themed around the central concept of human blood, the source of sustenance that keeps us all functioning. This unifying thread underlined a sense of commonality between the performers (whose message is 'We Can') and their audience. Conceived and directed by Bukelwa Cakata and Ndileka Santio.
Run	27 August
Venue	Opera Theatre
Arts Practitioners	38
Audiences	500
Number of Performances	1

Production: Sarpagati

Production Description	This internationally acclaimed visiting Indian contemporary dance-theatre company, noted for its spectacular athleticism and virtuosity, gave two performances as part of the 2009 Shared Histories, The Indian Experience in South Africa initiative. The production was presented in association with the Indian Consulate.
Run	11 & 12 September
Venue	Opera Theatre
Arts Practitioners	7
Audiences	1,219
Number of Performances	2





Production: Shri

Production Description	Performed by India's celebrated Nrityagram Dance Ensemble, this sensual classical Indian dance work, hailed as "a piece of temple sculpture come alive", was presented in association with The Playhouse Company by the Indian Consulate, as part of the 2009 Shared Histories – The Indian Experience in South Africa.
Run	17 September
Venue	Opera Theatre
Arts Practitioners	3
Audiences	838
Number of Performances	1

Production: KZN Dept of Arts and Cultures' Theatre Festival

Production Description	Presented in association with the KZN Department of Arts and Culture. The Festival showcased four of KZN's developing theatre projects and one professional theatre production. The latter was Bheki Mkwane's acclaimed one-man show, <i>Born Through the Nose</i> . The four developing projects each contained a social responsibility message. The works comprised; <i>Inzalabantu</i> , performed by four female artists from KwaMashu; <i>Take It</i> , performed by three artists from Pietermaritzburg; a piece entitled <i>5 Clip</i> , devised and played by the 10-members of the Babonise group from Ukhahlamba Cluster and <i>Zenophobia</i> , written and performed by nine artists from Vryheid.
Run	2 October
Venue	Loft
Arts Practitioners	31
Audiences	80
Number of Performances	1

Production: Launch of KZN Music House

Production Description	Presented in association with The Playhouse Company. KZN Music House's vision aims to sustain KZN's music industry, and provide work for musicians in KwaZulu-Natal, thereby finding an alternative solution to artists' migrating to Gauteng to find work.
Run	9 October
Venue	Opera Theatre
Arts Practitioners	185
Audiences	1,100
Number of Performances	1

Production: Shall We Dance

Production Description	This popular Ballroom and Latin American showcase was presented in association with the South African Dance Teachers Association. It featured a stellar line-up of the region's most accomplished dancers as well as leading award-winning industry professionals.
Run	30 October – 7 November
Venue	Opera Theatre
Arts Practitioners	80
Audiences	5,811
Number of Performances	10



9. OUTSIDE HIRE PRODUCTIONS

The Playhouse Company's Outside Hire policy ensures that the Playhouse venues are made accessible to as wide a range of independent producers and event managers. Outside Hire productions yield revenue that is used to subsidise Playhouse education and development projects.

OUTSIDE HIRERS				
Venue	Production	Performances	Arts Practitioners	Audience
Grand Foyer	SA Theatre Initiative	2	10	385
Drama	Beyond Vocal	1	25	292
Opera	Chakra View	1	8	719
Drama	Naach – My Diary of Dance	1	10	385
Loft	Well Done South Africa	1	17	69
Drama	Tango Nights	5	17	1,245
Opera	Caltex Iscathamiya	1	1,000	1,000
Drama	KZNPO Young Performers	1	65	385
Opera	Tehillah Song	1	84	1,204
Loft	Happiness through the Mist	6	4	441
Opera	Two Shades of Raga	1	4	883
Opera	KZN Youth Wind Band Gala	1	101	617
Opera	Gospel Meets Jazz	1	20	1,071
Opera	Imperial Russian Ballet	2	15	2,428
Drama	Anything Goes	7	47	1,240
Loft	Wit	7	8	888
Opera	Miss JNCW Pageant	1	60	157
Opera	Arangetram	1	10	1,224
Drama	SACCAWU Meeting	1	2	200
Opera	IFBB KZN Body Builders Championships	2	75	1,420
Drama	Madam President Musical	15	35	5,240
Opera	Symphony of Talent	1	73	400
Drama	Russian State Kuban Cossak Dance Company	2	25	929
Opera	What's Funny in SA?	1	4	829
Opera	Chalo Cinema 4	6	40	4,243
Opera	Launching into the Deep	1	60	532
Opera	A Night at the Ballet	1	90	853
Opera	Last Night of the Proms	1	253	1,224
Drama	A Dance Gala	2	150	881
Drama	Rhythm and Dance	3	333	936
Drama	SACCAWU Meeting	1	2	300
TOTAL		78	2,647	32,620

10. PLAYHOUSE TRANSNET MOBILE STAGE

In addition to being hired for road shows, industrial theatre and social responsibility presentations by external event organisers, this mobile stage was used to present our Schools Touring Programme to high school learners in four Municipal Districts namely: eThekweni, Ugu, iLembe and uMgungundlovu.

MOBILE STAGE				
	VENUE	PERFORMANCES	ARTS PRACTITIONERS	AUDIENCES
Playhouse Schools Tour (June)	eThekweni, iLembe and Ugu Districts	9	13	5,815
Playhouse Schools Tour (July)	uMgungundlovu District	5	13	1,962
uMzinyathi Municipality – Sod Turning	Endumeni, Umvoti, Umsinga, Dundee	4	25	90,000
eThekweni Community Church – Abstinence Walk	Pietermaritzburg, Stanger, KwaMaphumulo, Kranskop, Greytown, Dundee	6	42	45,000
Kwasizabantu Clinic – HIV/AIDS Campaign	DUT	1	33	100
Ithala 50th Anniversary	Umlazi, Harding, Inkandla/Ulundi, Manguzi/Jozini, Mandeni	5	9	18,250
World AIDS Day	Umlazi	1	26	10,000
eThekweni Municipality – Celebrate Durban	St Wendolin's	1	42	15,000
TOTAL		32	203	186,127





FINANCE REPORT

This is now the 4th consecutive year that the Playhouse Company has achieved an unqualified audit report.

Such a report reflects a considerable achievement, signifying a sound track record of good governance and sound financial controls.

The appointment of the new internal auditors, Sizwe Ntsaluba VSP, for a three-year term, has also contributed to further entrenching the culture of compliance by identifying weaknesses in the internal controls and then advising on control improvement processes.

Summary of Highlights

- The total revenue increased by 47% from R44m to R65m.
- The grant income increase by 46% from R38m to R56m. This is attributable to the capex grant received from DAC to fund the refurbishment of the air-conditioning plant.
- Box office income increased by 77% from R1.7m to R3m. The outstanding turnout for our year end performances contributed to this major achievement.





- Other operating income, including rentals, venue hire, costumes and props hire and donations and sponsorships, increased by 48% from R4.6m to R6.8m. This is largely due to a sponsorship for the staging of a major year-end production.
- The total expenditure decreased by 1% from R54m to R53.6m

Capital expenditure summary

- Capital expenditure was approved for the major project replacement of the central air-conditioning plant in an amount of R18 million rands. The work commenced in the January 2010 and was projected to be completed by the end of April 2010.
- Installation by Schindler of the new Front-of-House lift was completed in March 2010
- The Fire Detection System project continued during the year and was scheduled to be completed by the end of May 2010.
- Roof repairs were made to the office block and a section of the main workshop. These buildings have not received any major investment for the past 10 years.
- The installation of CCTV cameras has had the desired effect of maintaining tight security.

SUPPORT SERVICES

The Support Services Department worked throughout the year towards achieving the objectives identified in The Playhouse Company's Strategic Plan.

Following successful representations to Central Government, capital expenditure was approved for the major project replacement of the central air-conditioning plant in The Playhouse complex. This work, to the value of R18 million, was undertaken during the first quarter of 2010. This installation will be finished in mid-April 2010.

Installation by Schindler of the new Front-of-House lift was finally completed in March 2010. This project had previously suffered major delays due to technical problems which Schindler rectified at no additional cost to The Playhouse Company.

The Fire Detection System project continued during the year. This upgrade required the installation of detectors in every venue and every room throughout the whole Playhouse Complex.

Our workshops continued to produce the props and scenery needed for stage shows whilst the hiring out of costumes and wigs remained a constant supply of revenue to The Playhouse Company.

Roof repairs were made to the office block and a section of the main workshop. These buildings have not received any major investment for the past 10 years.

Security around The Playhouse continued to be effective and no major disturbances occurred during the year under review. The installation of CCTV cameras has had the desired effect of maintaining tight security.

Following strong motivations and requests for financial support, the Department of Arts & Culture approved a Capital Works Allocation in March 2010 to the value of R9.639 million. The projects authorised will be the replacement of water tanks and all plumbing services at Head Office, upgrading and installation of new dimmers in the theatre venues and modifications to the drive mechanisms on the Opera stage lifts the new year.

Challenges for the coming year will be the motivation for capital expenditure to replace more items of the theatre plant and machinery. The current equipment operates with out-dated technology which cannot be maintained at reasonable costs. Its replacement with modern technology is essential to keep The Playhouse a functional and efficient theatre.

HUMAN RESOURCES

The goals and objectives for the Human Resources Department were formalised into the Strategic Plan in the early stages of the new financial year. The Department's staff complement remained unchanged during the year. This element of stability contributed largely to the attainment of the objectives cited below.

TRAINING: The institution spent R300,000 on training throughout the year. This ensured that employees received management, technical and financial skill training. Eighteen employees successfully completed various phases of their respective Adult Literacy training during the year. The programme was highly successful and the external funding obtained for training purposes was extended for the 2010/2011 financial year.

PERFORMANCE MANAGEMENT: All employees are subject to performance agreements. Senior managers were assessed twice during the year. Union representatives were briefed on the principles that underpinned the system.

EMPLOYMENT EQUITY: The institution submitted an Employment Equity Report to the Department of Labour, and an Employment Equity Committee was constituted. Committee members were trained in aspects of the Employment Equity Act and the required number of meetings were held. All employees attended a workshop on Diversity and Discrimination.

STAFF WELFARE: The institution engaged the services of an external service provider, ICAS, in support of its commitment to provide an Employee Assistance Programme for employees. Employees continue to make use of the services of the programme.

INDUSTRIAL RELATIONS: A wage agreement was signed in terms of which all employees were afforded a 10% increase for the year. Union/Management meetings are held as required, and there were no major issues to report on during the year. The overall relationship between Management and Staff remained healthy.

RECRUITMENT AND SELECTION: The institution lost the services through resignation of the Chief Financial Officer, Marketing Manager and Production Manager. The position of Chief Financial Officer was filled by an internal candidate. The replacements for the other positions are currently being sourced. One employee was dismissed for misconduct.



Linda Bukhosini

Chief Executive Officer