elrc
EDUCATION LABOUR
RELATIONS COUNCIL

2021/2022
ANNUAL REPORT

Education Labour Relations Council (ELRC)

ANNUAL REPORT

2021/22

Contents

PAGE

PART A: GENERAL INFORMATION

1. ELRC GENERAL INFORMATION 5
2. LIST OF ABBREVIATIONS AND ACRONYMS 6
3. STRATEGIC OVERVIEW 10
   - 3.1 Situational Analysis 10
   - 3.2 Performance Delivery Environment 10
   - 3.3 Vision 10
   - 3.4 Mission 10
   - 3.5 Values 11
   - 3.6 Strategic Outcome-Orientated Goals 11
4. LEGISLATIVE AND OTHER MANDATES 12
5. ORGANISATIONAL STRUCTURE 13
6. FOREWORD BY THE CHAIRPERSON 14
7. ACCOUNTING OFFICER'S OVERVIEW 15

PART B: PERFORMANCE INFORMATION

1. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION 19
2. OVERVIEW OF ELRC'S PERFORMANCE 20
   - 2.1 Dispute Management Services 20
   - 2.2 Collective Bargaining Services 21
   - 2.3 Organisational Environment 23
   - 2.4 Key Policy Developments and Legislative Changes 24
   - 2.5 Strategic Outcome Oriented Goals 25
3. PERFORMANCE INFORMATION BY PROGRAMME 27
   - 3.1 PROGRAMME 1: Collective Bargaining Services – National 27
   - 3.2 PROGRAMME 2: Dispute Management Services 130
   - 3.3 PROGRAMME 3: Corporate Services 137
   - 3.4 PROGRAMME 4: Finance and Supply Chain Management Services 148
   - 3.5 PROGRAMME 5: Executive Services 152
4. SUMMARY OF FINANCIAL INFORMATION 157
   - 4.1 Revenue Collection 157

PAGE

5. PROGRAMME EXPENDITURE 157
5.1 Capital Investment, Maintenance and Asset Management Plan 157

PART C: GOVERNANCE

1. INTRODUCTION 159
2. THE ACCOUNTING AUTHORITY 159
3. RISK MANAGEMENT 161
4. INTERNAL CONTROL 162
5. AUDIT AND RISK COMMITTEE 162
6. COMPLIANCE WITH LAWS AND REGULATIONS 163
7. FRAUD AND CORRUPTION 163
8. MINIMISING CONFLICTS OF INTEREST 163
9. OCCUPATIONAL, SAFETY, HEALTH AND ENVIRONMENT 163
10. CODE OF CONDUCT 163
11. SOCIAL RESPONSIBILITY 163
12. AUDIT AND RISK COMMITTEE REPORT: 2021/22 ANNUAL FINANCIAL YEAR 164

PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION 170
2. HUMAN RESOURCE OVERSIGHT STATISTICS 172

PART E: FINANCIAL INFORMATION

1. INDEPENDENT AUDITOR'S REPORT 177
2. ANNUAL FINANCIAL STATEMENTS 180

GENERAL INFORMATION

1. ELRC General Information

Registered Name:	Education Labour Relations Council
Registration Number:	LR2/6/6/110
Country of Incorporation:	South Africa
Nature of Entity's Operations:	Bargaining Council
Physical Address:	261 West Avenue Centurion 0046
Postal Address:	Private Bag X126 Centurion 0046
Telephone Number/s:	+27 12 663 7446
Fax Number:	+27 12 643 1601
Email Address:	enquiries@elrc.org.za
Website Address:	www.elrc.org.za
External Auditors:	PSTM Auditors Inc.
Bankers:	First National Bank

2. List of Abbreviations and Acronyms

Adv	Advocate
AMP	Agricultural Management Practices
APP	Annual Performance Plan
AT	Agricultural Technology
ATP's	Annual Teaching Plans
ARC	Audit and Risk Committee
ASS	Annual School Survey
ATR	Annual Training Report
BCEA	Basic Conditions of Employment Act
BCP	Business Continuity Plan
BEEI	Basic Education Employment Initiative
CAPS	Curriculum and Assessment Policy Statements
CCMA	Commission for Conciliation, Mediation and Arbitration
CES	Chief Education Specialists
CFO	Chief Financial Officer
CMs	Circuit Managers
COELT	Certificate in Online English Language Training
COID	Compensation for Injuries on Duty
COVID-19	Coronavirus Disease of 2019
CPTD	Continuing Professional Teacher Development
CTLI	Cape Teaching Leadership Institute
CTT	Core Training Team
CTU-ATU	Combined Trade Union – Autonomous Trade Union
DBE	Department of Basic Education
DCAPS	Differentiated Curriculum Assessment Policy Statements
DMS	Dispute Management Services
DoE	Department of Education
DPS	Dispute Prevention Strategy
DPTT	Dispute Prevention Task Team
DSCO	District School Circuit Office
DSD	Department of Social Development
DTDCs	District Teacher Development Centres
DTTs	District Training Teams
EC	Eastern Cape Province
ECD	Early Childhood Development
ECEAC	Eastern Cape Education Advisory Council
ECP	Emergency Communication Plan
ECSECC	Eastern Cape Socio-Economic Consultative Council
EE	Employment Equity
EEA	Employment of Educators Act
EHW	Employee Health and Wellness
ELRC	Education Labour Relations Council

EMS	Education Management Service
ENE	Estimates of National Expenditure
ESS	Employee Self-Service System
ETDP-SETA	Education Training and Development Practices Sector Education and Training Authority
EXCO	Executive Committee
FAMSA	Family and Marriage Society of South Africa
FAR	Fixed Assets Register
FET	Further Education and Training
FETC	Further Education and Training Colleges
4IR	Fourth Industrial Revolution
FP	Foundation Phase
FPP	Fraud Prevention Plan
FS	Free State Province
FSCA	Free State Collective Agreement
GBV	Gender-Based Violence
GDE	Gauteng Department of Education
GET	General Education and Training
GP	Gauteng Province
HEIs	Higher Education Institutions
HR	Human Resources
IA	Internal Audit
ICT	Information and Communication Technology
IOD	Injuries and disease on duty
IFRS	International Financial Reporting Standards
IIAL	Incremental Introduction of African Languages
ILERA	International Labour and Employment Relations Association
IQMS	Integrated Quality Management System
IT	Information Technology
ITOs	Information Technology Officers
JIT	Just In Time
KPI	Key Performance Indicator
KZN	KwaZulu-Natal Province
LDoE	Limpopo Department of Education
LiEP	Language in Education Policy
LOI	Lesson Observation Instrument
LP	Limpopo Province
LRA	Labour Relations Act
LSEN	Learners with Special Education Needs
LTA	Learning Teaching and Assessment
LTSM	Learning and Teaching Support Material
MEC	Member of the Executive Council
MOU	Memorandum of Understanding
MP	Mpumalanga Province
MRTEQ	Minimum Requirements for Teacher Education Qualifications

MST	Maths Science and Technology
MSTA	Maths, Science and Technology Academy
MTEF	Medium-Term Expenditure Framework
NAPTOSA	National Professional Teachers' Organisation of South Africa
NAT	National
NC	Northern Cape Province
NECT	National Education Collaboration Trust
NEHAWU	National Education Health and Allied Workers' Union
NEPA	National Education Policy Act
NSC	National Senior Certificate
NSSF	National School Safety Framework
NTT	National Training Team
NW	North West Province
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
OSD	Occupation-Specific Dispensation
PAM	Personnel Administrative Measures
PCTA	Prevention, Care and Treatment Access
PED	Provincial Education Department
PELRC	Provincial Education Labour Relations Council
PERSAL	Personal and Salary Administration System
PEU	Professional Educators Union
PFMA	Public Finance Management Act
PGC	Provincial General Council
PGP	Professional Growth Plan
PILIR	Policy on Incapacity Leave and Ill-Health Retirement
PLC	Professional Learning Communities
PMDS	Performance Management Development System
PMS	Performance Management System
PMT	Project Management Team
PPE	Personal Protective Equipment
PPI	Programme Performance Indicator
PM	Provincial Manager
PPM	Post Provisioning Model
PPN	Post Provisioning Norms
PQLTC	Provincial Quality of Learning and Teaching Campaign
PSCBC	Public Service Coordinating Bargaining Council
PSLA	Provincial Strategy on Learner Attainment
PTT	Provincial Task Team
PTT	Provincial Training Team
PYEI	Presidential Youth Employment Initiative
QC	Quality Control
QLTC	Quality Learning and Teaching Campaign
QMS	Quality Management System

QTLP	Quality Teaching and Learning Programme
RCL	Representative Council for Learners
REQV	Relative Education Qualification Value
RPL	Recognition of Prior Learning
SABC	South African Broadcasting Corporation
SACE	South African Council for Educators
SADTU	South African Democratic Teachers' Union
SAOU	Suid-Afrikaanse Onderwysersunie
SAPS	South African Police Service
SASA	South African Schools Act
SBD	Standard Bidding Document
SCC	Systems Change Control
SCM	Supply Chain Management
SDL	Skills Development Levy
SGBA	School Governing Body Associations
SGB	School Governing Body
SHE	Safety, Health and Environment
SHERQ	Safety Health Environment Risk Quality Management
SME	Small and Medium-sized Entity
SMT	School Management Teams
SOP	Standard Operating Procedure
SPM	Strategic People Management
SPTIL	Short Period Temporary Incapacity Leave
SPW	Strategic Planning Workshop
SRRP	Schools Rationalisation and Realignment Processes
SSC	School Safety Committees
STANCO	Standing Committee
STEAMAC	Science, Technology, Engineering, Arts, Mathematics, Agriculture and Coding
TASP	Teacher Appreciation Support Programme
TD	Teacher Development
TDTT	Teacher Development Task Team
THS	Technical High Schools
TLS	Teaching and Learning Specialist
TOR	Terms of Reference
TRTT	Transformation and Restructuring Task Team
TVET	Technical Vocational Education and Training
UIF	Unemployment Insurance Fund
ULP	Unfair Labour Practice
UNISA	University of South Africa
VPN	Virtual Private Network
WC	Western Cape Province
WCED	Western Cape Education Department
WSP	Workplace Skills Plan

3. STRATEGIC OVERVIEW

3.1 Situational Analysis

Factors that influence the plans and activities of Council

The following factors influence the core operations of the Council:

3.1.1. Dispute Management Services

Dispute Management Services commits to render expedited dispute resolution services to all Parties to the Council.

The use of legal representatives impacts the dispute resolution process as cases are not finalised speedily and efficiently and drag on for more than a year. Legal representatives equate the ELRC arbitration processes to a court of law, instead of conducting processes with minimal legal formalities. Legal representation in the ELRC arbitration processes for alleged misconduct and incapacity hearings is not automatically allowed. Applicants have to apply and after considering the relevant factors associated with such applications, the Commissioners either grant or refuse the applications.

The ELRC aims to protect the rights of children by making provision for intermediaries and interpreters during arbitration proceedings. Furthermore, the Council has secured special venues, such as Magistrate Courts, for disputes where learners are either victims or witnesses.

3.1.2. Collective Bargaining Services

The nature of a bargaining council is such that the tension between Parties affects the performance of the organisation. The agenda and programme for bargaining is entirely dependent on Parties, therefore the achievement of the Council's objective for Collective Bargaining is affected if the relationship amongst Parties is not sound.

3.2 Performance Delivery Environment

The ELRC is a bargaining council composed of the Department of Basic Education (DBE) and the Department of Higher Education and Training (DHET) as the Employer and the admitted Teacher Unions.

It operates in the public education labour relations environment and over the years has managed to contribute towards labour peace in public education. In order to improve the delivery of services, the Council will take steps to improve the efficiencies in dealing with matters of mutual interest and individual rights disputes.

Identified factors that negatively affect the performance of the Council were addressed during the 2020/21 financial year, with the objective of improving areas considered important in contributing to Outcome 1: *"Improved quality of basic education"*.

3.3 Vision

To improve the quality of teaching and learning through labour peace.

3.4 Mission

Quality services for excellence in teaching.

3.5 Values

The Education Labour Relations Council (ELRC) has adopted the following values:

- **Professionalism**: Promote behaviour that is generally accepted to be correct and proper
- **Transparency**: Ensure access to information by citizens
- **Independence**: The right to make informed decisions independently that minimise or avoid conflict of interest
- **Accountability**: Accepting responsibility for actions and decisions taken with allowance for corrective action and penalty for wrongdoing
- **Fairness and equity**: Adjudication of grievances and disputes
- **Social responsibility**: Respond to the social issues of the day
- **Efficiency**: Delivery of quality services economically

3.6 Strategic Outcome-Orientated Goals

Goal 1: Research, monitoring and evaluation activities provide an evidence base for improved policies and policy implementation in basic education.

Goal 2: Equal importance is attached to proactive dispute prevention and dispute resolution.

Goal 3: Collective bargaining processes maximise the scope of the Parties' shared interest.

Goal 4: Provide appropriate support and training for all involved in dispute resolution and collective bargaining.

Goal 5: Sound communication strategies, special initiatives and campaigns support and complement the core activities of the Council.

Goal 6: Strengthen social dialogue through supporting and participating in education initiatives such as the National Education Collaboration Trust (NECT).

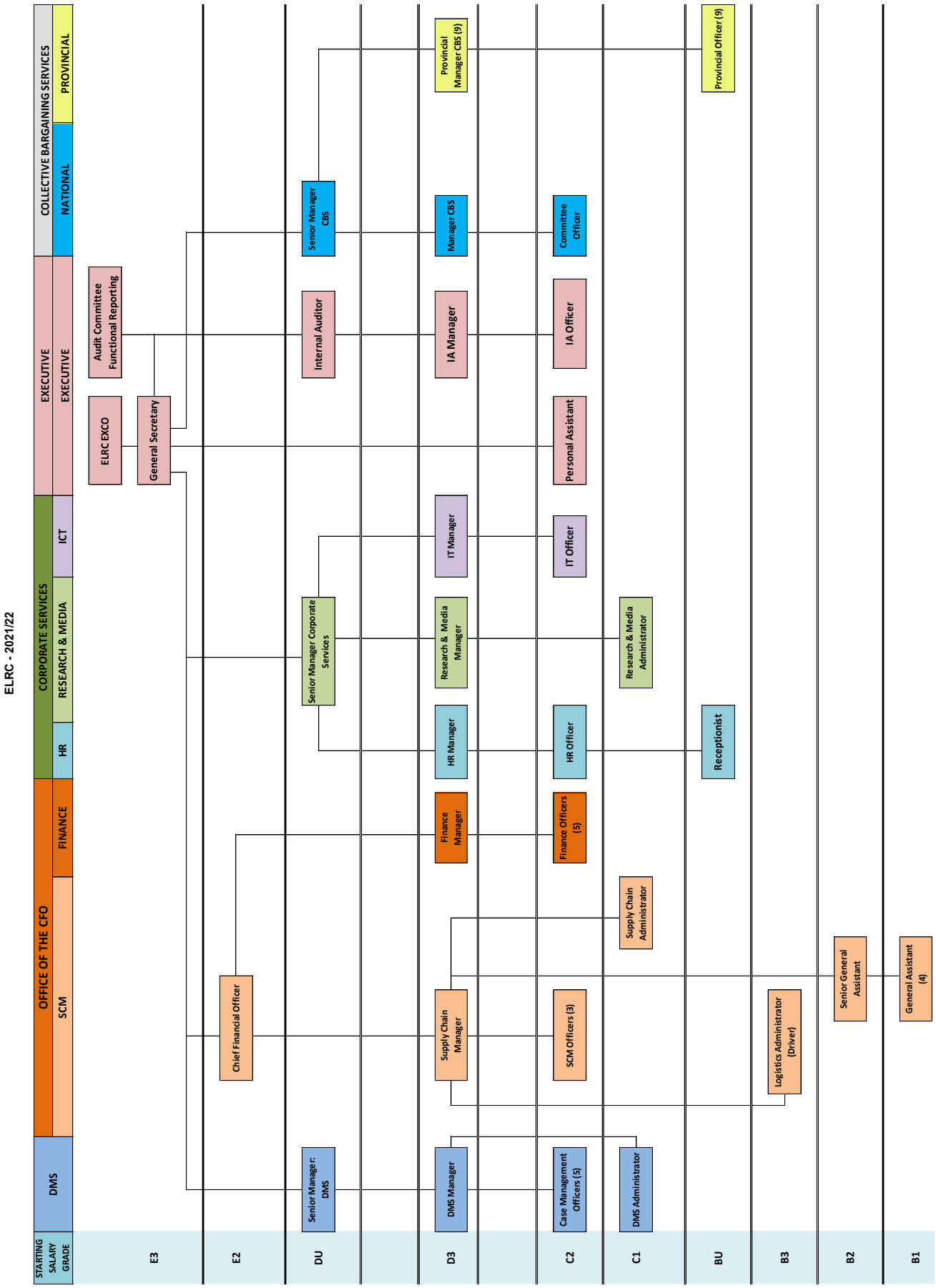
4. LEGISLATIVE AND OTHER MANDATES

The ELRC operates in terms of the Labour Relations Act (66 of 1995) (as amended) from 01 April 2015.

Applicable Legislation

- Labour Relations Act (LRA) 66 of 1995, as amended
- Employment of Educators Act (EEA) 76 of 1998, as amended
- Further Education and Training Colleges (FETC) Amendment Act (3 of 2012)
- Constitution of the Republic of South Africa, Section 28(2) – Rights of the Child

5. Organisational Structure



6. Foreword by the Chairperson

It is with great pleasure that, on behalf of the Executive Committee (EXCO), I present the Education Labour Relations Council's Annual Report for the financial year 01 April 2021 to 31 March 2022. The report demonstrates our commitment to quality education in the public education sector.

The governance structures of the Council demonstrated their commitment to fulfil the ELRC's mandate to maintain labour peace in public education. This is evidenced by the conclusion of key collective agreements during the period under review.

Parties to Council stood united during this second year of the 'new normal' and continued with the important work to ensure labour peace and contribute significantly to the quality of teaching and learning in public schools. Where Party relations were strained, Council intervened and successfully provided facilitation in the North West and Eastern Cape Chambers during the period under review, to strengthen relations and ensure Council objectives are realised in the new financial year.

I extend my gratitude to the ELRC management and staff for the strides made during the 2021/22 financial period to achieve the objectives of the Council.

Adv. L Bono
Chairperson, ELRC

7. Accounting Officer's Overview

It gives me great pleasure to present the Annual Report and achievements of the Council for the financial year 01 April 2021 to 31 March 2022.

During the second year of the pandemic, the Council managed to embrace the challenges imposed on organisations as a result of COVID-19. Council recorded noteworthy achievements during the period under review in relation to its core operations, Dispute Management Services (DMS) and Collective Bargaining Services. The support services achieved a record high of 100% for all units.

In line with our objective to provide efficient dispute resolution services, the Council continued to employ pre-emptive measures to deal with disputes; this includes the dispute prevention committees at provincial level, which continue to contribute to the reduction of disputes on alleged unfair dismissals as well as appointment and promotion disputes.

To accommodate the 'new normal' brought about by COVID-19 and embracing the fourth industrial revolution, the Council's cases were successfully heard throughout the period under review through virtual video conferencing, including face-to-face hearings in compliance with set regulations.

In giving effect to our intention to provide continuous training for Dispute Resolution Practitioners (DRPs), training was conducted on Collective Agreement No. 3 of 2018 for employee representatives in December 2021 and February 2022. In its quest to protect the paramountcy of the rights of children, the Council continues to train intermediaries on the Child Witness and the Arbitration process and training took place in November 2021 and March 2022.

The training of DRPs improved the efficiencies of the Council in terms of the quality of the outcomes, arbitration awards, settlement agreements and rulings rendered.

At provincial level, only one province recorded 100%, namely Western Cape. The overall performance at provincial level declined significantly, this was due to the disruptions to Chamber activities in the North West and Northern Cape. The Chambers have however been resuscitated and it is envisaged that improved performance will be recorded in the 2022/23 financial year.

The performance of Collective Bargaining Services: National was consistent with the 100% achieved in the 2020/21 financial year. Parties to Council demonstrated their commitment to the improvement of education in the public education sector, through the finalisation of three national collective agreements and the ratification of one provincial agreement.

In support of the issues of the day, Council successfully held a COVID-19 and Vaccination Webinar on 22 August 2021, where health practitioners shed light on the myths related to the virus and vaccination.

The Council recognises that employees are the most valuable assets of any organisation. For this reason, staff wellness programmes were conducted during the period under review to enhance staff morale and encourage a healthy life-work balance. For the period under review, primary focus was placed on the effects of the COVID-19 pandemic on the workforce. Training was provided on COVID-19 as well as an awareness campaign to remind staff of practices to ensure safety in the workplace. Regular updates were also provided to keep staff abreast of countrywide developments in relation to the pandemic. With the adjustment of the alert levels, Council also adapted the work schedule to ensure the safety of employees.

Information and Communications Technology (ICT) is an integral support service of the Council as it serves to safeguard the ELRC's business information and ensure that there are no interruptions in services.

ICT controls were strengthened during the period under review. This includes regular disaster recovery testing and server health checks.

The Office of the General Secretary continues to strengthen financial management, including reviewing and updating the business policies and standard operating procedures. These are anticipated to improve the internal control environment.

Significant effort has been invested in ensuring that financial risks are effectively managed, delivering services on time and in line with the budget, and with all oversight controls in place and rigorously operating.

Identifying risks and opportunities through a systematic process is central to our strategic planning process. Quarterly meetings were convened to review and discuss the strategic and operational risks contained in the Council's risk register. This helped to validate the identified risks and reflect on progress made to monitor these risks.

The level of compliance with laws governing the ELRC is stringently monitored and reported on, including the development of action plans to address areas of non-compliance.

As the Accounting Officer of the ELRC, I am satisfied with the output and delivery of the core business services of the Council. This report demonstrates the commitment of the Council to the principles of transparency, accountability and service delivery.

Ms. NO Foca
General Secretary, ELRC

LABOUR RELATIONS ACT
AltGr

PERFORMANCE INFORMATION

1. Statement of Responsibility for Performance Information

Statement of Responsibility for Performance Information for the year ended 31 March 2022

In my opinion, the performance information fairly reflects the actual achievements against the planned objectives, indicators and targets, as per the Strategic and Annual Performance Plan (APP) of the ELRC for the financial year ended 31 March 2022.

The performance information of the ELRC set out on page 27 to page 174 has been approved by the Executive Committee (EXCO) of the Council.

Ms. NO Foca
General Secretary, ELRC

2. OVERVIEW OF ELRC'S PERFORMANCE

2.1 Dispute Management Services

Dispute Management Services (DMS) commits to render expedited dispute resolution services to all Parties to the Council. For the period under review, the Council ensured that its dispute resolution processes were minimally disrupted by the COVID-19 pandemic. In an effort not to prejudice the parties to the disputes, the Council decided to schedule its cases virtually via Zoom and Microsoft Teams, starting from the first quarter of the 2020/21 financial year. Parties have over time adapted and adjusted themselves seamlessly to the virtual processes. All conciliation cases are set down virtually. Although some arbitration hearings are face-to-face, a significant number are scheduled virtually as well. The Council has therefore seen a significant improvement in turn-around times. Commissioners from different Provinces can deal with cases without travelling to those provinces and are therefore spending time productively dealing with the cases because of time saved on travelling.

The use of legal representatives impacts the dispute resolution process as cases are not finalised speedily and efficiently and often drag on for more than a year. Legal representatives equate the ELRC arbitration processes to a court of law, instead of conducting proceedings with minimal legal formalities. Legal representation in ELRC arbitration proceedings for alleged misconduct and incapacity hearings is not automatically allowed. Applicants must apply and after considering the relevant factors associated with such applications, the Commissioners either grant or refuse the applications.

The ELRC aims to protect the rights of children by making provision for intermediaries and interpreters during arbitration proceedings. Furthermore, the Council has secured special venues, such a Magistrate Courts, for disputes where learners are either victims or witnesses. Some Provincial education departments have also set up similar court-like special venues where these disputes are heard.

2.1.1 Dispute prevention

The objective of the Council in dispute prevention is to employ a proactive approach and intervene to resolve grievances before they develop into disputes. The Council provides training for Practitioners, both Panellists and Parties.

Another mechanism the Council has put in place to prevent disputes is the establishment of dispute prevention committees in all Provincial Chambers. The committees provide a forum for Parties to engage in all areas that are considered to be sites for potential disputes.

2.1.2 Facilitation and intervention

No facilitation and intervention processes were dealt with during the period under review..

2.1.3 Dispute resolution

Special Disputes where a child is a victim

The Council has observed that there are a considerable number of disputes which are referred wherein learners are victims or involved as witnesses.

The Council concluded a collective agreement in which all cases of sexual misconduct will be dealt with through Section 188A (Inquiry by Arbitrator) of the Labour Relations Act. All matters pertaining to sexual misconduct are referred to the Council once the Department has concluded its investigation. The Collective Agreement was concluded in September 2018. The Council is continuously engaging with the Department of Justice and Constitutional Development to assist with the utilisation of the Courts for these special cases. The Council is also fulfilling its mandate to report the educators who are found guilty of sexual misconduct to the Department of Social Development to include them in the Register of Sexual Offenders in terms of the Children's Act.

The Council also aims to increase its pool of intermediaries, to ensure that all cases in which children appear before the commissioners are dealt with expeditiously and that all the required resources are in place to protect vulnerable children from secondary trauma or victimisation. In this regard and to curb gender-based violence in schools, the Council has started training Social Workers, Psychologists and Therapists in collaboration with the Department of Justice, to assist the learners during arbitration hearings and to serve as intermediaries.

Appointments and promotions

The Council manages appointment and promotion disputes through a collective agreement concluded in the 2016/17 financial year. This collective agreement serves as a guideline for Departments, Commissioners and Practitioners alike when dealing with appointment and promotion issues in the education sector. The guidelines ensure consistent application of the law relating to appointments and promotions in the education sector and to an extent stabilise the labour environment.

Monitoring and enforcement of implementation of Collective Agreements

The Council, through its Provincial Chambers, continues to ensure that implementation of collective agreements is monitored and in instances where such is not done, the provisions of the Council's constitution are invoked to ensure enforcement.

Proactive measures in place to deal with disputes:

- The Council established dispute prevention committees in all Provincial Chambers with the aim to analyse statistics on the above disputes in a bid to address these issues and to identify training needs where necessary.
- The Council continues to provide training to Parties and Panellists to ensure that they operate effectively and are kept abreast of current labour developments.
- The Council has amended its constitution to align it with the CCMA Rules and the LRA.
- The Council continuously recruits Panellists, Intermediaries, and Interpreters in order to manage the increased number of dispute referrals.

2.2 Collective Bargaining Services

2.2.1 Quality Management System (QMS)

In order to provide a standardised framework for employee performance for educators, the Council concluded a QMS Collective Agreement in the 2015/16 financial year. However, training and advocacy on the agreement could not be conducted as planned during the year under review, as the Collective Agreement still had to be signed by all Parties.

All Parties signed the QMS Collective Agreement on 10 September 2019 and the training of the Core Training Team (CTT) and the National Training Team (NTT) was conducted in three clusters in February and March 2020.

During the period under review, Council took a decision to review the QMS collective agreement by concluding Collective Agreement No. 2 of 2020, "Quality Management System (QMS) for School Based Educators" which was implemented for Principals from 01 January 2021 and all other school-based educators from 01 January 2022.

Refresher training on the collective agreement on QMS was rolled out through virtual means to the CTT and NTT.

In line with the Agreement Provincial Training Teams (PTTs) trained their Principals and are currently implementing the QMS.

The QMS Collective Agreement states that training and capacity building of school-based educators on Post Levels 1 - 3 must be undertaken in 2021, in order to enable implementation by all educators in January 2022.

QMS Training across all districts was made possible by the collaborative effort of the Employer and Labour through the NTT and PTT.

Council monitored the rollout of training through progress reports from the Employer on the QMS training of Deputy Principals, Departmental Heads and Teachers (Post Level 1-3).

2.2.2 TVET Bargaining Unit

The TVET Bargaining unit was resuscitated during the 2020/21 financial year and a number of Bargaining meetings were held during the period under review to discuss matters of mutual interest.

2.2.3 The Role of Quality Learning and Teaching Campaign (QLTC)

The strategic objective of QLTC is *"To mobilise communities and various stakeholders so that they form collaborative partnerships with the DBE (Department of Basic Education) and the PEDs (Provincial Education Departments) in a 'National Social Compact for Education'*, in order to support the strategic objectives of the Department (DBE and PEDs), which is the constitutional mandate of [radical] education transformation, and the legislative mandate of delivery of quality learning and teaching, as well as the provision of lifelong learning opportunities for all ("Quality Public Education"), both as an 'apex priority' of government and a 'societal issue/matter'".

The role of QLTC during the COVID-19 pandemic is as follows:

- Ensure overall functionality of QLTC structures at all levels, especially in identified COVID-19 hotspot areas.
- Mobilisation of stakeholders towards a common goal of getting education back on track.
- Advocacy and awareness around the pandemic.
- Preparation for re-opening of schools in a safe environment suitable for resumption of teaching and learning.
- Ensuring proper PPEs and hygiene practices are in place, maintaining social distancing and the wearing of face masks (new normal).
- Monitoring the implementation of psychosocial support services.
- Monitor overall Health and Safety issues, water and sanitation and Gender-Based Violence and Femicide.
- Consolidation of data and reports from provinces for providing feedback to the sector.
- Ensuring that COVID-19 non-negotiables are adhered to and complied with.
- Participation in relevant DBE structures, e.g., National COVID–19 Committee; QLTC Steering Committee, QLTC Inter-provincial Forum.
- Ensuring that challenges reported are addressed and feedback provided, where necessary.

The ELRC Provincial Chambers are to monitor compliance with COVID-19 non-negotiables in education. The role of QLTC during the COVID-19 pandemic is to monitor the compliance with education non-negotiables, by receiving progress reports from the Provincial Departments of Education.

During the period under review, a QLTC National meeting was held on 29 October 2021, where the Employer presented on the functionality/dysfunctionality of the QLTC structures in the provinces and whether those structures were efficient. Parties noted that in the majority of provinces there were no functional QLTC structures. The meeting concluded that the Employer should request that the Director-General allowed space on the agenda of HEDCOM and CEM to address the issue of the dysfunctionality of the QLTC structures and the issue of funding for QLTC.

In the Strategic Planning and Budget workshop held on 01 March 2022, Parties agreed that the target be removed from the Provincial Chambers Annual Performance Plan (APP) for 2022/23 financial year.

2.3 Organisational Environment

2.3.1 Funding Model

The income of the Council is generated through contributions by the Employer and deductions from educators. The rate of contributions is determined through negotiations by the Parties to Council, the levy income is fixed for a period of five years, which ended on 31 March 2022. This resulted in static and fixed flow of secured income.

Parties to Council signed a revised levy agreement which came into effect on 01 April 2022. The levy contribution is fixed for the financial year 2022/23 at R20 per educator per month, thereafter an annual increase in levy is linked to inflation projection (CPI+0.7%), effective from 01 April 2023. This will result in stable income that is linked to expenses which are impacted by cost of living.

2.3.2 Human Capital

Our Human Capital remains an important priority. Our aim is to be an employer of choice by creating an enabling environment for all employees to reach their highest potential in an engaging and a professional work environment.

The HR unit continued to strive for excellent performance and addressed issues of poor performance, where it was deemed necessary, during the period under review. The Council's employees are accountable for their individual actions and the work environment supports teamwork and the mutual exchange of knowledge.

Our employee code focuses on creating a work culture that is transparent, respectful, fair, non-exploitative (especially regarding compensation and benefits).

The year under review was characterised by challenges brought about by the "new normal". Central to these challenges were the COVID-19 lockdown restrictive protocols, which forced organisations to operate remotely.

Employee Wellness and Health and Safety were still the Council's priority for the year under review. Programs addressing psychosocial factors were conducted to aid employees who were infected or affected by the pandemic. The HR unit ensured that Personal Protective Equipment (PPE) was always available for all employees.

Council recorded attrition of five employees for the financial year 2021/22, where one employee passed away and four resigned.

Council filled two positions for the year under review.

2.3.3 Information and Communication Technology

The ICT Strategic Plan guides the Council to deliver services of Dispute Management Services and Collective Bargaining Services, respectively. It highlights how ICT supports the Council to achieve its strategic objectives.

Since the Dispute Management Services (DMS) processes were digitalised, ICT ensures that the system continues to support the key objectives of the Council, with continuous enhancements and constant monitoring of the system.

To achieve some of the objectives that were set out on the ICT Strategic plan, ICT ensured a complete rollout of the Microsoft cloud system. The email system was successfully upgraded to Office 365.

A Network Monitoring Strategy, which encompasses the tools and techniques to analyse and measure network performance with early warning systems (real-time alerts) in line with the ELRC strategic objective of a Risk Base Model (RBM), was implemented. In addition, an email continuity software was installed to ensure that there is continuity on the email system.

ICT has further adopted the Value, Capacity and Support (VCS) business model to add value, provide resources and enhance outdated or obsolete ICT equipment of the Council.

2.3.4 Supply Chain Management

During the year under review there were no major key policy developments and/or legislative changes that affected the mandate of the ELRC. Supply Chain Management (SCM) reviewed its policies to ensure they remained relevant and considered any developments within the environment for the Council as well as outside procurement trends.

For this financial year, the approved procurement plan consisted of five tender items. Four tenders were advertised and two were awarded, one was deferred to the next financial year. Two were cancelled and will be re-advertised during the 2022/23 financial year.

The Supply Chain Management unit keeps a database of prospective suppliers of goods and services that may be used for the procurement of the requirements of the Council through formal written price quotations. This database is updated continuously as and when required or when applications are received.

2.3.5 Internal Audit

The Internal Audit Function provides independent, objective assurance and consulting activity designed to add value and improve the ELRC's operations. The Internal Audit reports functionally to the Audit and Risk Committee (ARC) and administratively to the General Secretary.

The Internal Audit Plan for 2021/22 was developed using a risk assessment process that combined financial, reputational, compliance and operational criteria. Sources for determining risk and plan priorities included discussions with senior management, current and emerging risks, management requests, themes from previous audits and significant change initiatives.

The Internal Audit Function completed 100% audit projects and engagement results have been reported to the appropriate levels of management and the ARC, including performing follow up of Internal and External Audit recommendations and action plans through Management Action Plans (MAPs) to ensure that management actions have been effectively implemented and appropriate controls and processes have been put in place to mitigate risks identified during the audit.

2.4 Key Policy Developments and Legislative Changes

The Council amended clauses 15.1; 17.1.1; 17.1.2; 30.1.1 and 30.6.3 of Part A of its constitution on General Provisions, on 26 May 2021.

2.5 Strategic Outcome-Orientated Goals

Strategic Outcome-Orientated Goals	Progress
Goal 1 Research, monitoring and evaluation activities provide an evidence base for improved policies and policy implementation in basic education.	**Not applicable** No research was undertaken during the period under review, due to the travel and assembly restrictions as a result of the COVID-19 pandemic.
Goal 2 Equal importance is attached to proactive dispute prevention and dispute resolution.	**Achieved** The Council provided facilitation in the North West on 24 February 2022 in an effort to find amicable solutions to the internal challenges that strained party relations and consequently had a negative impact of the operations of the North West Chamber. The facilitation was successful, and the Chamber was resuscitated. Facilitation was also provided in the Eastern Cape on 22 March 2022 to address the issues raised by a Labour Party, such as the non-payment of schools. The facilitation is ongoing, with the next meeting scheduled for 19 May 2022.
Goal 3 Collective bargaining processes maximise the scope of the Parties' shared interest.	**Achieved** Council concluded the following Collective Agreements: • Collective Agreement No. 1 of 2021: *"Amendment of Clauses 15.1, 17.1.1, 17.1.2, 30.1.1 and 30.6.3 of the ELRC constitution as ratified by the Registrar of Labour Relations on 29 November 2016"* • Collective Agreement No. 2 of 2021: *"Vote Weights for the Trade Unions that are Parties to Council"* • Collective Agreement No. 3 of 2021: *"Levy Agreement"* Council ratified the following Provincial Collective Agreement: • Gauteng Provincial Chamber Collective Agreement No. 1 of 2021: *"Recruitment and Placement Procedures for Educators at Schools"*
Goal 4 Provide appropriate support and training for all involved in dispute resolution and collective bargaining.	**Achieved** The Council conducted professional training of Dispute Resolution Practitioners. The Council had two training sessions for Panellists (intermediaries) on 25 and 26 November 2021 and from 22 to 25 March 2022. The Council also had two training session for Dispute Resolution Practitioners on 10 December 2021 and on 21 February 2022. Both intermediary trainings were face-to-face while the training for Dispute Resolution Practitioners was conducted virtually.

Strategic Outcome-Orientated Goals	Progress
Goal 5 Sound communication strategies support and complement the core activities of the Council.	**Achieved** ***Marketing on social media platforms*** Weekly updates were made on the Council's social media platform of Council developments. ***National media coverage*** The Council received the following media coverage in the period under review: • *Sowetan* on 25 May 2021 • *ENCA* on 01 June 2021 • *Timeslive* on 09 June 2021 • *SAFM* on 10 June 2021 The Council was mentioned in an article published by *Sowetan* that involved an Inquiry by Arbitrator case. The General Secretary was also interviewed by *ENCA* during Child Safety Week. The *Voice of Cape Town* conducted an interview with the ELRC on the outcome of the COVID-19 and Vaccination Webinar on 22 August 2021. ***Advertising in diaries of Parties to Council*** The ELRC advertised in the diaries of the following unions: • SADTU • PEU ***Marketing of Council services and developments*** The Council's two external publications on its core functions: Labour Bulletin and New Negotiator, were also published and disseminated during the period under review.
Goal 6 Strengthen social dialogue through supporting and participating in education initiatives, such as the National Education Collaboration Trust (NECT).	**Achieved** ELRC promotional material was distributed at the Teacher Appreciation Support Programme (TASP) Ministerial Dialogue for teachers on 15 June 2021. Teacher Appreciation messages were also sent to all educators on the ELRC database in celebration of World Teachers' Day.

3. Performance Information by Programme

3.1 Programme 1: Collective Bargaining Services – National

Purpose

The purpose of Programme 1 is to contribute to the Council's vision of a strengthened social contract between government, teacher unions and civil society that helps to create a conducive environment for improved quality in teaching and learning. Such is done by promoting collective bargaining at national and provincial levels to ensure the development of effective policies for quality public education in a non-disruptive environment for teaching and learning.

Sub-Programmes

- Collective Bargaining (Provincial)
- Research Services
- Dispute Prevention Support Services

Strategic Objectives

- To facilitate bargaining on identified matters of mutual interest in public education
- To facilitate consultation and information on matters of policy in line with the National Education Policy Act (NEPA)
- To conduct training and advocacy on the revised personnel administrative measures (PAM)
- To regulate the appointment of foreign educators
- Training and advocacy on the amended ELRC constitution
- To conclude a collective agreement on job descriptions and education management service (EMS) for office educators
- Legal sub-committee to finalise draft collective agreement on appointment of temporary educators
- A consolidated report on the consultation process for post provisioning is available
- To review the incentives policy
- To convene a national budget workshop
- Annually table the management plans for approval for the next bargaining cycle
- To conclude a collective agreement or recommendations submitted to Minister on standardised conditions of service for ECD practitioners
- To facilitate dispute prevention support services through providing effective administrative functions to shop stewards
- Implementation of collective agreements/policies

Key Performance Indicators (KPIs), Planned Targets and Actual Achievements

Collective Bargaining Services: National						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from planned target to Actual Achievement for 2021/2022**	**Comment on deviations**	**Status**
Information Sharing						
Schedule bargaining meetings where agreed matters of mutual interest, as identified on the management plan, would be tabled, including the conclusion of the Vote Weights Collective Agreement.	**Achieved** Matters of mutual interest in public education were identified and tabled at the following Bargaining meetings: 27 May 2020 30 May 2020 10 June 2020 20 July 2020 05 August 2020 03 September 2020 16-17 September 2020 09 November 2020 09 February 2021 12 February 2021 25 March 2021	Matters of mutual interest in public education are identified and tabled at Bargaining Meetings.	**Achieved** Matters of mutual interest in public education were identified and tabled at the following Bargaining meetings: 14 April 2021 26 May 2021 09 July 2021 (Special) 15 July 2021 22 July 2021 (Special) 25 August 2021 29 November 2021 14 February 2022 (Special) 17 March 2022	None		
	Not Achieved Council did not conclude a collective agreement on vote weights.	Conclusion of Collective Agreement on Vote Weights in Bargaining Meeting.	**Achieved** Collective Agreement No. 2 of 2021 *"Vote Weights for the Trade Unions that are Parties to Council"* was adopted at the Bargaining Meeting held on 15 July 2021.	None	CTU-ATU declared a dispute on the calculations of the vote weights and withdrew the dispute in the bargaining meeting held on 25 March 2021	

Collective Bargaining Services: National						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from planned target to Actual Achievement for 2021/2022**	**Comment on deviations**	**Status**
Information Sharing						
Training and advocacy on the implementation of Collective Agreements and policies.	**Achieved** • QMS Refresher Training was conducted as follows: • Core Training Team on 5 October 2020 • National Training Team – Cluster 1 (Free State, KwaZulu-Natal, and Mpumalanga) on 9 October 2020. • National Training team – Cluster 2 (Eastern Cape, Northern Cape, and Western Cape) 13 October 2020. • National Training team – Cluster 3 (Gauteng, Limpopo, and North West) on 15 October 2020	Monitoring training and advocacy on the recently revised policies and signed collective agreements by parties to Council.	**Achieved** The Employer tabled the training report on the Quality Management System (Collective Agreement No. 2 of 2020) at the following Bargaining meetings: 14 April 2021 25 August 2021	None		
Schedule Technical and Vocational Education and Training (TVET) bargaining meetings where agreed matters of mutual interest would be tabled.	Agreed matters of mutual interest in higher education were concluded at the following TVET Bargaining meetings: 12 May 2020 13 August 2020 21 September 2020 10 November 2020 15 January 2021 23 February 2021 02 March 2021	Agreed matters of mutual interest in higher education are concluded successfully in bargaining meetings.	**Achieved** Agreed matters of mutual interest in higher education were concluded at the following TVET Bargaining meetings: 13 May 2021 16 July 2021 20 September 2021 10 December 2021 24 February 2022 24 March 2022 (Special)	None		

Performance Overview of Collective Bargaining Services: National for the 2021/22 Financial Year

Parties to Council monitored the Quality Management System (QMS) as informed by Collective Agreement No. 2 of 2020, which required implementation of the QMS for Principals from 01 January 2021 and for all other school-based educators from 01 January 2022. The Employer tabled progress reports on the training of Deputy Principals, Departmental Heads and Teachers (Post Levels 1-3) and Council convened a National Training Team meeting to address challenges.

A National Training Team (NTT) meeting was convened on 09 September 2021 to receive QMS training reports from the nine Provincial Departments of Education. Provinces made presentations on the number of Deputy Principals (Post Level 3), Departmental Heads (Post Level 2) and Educators (Post Level 1) trained on QMS. Many challenges in respect of QMS training were identified in the meeting, and the state of readiness to implement Collective Agreement No. 2 of 2020 "Quality Management System (QMS) for School-Based Educators" from January 2022 was also discussed. The meeting ascertained that urgent intervention was required for the Eastern Cape; Free State; KwaZulu-Natal and Mpumalanga. It was emphasised that QMS training was a joint venture, which includes all Parties to Council. It was decided that QMS Training should remain a standing matter on the agenda of all the PELRCs for the purpose of monitoring the training.

At the Bargaining meeting held on 17 March 2022, the Employer reported that eight provinces were on track with the training except for KwaZulu-Natal, where they had an intervention strategy.

In addressing the concern on the functionality of QLTC, a QLTC National meeting was held on 29 October 2021, where the Employer made presentations on the functionality/dysfunctionality of the QLTC structures in the provinces and reported on whether those structures were efficient. Parties noted that in the majority of provinces there were no functional QLTC structures. The meeting came to the conclusion that the Employer should request that the Director-General of Basic Education allow space on the agenda of HEDCOM and CEM to address the issue of the dysfunctionality of the QLTC structures and the issue of funding for QLTC. The matter has since been removed from the agenda of Council.

At its Bargaining meeting held on 29 November 2021 the Council adopted the FTSS Reporting Guideline and Performance Tool for implementation from 01 January 2022. The purpose of this tool is to provide for the performance assessment of all Full-Time Shop Stewards who fall within the scope of the ELRC, as envisaged in clause 10 of ELRC Collective Agreement No. 2 of 2007 "Shop Stewards in Education".

Teacher mental health and wellbeing has long been an issue in South African schools due to factors such as teacher workload and classroom overcrowding that continue to be a cause of concern for all affected educators. The scourge of COVID-19 exacerbated the stress and anxiety that accompanies the school timetable differentiation and other related COVID-19 challenges that affect educators daily. Amid these challenges, the DBE and Teacher unions that are admitted in the ELRC, identified a need to address the well-being of educators to capacitate them on various methods of dealing with these issues. The Employer tabled the Close Out Report on the DBE Ministerial virtual Seminar on Teacher well-being, which was held on 23 July 2021.

The seminar was held in collaboration with the ELRC, teacher unions, international and multilateral Partners. Council endorsed the way forward emanating from the seminar, which was as follows:

- The DBE was to prepare a presentation to all PEDs on the recommendations and outcomes of the seminar for consideration and implementation in provinces;
- The PEDs are expected to conduct a similar seminar and advocacy campaign under the auspices of the PELRC in provinces before the end of 2021; and
- Teacher wellbeing is to be a standing item on the agenda of PELRC meetings.

Council concluded the following Collective Agreements:

- Collective Agreement No. 1 of 2021: *"Amendment of Clauses 15.1, 17.1.1, 17.1.2, 30.1.1 and 30.6.3 of the ELRC constitution as ratified by the Registrar of Labour Relations on 29 November 2016"*
- Collective Agreement No. 2 of 2021: *"Vote Weights for the Trade Unions that are Parties to Council"*
- Collective Agreement No. 3 of 2021: *"Levy Agreement"*

Council ratified the following Provincial Collective Agreement:

- Gauteng Provincial Chamber Collective Agreement No. 1 of 2021: *"Recruitment and Placement Procedures for Educators at Schools"*

The Council also convened its Annual General Meeting on 27 August 2021 virtually, where Adv L Bono was elected as the independent Chairperson of Council and Mr M Cele (SADTU); Ms C Barnes (CTU-ATU); Ms M Mogale (Employer) and Mr M G Rafapa (Employer) were elected as Deputy Chairpersons of Council. Council expressed its gratitude to the external auditors, Ngubane & Co Incorporated, who served the Council for a number of years and never failed to do their due diligence in ensuring that the Council was fully compliant. It was the last AGM that Ngubane & Co attended as their contract came to an end, in the period under review.

Three delegates of Council attended the ILERA 9th African Congress held from 26 to 29 September 2021 under the theme *"Challenges facing Employment Relations, Labour Law and Social Protection to reduce poverty, inequality and unemployment in Africa, in the Wake of a Global Pandemic"*. The delegates attended the Congress through the virtual platform.

The TVET Bargaining unit successfully convened TVET Bargaining meetings as well as several Task Team meetings. The management plan for 2021/22 was adopted at the TVET Bargaining meeting held on 16 July 2021.

Strategy to overcome areas of underperformance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
Collective Bargaining Services	**R'000**	**R'000**	**R'000**
National	22,363	14,183	8,180
CBS: Provincial	3,780	2,925	855
Governance Support Services	802	426	376
Total	**26,945**	**17,534**	**9,411**

3.1.1 Programme 1: Collective Bargaining – Provincial

Purpose

The purpose of the Provincial Chambers is to promote collective bargaining at the provincial level to ensure the development of effective policies for quality public education in a non-disruptive environment for teaching and learning.

3.1.1.1 Eastern Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement for 2021/2022	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning A report on the consultation process for post provisioning is available and presented to Chamber meeting.	**Achieved** The report on implementation of the 2020 PPN was tabled in the Post Provisioning Task Team held on 21 September 2020 and adopted in the Chamber Meeting of 23 September 2020. Progress reports on the Management Plan for Implementation of the 2020 school's Post Establishments were tabled in the Chamber Meeting held on 26 November 2020. The PPN and Management Plan for Implementation of the 2021 Schools' Post Establishments were tabled and adopted in the Chamber Meeting of 18 March 2021. Four (4) meetings were convened during the period under review, where reports on PPN were presented: **Chamber Meetings:** • 02 July 2020 • 23 September 2020 • 26 November 2020 • 18 March 2021	Reports (4)	**Achieved** The report on Post Provisioning was presented at the Consultation and Distribution meetings held on: • 07 September 2021 • 21 September 2021 • 28 September 2021 • 14 October 2021 • 21 October 2021 Four (4) Chamber meetings were convened during the period under review where reports on PPN were presented. **Chamber Meeting dates:** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from planned target to Actual Achievement for 2021/2022**	**Comment on deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Employee Health and Wellness Monitoring the introduction and implementation of Employee Health and Wellness Activities and report presented to the Chamber meeting.	**Achieved** Four (4) Chamber meetings were convened during the period under review where reports were presented and adopted. **Chamber meetings:** • 02 July 2020 • 23 September 2020 • 26 November 2020 • 18 March 2021	Reports (4)	**Achieved** Reports on Employee Health and Wellness were presented at Chamber meetings. **Chamber Meeting dates:** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	None		
Teacher Development Monitoring reports on provision of teacher development programmes and reports presented to the Chamber meeting.	**Achieved** Four (4) Chamber meetings were convened during the period under review where reports were presented and adopted. **Chamber Meetings:** • 02 July 2020 • 23 September 2020 • 26 November 2020 • 18 March 2021	Reports (4)	**Achieved** Task Team reports on Teacher Development were presented at Chamber meetings. **Chamber Meeting dates:** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	None		
Incentives for Educators Monitoring reports on implementation of incentives for educators are available and presented to the Chamber meeting.	**Not Achieved** Three Chamber meetings were convened during the period under review, at which reports on teacher development were presented and adopted. **Chamber meeting dates:** • 02 July 2020 • 23 September 2020 • 26 November 2020 • 18 March 2021	Reports (4)	**Achieved** The reports were tabled and adopted in the Chamber meetings that were held as follows: **Chamber meeting dates:** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from planned target to Actual Achievement for 2021/2022**	**Comment on deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Dispute Prevention Monitoring reports on the categories and status of Grievances, Misconduct and disputes lodged are available and presented to the Chamber meeting.	**Achieved** • Four (4) Chamber meetings were convened and sat during the period under review where reports were presented and adopted. **Chamber Meetings:** • 02 July 2020 • 23 September 2020 • 26 November 2020 • 18 March 2021	Reports (4)	**Achieved** Task Team reports on Dispute Prevention were presented at Chamber meetings. **Chamber Meeting dates:** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	None		
Recruitment and Filling of Posts Monitoring reports on recruitment and filling of posts presented to Chamber meeting.	**Achieved** Four (4) Chamber meetings were convened and sat during the period under review, where reports were presented and adopted: **Chamber Meetings:** • 02 July 2020 • 23 September 2020 • 26 November 2020 • 18 March 2021	Reports (4)	**Achieved** Task Team reports on Recruitment and filling of Posts were presented at Chamber meetings. ***Chamber Meeting dates:*** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	None		
Realignment, Merger and Closure of Small Schools Monitoring reports on Realignment, Merger and Closure of small Schools and presented to the Chamber Meeting.	Four (4) Chamber meetings were convened and sat during the period under review, where reports were presented and adopted: **Chamber Meetings:** • 02 July 2020 • 23 September 2020 • 26 November 2020 • 18 March 2021	Reports (4)	**Achieved** Task Team reports on Realignment, Merger and Closure of small schools were presented at Chamber meetings. **Chamber Meeting dates:** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from planned target to Actual Achievement for 2021/2022**	**Comment on deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Quality Learning and Teaching Campaign (QLTC) The Employer to table a progress report on monitoring of COVID-19 non-negotiables.	n/a	Reports (4)	**Not Achieved**	Reports (4)	The QLTC reports for Quarter 1, 2, 3 and 4 presented in Chamber meetings did not include COVID-19 non-negotiables.	
Quality Management System (QMS) Monitoring reports on implementation of capacity-building programmes on QMS activities available in the Chamber.	n/a	Reports (4)	**Achieved** The Quality Management System (QMS) reports were presented at Chamber meetings. **Chamber Meeting dates:** • 29 June 2021 • 29 September 2021 • 02 December 2021 • 24 March 2022	Reports (4)		

Performance Overview of the Eastern Cape Chamber for the 2021/22 Financial Year

Parties to Council committed to maintain labour peace in the province and ensure the actualisation of the set targets for the Chamber for the 2021/22 financial year, as summarised below:

Dispute Prevention

The Employer presented the Provincial Report for the period under review.

There were 35 cases and the most common disputes declared were the following:

Unfair Labour Practice – Benefits = 11
Unfair Labour Practice – Promotion = 9
Collective Agreements – 2
Basic Conditions of Employment Act = 2

Employee Health and Wellness

The reports presented by the Employer showed how the programme had performed during the year under review.

HIV/AIDS and TB Management:

- 36 520 male and 7 995 female condoms were distributed
- 67 male and 119 female employees tested for HIV/AIDS
- 12 employees were screened for TB

Health and Productivity Management:

- 3 315 employees were screened for non-communicable diseases
- 28 employees enrolled for the Disease Management Programme for non-communicable diseases

Safety Health Environment Risk Quality Management (SHERQ):

- 92 OHS awareness educational programmes were conducted
- 87 Departmental service points were audited for OHS compliance and 38 service points were declared compliant

Wellness Management:

- 1 421 employees were reached with Health Promotion messages
- 106 educational events/sessions were held (e.g., stress management)
- 608 employees and dependants were assessed for psychosocial stressors and referred for wellness intervention
- 558 number of employees trained on Financial Management and
- 397 employees participated in Departmental physical and recreational activities (e.g., sporting codes, choir)

The Employer reported that Social Workers gave psychosocial support to those affected by the virus.

Teacher Development

The Employer presented reports on Scarce Skills; IQMS/QMS; Skills Development; Bursaries; Internships and Learnerships:

- That Skills Development target for the year was to capacitate and develop the Departmental workforce through the implementation of the approved Workplace Skills Plan (WSP)

- Programmes implemented targeted the development of both Programme 1 and Programme 2 Employees focusing on three areas of Skills Development such as training, bursaries as well as the implementation of internships and learnerships for the unemployed under both programmes, aimed at creating work opportunities for the unemployed as mandated by the Act
- Various training interventions implemented prioritised skills critical during the COVID-19 pandemic to support the continuity of the core business of the Department

Implementation of Rural Incentives

The Employer tabled the update report on the implementation of incentives as at 07 February 2022. The status quo District Task Teams (DTT) select schools payments was extended from 31 December 2021 to 31 March 2022 and communication was issued to Districts. It was also communicated that the Minister of Basic Education had discontinued the Incentives Policy.

A total of 6 676 Payments were captured at 91.9% and 588 outstanding cases were to be verified and payments captured of which:

- 29 REQV were below <13
- 7 frozen salaries
- 4 service terminations records found up to 31 January 2022
- 548 to be verified and to be paid

Displaced Employees

The Employer presented the Report on Displaced Employees as there were 182 displaced employees as of 10 November 2021 and 67 as of 03 March 2022.

Recommendations on challenges were presented as follows:

- That the Department had to write a Circular to Districts that the Scope of District Task Teams had to include the tasks of the placement of displaced educators
- That the Circular was already drafted and was awaiting signature of the Head of Department and to be sent to the districts
- That Unions had been consulted on the Circular

Rationalisation, Realignment, Merger and Closure of Small Schools

The Employer reported that it would only focus on 1 142 schools for rationalisation detailing the following:

- Infrastructure
- Finance
- Human Resource Department and Assets

The Employer further tabled the Summit Resolutions on the Schools Rationalisation and Realignment Processes (SRRP) on the five commissions including the following:

- Social mobilisation and stakeholder management
- Circuit school landscape plans as education plans and tools
- Resource management in closed, merged and realigned schools
- Alignment of scholar transport planning and SRRP planning
- School functionality

PILIR

The Employer tabled the update report on the PILIR Cases on progress and challenges as follows:

- That Alexander Forbes was appointed as the new Health Risk Manager who replaced the SOMA Initiative
- The New PILIR Modality had been approved and is in effect from 01 October 2021
- Applications were submitted late especially in long period cases
- Insufficient medical evidence was attached which impacted on the Health Risk Manager's ability to adequately assess a case
- No diagnosis on the forms were a challenge

Post Provisioning

The Employer tabled the Statistics on the PPN 2022 processes in a meeting held on 07 March 2022.

An extended Provincial Task Team (PTT) meeting, inclusive of District Task Teams (DTTs) was convened on 16 March 2022.

Additional Educators	Post Level 1	HOD	Deputy Principals	Total
Additional Educators	1408	217	133	1758
Vacancies before placement	1934	538	176	2648
Placement	674	129	35	838
Movement on PERSAL	219	35	11	265
Unplaced	730	142	94	966
Additional Educators per Phase	Foundation Phase	GET Phase	FET Phase	
Additional Educators per Phase	379	1088	440	1907
Vacancies per Phase after placement	333	584	1136	2053
Unplaced additional educators per phase	188	674	284	1146

Strategy to overcome areas of underperformance

The QLTC target has been removed from the Chamber's APP for 2022/23.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
	R'000	**R'000**	**R'000**
Collective Bargaining Services: Eastern Cape	504	326	178
Total	**504**	**326**	**178**

3.1.1.2 Free State

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Free State						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Monitoring Free State Collective Agreement 1 of 2019 as amended Monitor implementation of recruitment and filling of posts in terms of FSCA 1 of 2019 as amended and present report to Chamber.	**Achieved** Recruitment report was presented in Chamber on: • 26 June 2020 • 11 September 2020 • 13 November 2020 • 12 March 2021	Reports (4)	**Achieved** Recruitment reports were presented in Chamber meetings on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		
Monitor implementation of 37% in lieu of benefits Report on 37% in lieu of benefits for educators employed for less than six months is presented to Chamber.	**Achieved** Re37% report was presented in Chamber meetings on: • 26 June 2020 • 11 September 2020 • 13 November 2020 • 12 March 2021	Reports (4)	**Achieved** Reports on 37% were presented in Chamber meetings on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		
Monitoring Collective Agreement No. 4 of 2018 Monitor implementation of ELRC CA 4 of 2018 and present report to Chamber.	**Achieved** The conversion report was presented in Chamber meetings on: • 26 June 2020 • 11 September 2020 • 13 November 2020 • 12 March 2021	Reports (4)	**Achieved** Reports on conversion of temporary educators were presented in Chamber on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		

Collective Bargaining Services: Free State						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Monitoring the implementation of QMS, IQMS and PMDS Monitor implementation of Performance Management System for School and Office-Based Educators in terms of: a) ELRC CA 8 of 2003 b) ELRC CA 3 of 2007 c) ELRC CA 2 of 2020	n/a	Reports (4)	**Achieved** Reports on implementation of QMS, IQMS and PMDS were presented at Chamber meetings on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		
Post provisioning Free State Department of Education conduct consultation on Post Provisioning and present report to Chamber.	**Achieved** The PPN report was presented in Chamber meetings on: • 11 September 2020 • 13 November 2020	Reports (4)	**Achieved** Reports on Post Provisioning were presented in Chamber meetings on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		
Monitoring Collective Agreement No. 4 of 2016 Monitor implementation of ELRC Collective Agreement No. 4 of 2016 and present report to Chamber	**Achieved** Placement of educators' report was presented in Chamber meetings on: • 26 June 2020 • 11 September 2020 • 12 March 2021	Reports (4)	**Achieved** Reports on placement of educators were presented in Chamber meetings on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		

Collective Bargaining Services: Free State						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
INFORMATION SHARING						
Monitor functionality of Curriculum Forum Free State Department of Education submit report to Chamber on the functionality of Curriculum Forum.	**Achieved** The Forum report was presented in Chamber meetings on: • 26 June 2020 • 11 September 2020 • 13 November 2020 • 12 March 2021	Reports (4)	**Achieved** Reports on Curriculum matters were presented at Chamber meetings on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		
Monitor functionality of Equity Forum Free State Department of Education submit report to Chamber on the functionality of Equity Forum.	**Not Achieved** The Equity Forum report was only presented on 11 September 2020.	Reports (2)	**Not Achieved**	Reports (2)	Equity Forum meetings did not take place, and reports were not presented to the Chamber.	
PILIR Monitoring implementation of Policy on Incapacity Leave and Ill-Health Retirement and present report to Chamber.	**Achieved** The PILIR report was presented in Chamber meetings on: • 26 June 2020 • 11 September 2020 • 13 November 2020 • 12 March 2021	Reports (2)	**Achieved** Reports on PILIR were presented in Chamber meetings on: • 04 June 2021 • 05 November 2021	None		
Employee Health and Wellness (EHW) Free State Department of Education submit report to Chamber on the functionality of the Employee and Wellness Forum.	**Not Achieved** Reports were only presented in two Chamber meetings on: • 11 September 2020 • 12 March 2021	Reports (2)	**Achieved** Reports on EHW were presented at Chamber meetings on: • 03 September 2021 • 18 March 2022	None		

Collective Bargaining Services: Free State						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Universalisation of Grade R into mainstream of Foundation Phase Monitor progress in implementation of universalisation of Grade R into Foundation Phase and present report to Chamber.	**Not Achieved** Reports were only presented in three Chamber meetings on: • 11 September 2020 • 13 November 2020 • 12 March 2021	Reports (2)	**Achieved** Task Team Reports on Grade R were presented at Chamber meetings on: • 04 June 2021 • 05 November 2021	None		
Dispute Prevention Monitoring reports on the categories and status of Grievances and Disputes lodged.	**Not Achieved** Report on Dispute Prevention was only presented in three Chamber meetings on: • 11 September 2020 • 13 November 2020 • 12 March 2021	Reports (4)	**Achieved** Task Team Reports on Dispute Prevention were presented at Chamber meetings on: • 04 June 2021 • 03 September 2021 • 05 November 2021 • 18 March 2022	None		
Quality Learning and Teaching Campaign (QLTC) The Employer to table progress report on monitoring of COVID-19 non-negotiables.	n/a	Reports (4)	**Not Achieved** QLTC report for Q1 and Q2 was presented at Chamber meeting on: • 03 September 2021 QLTC report for Q4 was tabled at a special meeting on: • 31 March 2022	Report (1)	QLTC report on third quarter activities was not presented to the Chamber meeting.	

Performance Overview of the Free State Chamber for the 2021/22 Financial Year

The overall performance of Chamber has been satisfactory for all quarters of the financial year. Parties worked tirelessly in pursuit of labour peace despite grave challenges and psychosocial ills induced by the pandemic and economic situation in the country. The achievement rate is attributed to the Parties' unwavering commitment in terms of planned activities to enhance working relations in the Chamber.

A summarised version of reports that were crafted in accordance with the 2021/22 performance plan targets and presented in Chamber meetings as indicated below.

Monitoring implementation of FSCA 1 of 2019

Recruitment report in terms of Vacancy List 1 of 2020 presented a total of 82 posts advertised, 55 filled and 27 not yet filled. Vacancy List 2 of 2020 showed 680 posts advertised, 515 filled and 165 not filled. At the end of the fourth quarter, progress in terms of all provincial advertisements and outstanding posts was as follows:

a) Vacancy List 1 of 2020.

- Out of 82 posts advertised, 25 have not yet been filled and reasons include:
  - o withdrawals due to transfers; re-advertisement on Vacancy List 1 of 2021 and files that were still on engagement for the Independent Panel

b) Vacancy List 2 of 2020 – Principals, Deputy Principals and Departmental Heads:

- Out of 680 posts advertised, 584 have been filled and 96 not yet filled due to:
  - o withdrawal because of transfers, re-advertisements due to no suitable candidates and subjects' combination on Vacancy List 1 of 2021

c) Vacancy List 1 of 2021 – Principals, Deputy Principals and Departmental Heads:

- Total of 561 posts were advertised and the Department is still busy with the process
- Eight OBE posts advertised and three withdrawn with the intention to convert them into public servant posts and five posts are still to be approved

d) Vacancy List 1 of 2022 - Principals, Deputy Principals and Departmental Heads:

- Total of 217 posts were advertised and the Department is still busy with the process
- 41 OBE posts advertised, and the Department is still to conduct shortlisting

Monitoring Collective Agreement No. 4 of 2018

The implementation report displayed 501 temporary educators occupying substantive vacant posts, 416 qualified for conversion into permanent appointment. Statistics were submitted as follows regarding all five districts:

a) Motheo - 118 temporary educators converted
b) Lejweleputswa - 94 temporary educators converted
c) Thabo Mofutsanyane - 106 temporary educators converted
d) Fezile Dabi - 89 temporary educators converted
e) Xhariep - 09 temporary educators converted at the end of the fourth quarter, 77 temporary educators did not qualify due to the following reasons:

- Motheo District - still engaging with schools; waiting for SGB letters; unqualified, ad-hoc ended; temporary educator passed on; principal refused to convert and temporary educator against promotional post
- Lejweleputswa District - qualifications not yet completed
- Thabo Mofutsanyana District - Provisional SACE expired, educator resigned

- Fezile Dabi District - temporary educator against promotional post, ad-hoc post, unqualified and three SGB letters awaiting the Director's approval
- Xhariep - still engaging with schools, awaiting SGBs letters and Director's approval

Monitoring implementation of QMS, IQMS and PMDS

The Employer provided guidance and support to schools to deal with the very last summative evaluations and IQMS Circular 3 of 2021 (dated 30 August 2021) was issued to all schools in the districts. This circular sought to provide guidance within the context of school settings that were affected by the COVID-19 pandemic and a key consideration in providing guidance to schools to deal with the 2021 summative evaluations as follows:

- Like in 2020 schools to follow a stream-lined approach to 2021 summative evaluations
- Annual summative evaluations for 2021 to be limited to self-evaluations by educators
- School Management Team members submitted to DSG and Principal for verification
- Schools to follow a timeline for management of self-evaluations, September to October
- Summative evaluation documents to be submitted to districts during November 2021

QMS training focused on training of Departmental Heads and PL1 educators in preparation for QMS implementation from January 2022, as well as annual appraisals of Principals in relation to QMS implementation from January 2021. Training was completed in Motheo and Xhariep Districts, then attention shifted to Lejweleputswa, Fezile Dabi and Thabo Mofutsanyana and training was scheduled from August to October 2021.

Summary of QMS Training PL1 and PL2 Educators

	Expected	Actual	Percentage
Educators - Post Level 1	17034	11872	69%
Departmental Heads - Post Level 2	2445	1673	68%

A comprehensive report presented in the fourth quarter highlighted the following aspects:

a) Mop-up QMS training to bring on board all educators who were unable to attend the QMS training sessions that were scheduled in 2021
b) Support sessions of SMT Members with the finalisation of their QMS Work Plans that were due for submission on 28 February 2022
c) DBE monitoring visit in Motheo District to assess status in relation to the full implementation from January 2022. The monitoring visit was based on a small sample of eight schools
d) Coordination for capturing of 2021 IQMS and QMS outcomes on PERSAL
e) Circulars to schools in support of full QMS implementation from January 2022
f) PMDS for Office-based educators in relation to levels of compliance
g) Performance Management Circulars (1 and 2) in relation to the conclusion of the 2020/21 PMDS Cycle and the submission of new Work Plans for the 2022/23 PMDS cycle

QMS Mop up training - Summary of all the districts: (PL1 and 2)

District	Towns	Venues	PL.1	PL.2	Total
Xhariep	Trompsburg, Rouxville and Koffiefontein.	Lephoi P/S, Thabo Vuyo S/S, Trompsburg P/S and Nthuthuzelo P/S.	55	9	64
Motheo	Bloemfontein, Thaba Nchu and Wepener.	Bloemfontein School of Autism, Fichardt Park P/S, Hermana, Dawiesville, Boitumelong SP, Phallang P/S, and Louw Wepener CS.	90	5	95
Lejwele Putswa	Boshof, Odendaal, Virginia, Bultfontein and Welkom.	Boshof P/S, Wessel Maree HS, Dieketseng P/S, Nthuthuzelo P/S and Lebogang SS.	288	40	328
Thabo Mofutsa-Nyana	Marguard, Senekal, Clarens, Qwaqwa, Bethlehem, Ficksburg, Fouriesburg and Harrismith.	Marquard H/S, Rorisang SS, Clarens P/S, Thiboloha SS, Selelekela SS, Reahola SS, Mampoi SS, Tiisetsang SS, Thabo Thokoza SS, Mehopung PS, Tiisetsang S/S, Tshepano P/S, Marallaneng SS, Harrismith SS, Thiboloha SP, Tsebo SS and Manthatisi SS.	1114	114	1228
Fezile Dabi	Frankfort, Sasolburg, Parys and Kroonstad.	Velgerivier CS, Fakkel SP, Parys PS and Kroonpark.	263	28	291

The overall impression on QMS training is that after two rounds of QMS training from 2021 to 2022, all PL 1 and PL 2 educators had an opportunity to undergo training for the full implementation of QMS from January 2022. However, it is possible that a few educators might have missed the training for reasons such as sick leave; long incapacity sick leave and other reasons related to labour issues. More importantly, schools will continue to receive support on an ongoing basis through monitoring and support school visits.

Support sessions of SMT Members with the finalisation of their QMS Work Plans

These support sessions were intended to provide direct support to SMTs with the development of their Work Plans that were due for submission on 28 February 2022.

District	Dates	Number of SMTs
Xhariep	15-17 February 2022	89
Motheo	09 -18 February 2022	563
Lejweleputswa	n/a	0
Thabo Mofutsanyana	15 – 21 February 2022	313
Fezile Dabi	07-18 February 2022	422
Total		**1 387**

DBE monitoring visit in Motheo with a focus on Work Plans of SMTs

This monitoring visit was based on a small sample of six schools in Motheo (Albert Moroka High; Saint Paul's Primary; Boitumelong Special; Bartimea School for The Deaf and Blind; TM Setiloane Intermediate and Christian Liphoko Secondary) from 01 to 02 March 2022.

Findings in relation to the monitoring visit included the following:

- All schools in the sample are fully implementing QMS CA 02 of 2022
- Circuit Managers discussed and approved Work Plans of Principals in sampled schools
- All SMT members in the sampled schools have held a planning meeting for purposes of alignment with the Work Plan of the Principal
- All SMT members in the sampled schools have discussed their Work Plans with the immediate supervisors for approval
- There was coordination in the implementation of QMS on the part of SMT members in the sampled schools
- DBE's key recommendation related to ongoing support to schools on QMS implementation

Coordination for capturing of 2021 IQMS and QMS outcomes (results) on PERSAL

The capturing of scores on PERSAL related to both IQMS and QMS is as follows:

IQMS: 2021 end-of-cycle summative evaluations

- 2021 IQMS summative evaluations on IQMS were the last ones as QMS came into effect from January 2022
- Capturing of IQMS Summative Evaluation Composite score sheets on PERSAL to conclude 2021 cycle was completed at the end of March 2022
- Preliminary data on the 2021 summative evaluations in the form of a SNAPSHOT reveals that there were 16 112 composite score sheets of PL1- 3 educators for capturing on PERSAL. Data to be updated when 2021 evaluations are concluded

QMS: Appraisals of Principals

- The year 2021 marked the very first cycle for the appraisal of Principals under the new QMS following its implementation from January/February 2021
- 726 composite score sheets of Principals have been submitted following the 2021 end-of-cycle for QMS annual appraisals
- Principals' composite scores will be captured once DBE/Treasury updated the PERSAL System to create the required space or fields for the new QMS

PMDS Office-based Educators: Monitoring and compliance for implementation.

The levels of compliance in relation to the 2020/21 and 2021/22 PMDS cycles were as follows:

Table 1: End-of-cycle Performance Assessments 2020/21

Name of directorate	Nr Staff 3-6	Nr Job descriptions submitted 2020/2021	% Job descriptions submitted 2020/2021	Nr PA submitted: 2020/ 2021	% PA submitted 2020/2021	Annual assessments 2020/2021	% Annual assessments 2020/2021
Head Office	138	137	100%	138	99%	128	91%
Total District Offices	556	551	99%	551	99%	504	91%
Grand Total	**694**	**688**	**99%**	**689**	**99%**	**632**	**91%**

Table 2: Performance Agreements (Work Plans) 2021/22

Name of directorate	Nr Staff 3-6	Nr JD submitted 2021/2022	% JD submitted	Nr PA submitted 2021/2022	% PA submitted
Head Office	138	138	100%	138	100%
Total District Offices	556	532	96%	532	96%
Grand Total	**694**	**671**	**97%**	**671**	**97%**

Monitoring implementation of Collective Agreement No. 4 of 2016

The number of educators placed by 26 October 2021 was presented as follows:

a) 844 temporary educators on substantive posts and 282 against promotional posts
b) 119 Funza Lushaka and 75 Free State Departmental bursary holders
c) 189 Post Level 1 educators, five Post Level 2 and five Post Level 3 educators
d) 180 Ad hoc and 51 posts retained approved by the Superintendent-General

Post Provisioning

The final staff establishments were issued to all schools in the province and the provincial summary displayed that of the 800 excess educators in the system, 260 have been placed and 540 are not yet placed due to reasons related to curriculum.

Monitoring functionality of Curriculum Forum

The curriculum report was discussed at the forum and the presentation outline covered:

a) Term 2 Results and Progress on Provincial Strategy for Learner Attainment (PSLA)
b) Term 3 Support Programmes
c) 2021 Examination Readiness
d) Progress on Partnerships
e) 21st NTA Report and Training report for Quarter 2

Curriculum recommendations presented highlighting that:

a) The PSLA report on Grade 1-12 was presented and the meeting recognised the performance in Grade 12 as Free State is in position one in the NSC exams
b) There is a serious decline in languages, which will receive support
c) The ECD Function shift is in progress and the unions must continue to participate as the project reaches its pinnacle
d) The ECD Task Team needs to be strengthened in the unfolding of ECD Function shift
e) Coding and Robotics is ongoing, and social partners will be part of the unfolding process
f) Profiling of teachers has already commenced
g) The training of teachers as per the Learning Teaching and Assessment (LTA) of 2020 will be reflected upon and the inputs of social partners are recognised
h) The social partners support the LTA provisions and directives that complies with legislative prescripts
i) Partnerships are in motion in capacitating teachers e.g., French Embassy initiative
j) Education Lekgotla will be held from 16-18 March 2022

Policy and Procedure on Incapacity Leave and Ill-Health Retirement (PILIR)

The report presented temporary incapacity leave highlighting four cases at Fezile Dabi; 10 at Lejweleputswa; eight in Motheo; seven in Thabo Mofutsanyana and eight at Head Office. Out of 6 362 leave days, 2 619 were approved and 4 230 are still pending.

Monitoring implementation of 37% in lieu of benefits

The statistics presented on the implementation of 37% service benefits for educators listed the total number of 146 beneficiaries in all five districts as at end of February 2022.

Employee Health and Wellness

The presentation outline on matters that were discussed at the EHW meeting included the COVID-19 report as well as cases from the National Senior Certificate (NSC) Marking Centres; Workplace Inspection report; Intervention strategies; Internal Audit report; Auxiliary Services report, and First Aid boxes awaiting to be distributed and delivered.

Dispute Prevention

The statistics on grievances and disputes declared were discussed in quarterly task team meetings and DPTT recommendations presented for consideration and adoption, included a dispute prevention workshop that should be conducted for the Dispute Prevention Committees (DPC) in all five districts.

Grade R

The task team report presented progress for consideration and adoption covering:

a) Report and support for North West University (NWU) students
b) Accredited Higher Education Students
c) Update on Grade R Audit
d) Progress on upskilling of Grade R into Foundation Phase

Progress presented on Grade R Audit and Upskilling showed that:

- Grade R audit completed and there were no forms outstanding
- Audit forms need to be updated regularly, because of temporary SACE documents submitted by practitioners have expired and practitioners do not apply for permanent SACE documents in time

- Application forms were sent to all schools and the closing date for applications was 22 November 2021
- 807 application forms from practitioners were captured in all five districts and 300 Practitioners will be funded by ETDP-SETA
- Roadshows were conducted from 15 to 23 February 2022 in all districts to discuss the funding and registration with ETDP-SETA
- 300 practitioners that have been invited are not yet approved until final verification of documents, registration and signing of contracts with ETDP-SETA at the different venues

QLTC

The QLTC report was presented at the Chamber highlighting areas that required urgent attention and the recommendations are as indicated below:

a) For the QLTC structures to be effective and functional, all stakeholders need to fulfil their role in promoting a culture of learning and teaching in schools, and they must ensure non-negotiables are accomplished towards delivery of learning and teaching
b) Vacant posts should be filled
c) Infrastructure challenges should be addressed in all schools in the province
d) School safety committees should form partnerships with communities around the school
e) QLTC should be a standing item in School Governing Body (SGB) meetings

ADDITIONAL ACHIEVEMENTS

Incentives for Educators

A report on implementation of incentives as at 28 February 2022 was submitted to the Chamber, indicating that 432 educators were beneficiaries, 232 did not receive incentives due to terminations, closure of farm schools and transfers as well as educators that do not have the relevant qualifications (REQV 13).

Strategy to overcome areas of underperformance

The Employment Equity Forum will be resuscitated because another official has been assigned the responsibility to deal with employment equity matters. Equity reports shall be presented in the new financial year in accordance with performance targets.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Free State	423	356	67
Total	**423**	**356**	**67**

3.1.1.3 Gauteng

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements						
Strategic planning workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2022/23) and a report is received by Chamber.	**Achieved** The target was planned for the fourth quarter of the 2020/21 financial year. The strategic planning workshop however took place earlier in the third quarter on 26 and 27 November 2020. The report was ratified in the Chamber meeting held on 04 December 2020.	Workshop (1)	**Achieved** The report of the strategic planning workshop held from 24 to 26 November 2021 was presented and ratified in the Chamber meeting on 02 December 2021.	None		
Safety in Schools Monitor reports on implementation of programmes on safety in schools and a report is received by Chamber	**Achieved** The target was planned for quarter two of 2020/21. The meeting to receive reports on safety strategy and monitoring took place on 24 November 2020 and 08 March 2021. Reports were tabled and ratified in the following Chamber meetings: • 04 December 2020 • 16 March 2021	Reports (4)	**Not Achieved** Three reports on implementation of programmes on safety in schools were presented in the safety in schools task team meetings. Task team meetings: • 12 May 2021 • 16 September 2021 • 25 February 2022 The task team reports were presented and ratified in three Chamber meetings. Chamber meeting dates: • 11 June 2021 • 27 September 2021 • 23 March 2022	Report (1)	The report on the implementation of programmes on safety in schools was not presented by the Employer in Chamber held on 02 December 2021 because the report had not been presented in the task team meeting held on 09 November 2021.	

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Educator Development Monitor reports on provision and implementation of teacher development programs and a report is received by Chamber.	None	Reports (2)	**Achieved** Reports on provision and implementation of teacher development programs were presented in two Educator Development task team meetings Task Team Meetings: • 07 May 2021 • 16 February 2022 and 08 March 2022 Task team reports were presented and ratified in two Chamber meetings. Chamber meeting dates: • 11 June 2021 • 23 March 2022	None		
Quality Learning and Teaching Campaign (QLTC) Monitor progress on compliance with education non-negotiables in relation to QLTC activities and a report is received by Chamber.	None	Reports (2)	**Not Achieved**	Reports (2)	Progress reports on compliance with education non-negotiables in relation to QLTC activities were not presented in Q1 and Q2 of 2021/22 Chamber meetings. These meetings were held on 11 June 2021 and 27 September 2021. The Employer was not ready to table reports on QLTC due to the scope being too broad.	

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Dispute Prevention Monitor reports from the Employer on categories of misconducts, types, nature, status of grievances and disputes lodged; also, report with recommendations is received by Chamber.	**Achieved** Reports to monitor categories of misconduct cases, grievances and disputes lodged were presented by the Employer in the following Dispute Prevention task team meetings: • 08 September 2020 (reports for 1st quarter and 2nd quarter of 2020/21 were presented) • 18 November 2020 • 12 March 2021 The reports were presented and ratified in the following Chamber meetings: • 29 September 2020 (reports for 1st quarter and 2nd quarter of 2020/21 were presented and adopted) • 04 December 2020 • 16 March 2021	Reports (4)	**Achieved** Reports from the Employer on categories of misconducts, types, nature, status of grievances and disputes lodged, with recommendations were presented in Dispute Prevention task team meetings Task team meetings: • 18 May 2021 and 04 June 2021 • 17 September 2021 • 17 November 2021 • 11 March 2022 Task team reports were presented and ratified in four Chamber meetings. Chamber meeting dates: • 11 June 2021 • 27 September 2021 • 02 December 2021 • 23 March 2022	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Quality Management System (QMS) Monitoring reports on implementation of capacity-building programmes on QMS activities available in Chamber.	n/a	Reports (4)	**Achieved** Reports on implementation of capacity building programmes on QMS activities were presented in four QMS Task Team meetings. Task team meetings: • 10 May 2021 • 26 September 2021 • 05 November 2021 • 04 February 2022 Task team reports were presented and ratified in four Chamber meetings. Chamber meeting dates: • 11 June 2021 • 27 September 2021 • 02 December 2021 • 23 March 2022	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Implementation of Collective Agreements Monitor implementation of Collective Agreement No. 8 of 2003 on Integrated Quality Management System (IQMS) for School Based Educators, Collective Agreement No. 3 of 2017 on Education Management Service (EMS): Performance Management and Development System (PMDS) For Office Based Educators, Collective Agreement No. 2 of 2020 on Quality Management System (QMS); and reports are received by Chamber.	**Achieved** The reports to monitor the implementation of IQMS-EMS/PMDS were presented by the Employer in the following IQMS-PMDS task team meetings: • 21 August 2020 (reports for 1st quarter and 2nd quarter of 2020/21 were presented) • 17 November 2020 • 22 February 2021 The reports were presented and ratified in the following Chamber meetings: • 29 September 2020 (reports for 1st quarter and 2nd quarter of 2020/21 were presented and adopted) • 04 December 2020 • 16 March 2021	Reports (4)	**Achieved** Reports on implementation of IQMS and EMS: PMDS were presented in four IQMS task team meetings. Task team meetings: • 10 May 2021 • 26 September 2021 • 05 November 2021 • 04 February 2022 Task team reports were presented and ratified in four Chamber meetings. Chamber meeting dates: • 11 June 2021 • 27 September 2021 • 02 December 2021 • 23 March 2022	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Educator Resourcing Monitor the extent of utilisation of temporary educators and conversion into permanent appointments based on allocated posts through Post Provisioning Norms (PPN) and reports are received by Chamber.	**Achieved** Reports to monitor the extent of utilisation of temporary educators and conversion into permanent appointments based on allocated posts through post provision norms were tabled in the following Educator Resourcing task team meetings: • 19 August 2020 • 18 September 2020 • 20 November 2020 • 10 March 2021 The reports were presented and ratified in the following Chamber meetings: • 29 September 2020 (1st quarter reports were also ratified) • 04 December 2020 • 16 March 2021	Reports (4)	**Achieved** Reports on the extent of utilisation of temporary educators and conversion into permanent appointments based on allocated posts through Post Provisioning Norms (PPN) were presented in four task team meetings. Task team meetings: • 21 May 2021 • 15 September 2021 • 22 and 30 November 2021 • 07 and 15 March 2022 Reports of the task team were presented and ratified in four Chamber meetings. Chamber Meeting dates: • 11 June 2021 • 27 September 2021 • 02 December 2021 • 23 March 2022	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Employee Health and Wellness Monitor introduction and implementation of programmes on Employee Health and Wellness and a report is received by Chamber.	**Achieved** Reports to monitor introduction and implementation of employee health and wellness programs were tabled and ratified in the following Employee Health and Wellness task team meetings: • 26 August 2020 • 10 November 2020 • 05 March 2021 The reports were presented and ratified in the following Chamber meetings: • 29 September 2020 (1st quarter reports were also ratified) • 04 December 2020 • 16 March 2021	Reports (4)	**Achieved** Report on introduction and implementation of programmes on employee health and wellness were presented in four task team meetings. Task team meeting dates: • 04 May 2021 • 14 September 2021 • 16 November 2021 • 28 February 2022 Task team reports were presented and ratified in four Chamber meetings held on: • 11 June 2021 • 27 September 2021 • 02 December 2021 • 23 March 2022	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
PILIR Monitor introduction and implementation of programmes on Procedure on incapacity leave and ill-health retirement (PILIR) and a report is received by Chamber.	n/a	Reports (4)	**Achieved** Report on introduction and implementation of programmes on PILIR were presented in four task team meetings. Task team meeting dates: • 04 May 2021 • 14 September 2021 • 16 November 2021 • 28 February 2022 Task team reports were presented and ratified in four Chamber meetings. Chamber meeting dates: • 11 June 2021 • 27 September 2021 • 02 December 2021 • 23 March 2022	None		

Performance Overview of the Gauteng Chamber for the 2021/22 Financial Year

This report gives a performance overview of Chamber activities during the reporting period against the quarterly targets as set out in the approved APP for 2021/22. All Chamber meetings were held virtually during the period under review, except for the strategic planning workshop held from 24 to 26 November 2021. Despite the minor connectivity challenges, all Parties ensured that planned work was executed successfully. Parties worked in unison and ensured that the Provincial Chamber always remained focussed. Ms Confidence Masigo and Mr Pheello Metsing were re-elected as office bearers on 21 April 2021, as Chairperson and Deputy Chairperson, respectively.

Chamber signed Gauteng Collective Agreement No. 1 of 2021 "Recruitment and Placement Procedures for Educators at Schools", which replaced Collective Agreement No. 2 of 2005. Council ratified this collective agreement on 17 March 2022.

Progress of the activities of Chamber during the reporting period is recorded as follows:

Safety in schools

The Chamber, in the establishment of the safety in schools task team, showed how serious it has taken the issues of safety in schools. On quarterly basis, the Employer presented reports about measures the Gauteng Department of Education (GDE) has put in place in ensuring a safe environment for teaching and learning free from any act of criminality. Instead of four reports, the Employer tabled only three except for Q3: 2021/22. The presented school safety implementation reports highlighted the following:

- Partnership with Johannesburg Metropolitan Police Department (JMPD) on scholar patrol programme
- Partnership with the Department of Community Safety on patroller programme
- Oversight role in compliance with COVID-19 regulations
- Linking of schools with SAPS members to liaise during incidents
- District Observation on Implementation of School Safety strategy
- Report on disruptions of effective teaching and learning
- Provision of psycho-social support and alternatives to corporal punishment
- Awareness programmes in collaboration with various stakeholders:
    - Securing the physical environments of the schools and Occupational Health Safety (OHS) compliance

The Employer also dealt with issues on security services; safe school management; school safety strategy; security services programmes and school safety programmes.

Organised Labour urged the Employer to prepare an update report on the implementation of school safety programmes in line with set programmes.

The Employer also tabled the budget allocation for the financial year 2022/23 as follows: administration R133 000,00; security services R133 732 000,00; school safety R14 736 000,00 and patrollers: R156 324 000,00. The grand total for the allocations was R304 825 000,00.

Educator development

During the reporting period, reports from the GDE on provision and implementation of teacher development programs were presented and ratified in Chamber meetings. The Educator Development Task Team met on 16 February and 08 March 2022. The presented reports highlighted the following:

- Training report for 2021
- Training plans for Q4: 2021/22
- Bursary intake for 2021/22
- Skills audit and competency framework

The additional programmes on teacher development for 2022/23 which were not part of the ratified training schedule ratified in Chamber on 02 December 2021

Dispute prevention

In the reporting period, the Employer tabled quarterly reports in task team and Chamber meetings. The reports highlighted the following:

a) Finalisation of discussion on Draft Review of Collective Agreement No. 2 of 2005
b) Visits by Parties to view intermediary sites in Soweto, Soshanguve and the head office of the Employer
c) Signed settlement agreements allegedly not honoured
d) Management report of disputes by the Employer during the 2021/22 financial year:

- Management of Grievances: Total grievances received were 532, 441 were completed and 285 were completed within 90 days. This is an 83% completion rate.
- The top grievances identified during the reporting period were filling of posts; unfair treatment and salary matters.
- Management of disciplinary cases: total received were 426, total completed 297 and 151 completed within 90 days. It amounted to a 70% completion rate.
- The top disciplinary cases identified during the reporting period were assault, improper conduct and abscondment.
- Management of disputes: total received were 62, and 52 were in favour of GDE, 10 completed within 90 days, with a completion rate of 84%.
- The highest number of disputes identified during the reporting period were with regard to dismissals, Unfair Labour Practice (ULP) and interpretation of Collective Agreements (CA).

The above analysis assisted the task team to make recommendations on possible dispute preventative measures and mitigations.

Employee health and wellness (EH and W)

The Employer presented quarterly reports on the introduction and implementation of programmes on employee health and wellness. The presented reports highlighted the following:

(a) Policies already ratified: OHS; Bereavement; Sport and Recreation; HIV/Aids; TB Management and wellness management
(b) In consultation: substance dependency
(c) Summary of implementation Report (Q1 – 3 of 2021/22)

- **Objective**: EH and W: annualised targeted employees 3 800 - 4 500 (103% achieved)
- **Objective**: Financial Literacy Sessions: annualised targeted employees 2 000 (133% achieved)
- **Objective**: Retirement Planning: annualised targeted employees 1 000 (133% achieved)
- **Objective**: Cooperate Wellness Screenings: annualised targeted employees 1 000 (69% achieved)
- **Objective**: Coordinating the implementation of HIV/Aids and TB Management: annualised targeted employees 1 000 (71% achieved)

- **Objective**: Mental Health Awareness: annualised targeted employees 1 000 (58% achieved)
- **Objective**: Sports and Recreational activities: annualised targeted employees 750 (91% achieved)
- **Objective**: Condom distribution: annualised targeted employees 80 000 (117% achieved)
- **Objective**: Spiritual wellness: annualised targeted employees 3 500 (151% achieved)
- **Objective**: EH and W marketing and advocacy: annualised targeted employees 22 000 (79% achieved)
- **Objective**: GBVF: annualised targeted employees 1 000 (44% achieved)
- **Objective**: Substance abuse awareness program: annualised targeted employees 1 000 (54% achieved)
- **Objective**: Coordinate implementation of exit interviews of employees in GDE: annualised targeted employees – resigning and early retirements (14% achieved)

(d) Summary of OHS implementation report

- **Objective**: OHS inspections: annualised targeted employees 200 (40% achieved)
- **Objective**: Steering committee meetings: annualised targeted employees 24 (62% achieved)
- **Objective**: Establishment of sick bays: annualised targeted employees 20 (20% achieved)
- **Objective**: Investigations of Section 24 incidents (IOD): 100% achieved
- **Objective**: Monitor occupational hygiene surveys: annualised targeted 03 (100% achieved)
- **Objective**: Advocacy on OHS: annualised targeted 16% (25% achieved)

The total number of office-based population was 5 800. Confirmed office-based institutional COVID-19 total infections reported cases were 530. Recoveries were 511 while fatalities were 19. Total vaccinated stood at 121 592, the number still to be vaccinated was 7 506 and a total of 5 704 received booster vaccinations.

In addition, a successful financial wellness workshop was held on 24 August 2021.

Procedure on Incapacity Leave and Ill-health Retirement (PILIR)

The PILIR reports and recommendations were presented quarterly in Chamber meetings, summarised as follows:

(i) Diagnosis analysis report

- Diseases of respiratory system analysis of PILIR applications were 235 for the short period, 99 of them were recommended, 127 were not recommended and nine applications were partially recommended
- Mental and behaviour disorder PILIR applications were 194. A total of 131 applications were processed for the short period, 60 were recommended, 63 were not recommended and eight applications were partially recommended. For the long period applications, 60 were processed, 24 were recommended, 21 were not recommended and 15 were partially recommended
- Multi-systemic disorder PILIR applications were 192. For the short period, 140 applications were processed, 34 were recommended, 70 applications were not recommended, and eight were partially recommended. For the long period, 42 applications were processed, 28 were recommended and eight were not recommended; and six were partially recommended
- Ill-Health Retirement, two applications were processed. One was recommended and one was not recommended

(a) PILIR Human Resources Management (HRM) Grievances in 2021

- Short period grievances were 33 and four were long period
- Recommended for short period were 23, and two were for long period
- Not recommend for short period were eight and one was for long period
- Partially recommended for short period were two and one was for long period

(ii) PILIR referrals during 2021/22
- Those who were rehabilitated by their own doctors were as follows: short period 392, long period 171, ill-health four
- Employee Health and Wellness Programmes (EHWP) referrals after assessment by Human Resources Management Unit were as follows: short period 997, long period 211 and one ill-health
- Referrals because of work stressors in the short period were 16. Those were cases referred to as recommended by the Human Resources Management Unit
- Referrals on transformation as recommended by Human Resources Management Unit were 41
- Secondary assessment which was conducted by Human Resources Management Unit was one for the long period

(iii) PILIR rejections in 2021/22 by Head Office were 122 and 108 were rejected by the Human Resources Management Unit

(iv) PILIR booklets distribution in 2021/22 for the Head Office and district offices clusters of Johannesburg and TSWHAGA were 54 337

(v) PILIR report on classification:
- Females were 1 124 and males were 276 = 1 400.
- 476 plus 102 recommended, not recommended 587 plus 161, partially recommended 61 plus 13

(vi) Regarding the POPIA Act, the Employer has employed the services of a law firm to advice on the type of policy to be developed to enable the Employer to implement the POPIA Act, particularly the management of confidential information of individuals within the Gauteng Department of Education. The intervention was brought about by a decision by Organised Labour, which urged the Employer to make resources available to manage confidential information of individuals.

(vii) Regarding the Injury on Duty/Occupational Health and Safety, the unit responsible for both office-based and school-based Occupational Health and Safety in the workplace would table comprehensive reports in the 2022/23 financial year

Quality Management System (QMS)

The Employer tabled quarterly progress reports on the implementation of capacity building programmes on QMS activities. The QMS reports highlighted the following QMS training and implementation on processes and procedures:

- Summary of QMS trainings for PL 1s to PL 3s was also presented. PL 1s trained was at 99%, PL 2s trained was at 98% and PL 3s training was at 100%. Total percentage trained was at 99% and outstanding percentage is 1.35%
- Collective Agreement No. 2 of 2020 on QMS processes and procedures had to be fully implemented by all educators from 01 January 2022
- All SMT members are expected to develop work plans for 2022 by 18 February 2022

Summary of QMS Trainings as at 27 January 2022:

(a) Deputy Principals (PL 3s

Total Number of PL 's	Deputy Principals Trained on QMS	% Trained
2 814	2 814	100%

(b) Head of Departments (PL 2s)

Total Number of PL 2s	Head of Departments trained on QMS	% Trained
8 973	8 763	98%

(c) Educators (PL 1s)

Total Number of PL 1s	Educators trained on QMS	% Trained
55 681	54 939	99%

Integrated Quality Management System (IQMS)/ Education Management Service (EMS): Performance Management and Development System (PMDS)

During the period under review a few challenges were experienced during Q1: 2021/22. Some educators refused to be assessed. Constructive interventions were made by the Employer. In addition, allegations were made of marginalisation of some office-based educators in relation to appraisal processes. Some educators were promoted during the appraisal cycle and could not finalise their appraisal scores. The Employer was also urged to finalise IQMS payments of education therapists/psychologists. Of the 575 education therapists/psychologists, payment was only made to 37. Total number for IQMS for therapists evaluated was 512. A total of 379 qualified for pay progression payment on 01 July 2021. Various compelling reasons exist for those who did not qualify for pay progression payment.

Educator performance related pay progression payment was effective from 01 July 2021. This was for both the school-based and office-based educators for the 2020/21 cycle. The estimated number of educators who were evaluated were 61 878. Those who qualified for pay progression payment by 01 July 2021 were 52 810. Cost implication totalled R202 646 822.32.

IQMS is to be phased out by January 2022 for all school-based educators. School-based therapists and psychologists would continue to implement IQMS (Collective Agreement No. 4 of 2005) until their new collective agreement was finalised. Follow ups would be done to close the gaps until 14 February 2022.

Educator resourcing

The Medium-Term Expenditure Framework (MTEF) consultation process in respect of post provisioning took place during a workshop held on 21 May 2021. This was followed by the finalisation of the post provisioning consultation process and determination of possible new posts for placements of temporary educators and issuing of post establishments by September 2021. Subsequently, the process followed to facilitate the placement of temporary educators against the new post establishments was effective from January 2022. The implementation of post establishments and close up reports on placement of temporary educators against new post establishments occurred from January to March 2022.

Chamber received and evaluated progress reports from the Employer on a quarterly basis on the extent of utilisation of temporary educators and conversion into permanent appointments based on allocated post provisioning norms.

The Employer also presented an update on Vacancy Circular 01/2019 (PL 2 – P4); Vacancy Circular 03/2019; Vacancy Circular 04/2019 (Principals only); Vacancy Circular 01/2020; Vacancy Circular 03/2020 (Educator Promotional and Therapists); Vacancy Circular 04/2021 (Educator Promotional and Therapists) and Vacancy Circular 11/2021. Chamber is currently finalising consultations on the Review of GDE Recruitment and Selection Policy and the implementation of

Guidelines for Appointment of School-Based Educators and Chief/Education Therapists, for the upcoming advertisement of posts in Q1: 2022/23.

School-based vacancy rate, as of the end of January 2022:

Total allocated	65 443 advertised posts
Total filled	61 925
Total vacant	3 518

District Offices vacancy rate, as of the end of January 2022:

Total allocated	2 421
Total filled	2 026
Total vacant	395

Head Office vacancy rate, as of the end of January 2022:

Total allocated	449
Total filled	361
Total vacant	88

Delays in finalising the recruitment processes ranged from governance issues, to grievances and management plans not adhered to.

During consultation processes regarding post provisioning about growth posts, the Employer indicated in its report that for the 2022 academic year, 1 650 posts were allocated due to budgetary constraints. Thus far 800 were deployed to schools in need. Organised Labour raised concerns indicating that the number was too low. As at March 2022, reports from schools indicated that most schools were overcrowded. The Employer's response was that they were engaging with Treasury for additional funding and feedback would be provided at an opportune time.

Reports were tabled on a quarterly basis by the Employer regarding conversions of temporary educators/education therapists. Thus far, a total of 1 457 were identified who qualified for conversion by October 2021. A total number of 1 439 educators were successfully converted through the System Change Control, thus complying with Collective Agreement No. 4 of 2018. The system used was helpful as it curbed many abuses perpetrated against vulnerable temporary educators. Those on PERSAL who qualified for conversion would automatically be converted to permanent appointment by the system. Thereafter relevant forms would be sent.

Additional achievements:

Quality learning and teaching campaign (QLTC)

The Gauteng Department of Education was expected to present quarterly progress reports in Chamber on compliance with non-negotiables in relation to QLTC activities. In the task team meetings held on 22 April 2021; 20 August 2021; 06 September 2021 and Chamber meetings held on 11 June 2021 and 27 September 2021; the Employer was not yet ready because of the broadness of the scope of QLTC. This led to a meeting between the national negotiators and the provincial chamber on 26 July 2021 where the issue of the broadness of the scope of QLTC was discussed. It was agreed that the issue would be taken back to Council for consideration.

On 11 March 2022 a meeting with all PELRCs reported that QLTC was removed from all the APPs of PELRCs.

Information and Communication Technology (ICT)

The Information and Communication technology (ICT) task team was established to receive reports on ICT in the GDE to monitor the use of computers, communication devices and software applications. The reports presented highlighted the following:

- Pilot project for the automation of Employee Self-Service System (ESS)
- Implementation and monitoring of the pilot project processes by Parties
- Commitment to continuous engagement on the project
- ICT project status update report
- Regular tabling of update reports on ICT regarding tablets given to learners as well as teachers' laptops given for teaching and learning
- The extent to which Wi-Fi had been covered in GDE

Curriculum

At the beginning of the financial year the Employer presented an Oral Reading Fluency Assessment 2021 and Memo on the Implementation of Oral Reading Fluency Assessment 2020. Areas of concern raised by Organised Labour were later amicably cleared.

During the reporting period the Employer tabled a report on the state of preparedness to provide curriculum support to schools that could not return 100% of learners due to COVID-19 challenges. A multi-recovery plan was put in place to recover the learning lost, while building on foundational content for the next grade. Curriculum gaps and remediation would be identified. Baseline assessment would be conducted in each grade to determine the extent of learning lost. Challenges impacting on curriculum coverage were also dealt with accordingly.

Plans to increase participation and performance in Mathematics, Physical Science and Technology were also put in place. Assessment support to the FET phase was dealt with by conducting school assessment support visits to support and monitor the implementation as application of moderation principles. The decline in technical subjects was also dealt with in accordance with the guidance in the Technical High Schools (THS) strategy.

The Employer tabled a report on a project called Grade 12 support for National Senior Certificate for 2021 (broadcasts). In that, the GDE availed live lesson broadcasts (YouTube Channel Views) as part of its live lesson broadcast project. Those broadcasts targeted 12 gateway subjects and some Home Languages. The project started in September 2021 and continued in January 2022.

Common exams

In 2015 the GDE expressed a need for a common assessment task at the end of the Foundation Phase in English First Additional Language, English Home Language and Mathematics and for Provincially set examinations to be written in Grades 6, 9, 10 and 11 in certain key subjects. All papers were internally and externally moderated. The purpose of setting the common assessments provincially was outlined. Considering the outbreak of COVID-19 in early 2020 and subsequent loss of contact time, assessment requirements were amended to accommodate lost learning and teaching time. There were no formal examinations and school were encouraged to set school-based tasks/control tests to assess learners in accordance with the revised Annual Teaching Plans (ATP's). The Employer reported that educators were provided with necessary curriculum support.

The GDE conducted a situational analysis and found that in 2020 and 2021, Grade 10 and 11 learners did not write the June Examination and end of year examination. They wrote School Based Controlled Tests. The current Grade 10 and 11 learners were in Grade 9 in 2020 and 2021 respectively. Promotional requirements were tweaked, and most learners were progressed to the next grade with condonation in Maths and 5% adjustment in three subjects. In Grade 12, the

curriculum could not be tweaked. At the beginning of 2021, research was conducted with 2021 Grade 12 learners in ten subjects. The summary of findings raised critical challenges. In planning for 2022, realising that Grade 12 learners would not sit for an untrimmed curriculum, the Employer tabled a proposed 2022 provincial assessment tasks/tests for Grade 11s and 12s. The proposal was rejected by Organised Labour. Organised Labour feared that educators would be overburdened. The issue remained unresolved.

Learners with Special Educational Needs (LSEN)

The Learners with Special Educational Needs (LSEN) task team was established as it was recognised that some normal learners had delays achieving developmental milestones. The employer tabled reports on LSEN and those reports highlighted the following:

1) Backlog of payment of salaries in LSEN schools
2) Technical Occupation Curriculum (TOC) – Training
3) Curriculum and Assessment Policy Statement (CAPS) Training
4) Curriculum and Assessment Support Plans for Special Schools
5) Provision of support to district officials, skills audit data had to be conducted to determine if educators had qualifications in the field of inclusive/remedial education or not. Further, to establish if educators had received training on Guidelines for Inclusive Education or Full-Service Schools, including differentiated interventions in the classrooms, knowledge to offer curriculum support, knowledge on classroom management
6) Measures put in place by Employer to provide relevant curriculum support to educators in LSEN schools
7) Job descriptions and evaluation of education assistants and classroom assistants

Grade R (Universalisation)

The Grade R task team met quarterly and dealt with important issues affecting the Grade R practitioners. Progress was made on the following:

a) Introduction of Grade R Improvement Programme in Mathematics and Home-Languages
b) Grade R practitioners on NQF Level 6 and 7 who meet requirements for absorption would be absorbed permanently into the education system as PL 1 educators
c) Memo and Management Plan on upgrading and conversion of qualifying Grade R Practitioners effective from 01 January 2022
d) Career pathing for Grade R practitioners on NQF Level 4 and NQF Level 5 who did not meet the requirements for conversion and absorption in the education system
e) Payment of Grade R practitioners

Magnet schools

The Magnet schools task team and Chamber dealt with the following during the period in review:

a) Inclusion of performing arts as part of the curriculum in magnet schools
b) Budget allocation amounting to R40 000.00 to magnet schools
c) Post establishment allocated to magnet schools in August 2021. A total of 139 posts were allocated in July2021 to magnet schools, 60 females and 79 males, 83 permanent, 19 temporary and 37 permanent on probation (conditional SACE certificates)
d) Introduction of dramatic arts and dance in magnet schools
e) Multi-certification skills programmes starting from Grade 4 to 9
f) Magnet music programme Grade 4 to 12
g) Further Education and Training (FET) music and accredited certification

Grade 12 markers

The Grade 12 markers task team meeting was held on 26 January 2022. The presented report highlighted the following:

h) November 2021 National Senior Certificate (NSC) Examinations and marking process
i) Payment of markers for the November 2021 NSC Examinations

Policies

The GDE presented the Draft GDE Resettlement Policy and Draft GDE Sexual Harassment Policy in the Policies Task Team and Chamber meeting. Both GDE and Organised Labour agreed on further consultations with respective principals. It was agreed that meetings to finalise recommendations and ratification would be convened at an opportune time.

Strategy to overcome areas of underperformance

STANCO is to quarterly monitor, evaluate and review progress on the performance of the affected task teams.

Changes to planned targets

3rd and 4th quarter targets on QLTC were removed during the mid-term review.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Gauteng	566	366	200
Total	**566**	**366**	**200**

3.1.1.4 KwaZulu-Natal

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning Facilitate the consultation process for Post Provisioning and reports presented to Chamber.	**Achieved** A report on the Consultation meetings on Post Creation between the MEC and educator unions and Post Distribution between the HOD and educator unions was presented to the Chamber meeting on 30 September 2020, this included the first and second quarter reports.	Workshop (1) Reports (2)	**Achieved** A report on the Indicative Budget workshop was presented in the Chamber meeting on 30 March 2022. Reports on the consultation meetings process for Post creation and distribution were presented to the Chamber meeting on 09 December 2021.	None		
Incentives for Educators Monitoring reports on the implementation of incentives for educators are available and presented to Chamber.	**Achieved** Reports from the task team on the Payment of Incentives for 2020 were presented covering quarter one and quarter two and were adopted at the Chamber meetings held on: • 30 September 2020 • 14 December 2020 • 20 April 2021	Workshop (1) Reports (2)	**Not Achieved** Reports were not submitted to Chamber meetings.	Workshop (1) Reports (2)	Chamber agreed that the workshop will be included with the HR Summit during the first quarter of the new financial year. Planning has started for this activity. Discussions were held in Chamber meetings.	

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Employee Health And Wellness (EHW) Monitoring reports on implementation of EHW programmes are available and presented to Chamber.	**Achieved** Reports from the task team on implementation of Employee Health and Wellness Programmes were presented covering quarter one and quarter two and were adopted at the Chamber meetings held on: • 30 September 2020 • 14 December 2020 • 20 April 2021	Reports (4)	**Achieved** Monitoring reports on implementation of Employee Health and Wellness Programmes were presented to Chamber meetings on: • 05 July 2021 • 23 September 2021 • 09 December 2021 • 30 March 2022	None		
Teacher Development Monitoring reports on implementation of new and/or existing Teacher Development Programmes and reports presented to Chamber.	**Achieved** Progress reports on implementation of Teacher Development Programmes were presented and adopted in the Chamber meetings held on: • 30 September 2020 • 14 December 2020 • 20 April 2021	Reports (4)	**Achieved** Monitoring reports on implementation of new and/or existing Teacher Development Programmes and reports were presented to Chamber meetings on: • 05 July 2021 • 23 September 2021 • 09 December 2021 • 30 March 2022	None		

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Dispute Prevention Monitor and analyse statistical reports presented to Chamber on the categories and status of Grievances, Misconduct, and Disputes lodged as well as from time to time, adopting new dispute prevention strategies.	**Achieved** Reports from the Dispute Prevention task team were presented covering quarter one and quarter two and were adopted at the Chamber meetings held on: • 30 September 2020 • 14 December 2020 • 20 April 2021	Reports (4)	**Achieved** Reports from the Dispute Prevention task team were presented and adopted at Chamber meetings on the status of Grievances, Misconduct, and Disputes lodged on: • 05 July 2021 • 23 September 2021 • 09 December 2021 • 30 March 2022	None		
Quality Learning and Teaching Campaign (QLTC) The Employer to table a progress report on the monitoring of COVID-19 non-negotiables.	n/a	Reports (4)	**Not Achieved** The Employer tabled progress reports on QLTC without any monitoring of COVID-19 negotiables in Chamber meetings on: • 23 September 2021 • 09 December 2021	Reports (2)	QLTC reports were rejected by Labour because the Employer had not included Parties in the process. The reports did not address the predetermined target.	
Quality Management System (QMS) Monitoring reports on implementation of capacity building programmes on QMS activities available in Chamber.	n/a	Reports (4)	**Achieved** Monitoring reports on implementation of capacity building programmes on QMS activities were tabled at Chamber meetings on: • 05 July 2021 • 23 September 2021 • 09 December 2021 • 30 March 2022	None		

Performance overview of the KwaZulu-Natal (KZN) Chamber for the 2021/22 Financial Year

It is pleasing to report on the performance of the KZN Chamber for the financial period under review. Despite the Chamber's challenge of having two different Acting Provincial Managers assisting in ensuring that operations were not hindered, the overall performance of the KZN Chamber must be measured against the aforementioned reality.

Parties to this Chamber played an immense role to ensure that predetermined targets are met, assisting with quality checking reports of face-to-face meetings, as well as upholding the constitution of the ELRC. Virtual and face-to-face meetings were generally well attended. The overall performance of the KZN Chamber must also be measured taking into consideration the multiple additional activities that were dealt with under the scope of the Chamber.

Post Provisioning

The Employer and Employee Parties reported that the Indicative Budget workshop was postponed in Chamber. Parties were requested to provide proof of this workshop because the records of the Chamber indicated that this workshop was indefinitely postponed.

Parties discussed this matter at the STANCO meeting of 28 March 2022 and all Parties confirmed that the workshop took place. They indicated that the workshop was escalated to the Office of the Premier of KwaZulu-Natal. The reason for the postponed workshop at Chamber level was due to the financial context in which the Department was at the time. The matter was amicably resolved. At the Chamber meeting of 30 March 2022 the Employer presented written confirmation that the workshop took place.

Consultation meetings on the Basket of posts have been successfully concluded during the period under review. A report was presented at the Staffing task team meeting and the task team submitted a report to the Chamber meeting on 09 December 2022. This program performance indicator was achieved.

Incentives for Educators

Parties agreed at the Chamber meeting of 09 December 2022 that the Incentives for Educators workshop should be incorporated with the Human Resource (HR) Summit during the fourth quarter. The HR Summit was postponed to the first quarter of the next financial year. Parties cited that because of the appointment of a new Provincial Manager at Chamber, it would be sensible to have the incumbent manager present. This was done to ensure that the new incumbent understands what the pertinent matters are in the Department as well as to get acquainted with the operations in the Chamber.

The Employer did not submit any reports on Incentives for Educators to Chamber during the period under review, although the matter was raised at Chamber meetings. This program performance indicator was therefore not achieved.

Employee Health and Wellness (EHW)

The Employer has consistently submitted reports to the Employee Health and Wellness Task Team meetings during the period under review. Monitoring reports on the implementation of Employee Health and Wellness Programmes were presented at all Chamber meetings.

The Employer implemented the following programmes during the financial year:

- Management of Referrals

Self - Referrals	Informal Referral	Formal Referral	Health Related	Work Related Problem	Psychosocial Problems (Trauma and Psychological)	Family Problem	Substance Abuse	Bipolar
7	13	4	1	3	5	2	2	1

Relationship Problem	Financial	Marital Problem	Incapacity Leave	Ill-Health	Psychosocial Interventions (referred to Psychologist, Psychiatrist, DEDTEA, SANCA, DSD, HR, Circuit Manager, Pension Section, Counselled)	Active Cases	Closed Cases
1	1	1	2	1	38	17	7

- Conducted Employee Health and Wellness Programmes

Activity	Number of attendees
Employee Health and Wellness Advocacy	14
Trauma Debriefing	16
Gender Based Violence Workshop	28
Total	**58**
Condom Distribution	
Male Condoms	**2880**
Female Condoms	**220**

- **Teacher Wellbeing Seminar**: A successful hybrid seminar was held in collaboration with Parties to Chamber on 18 March 2022. The Employer managed to raise financial resources from reputable businesses in KwaZulu-Natal.

Teacher Development

The Employer presented progress reports to the task team meetings throughout the financial year on Teacher Development projects, which were deliberated. The task team reports were submitted to Chamber meetings. The reports mainly covered the teacher development programmes that have already been conducted during the 2021/22 financial year. The Employer reported on programs that will be conducted after the meeting of 15 February to 31 March 2022, which will be reported on in the next meeting of the task team. Four programs were implemented during the reporting period namely: Coding and Robotics Orientation Workshops; Professional Development Framework for Digital Learning; The Building Blocks Project, and Just-In-Time (JIT) Report. The following salient matters were highlighted from the different programs.

Coding and Robotics Pilot Project: The DBE approved the introduction of the CAPS for Coding and Robotics for Grades R-9. This was in response to the emerging global phenomenon of the Fourth Industrial Revolution (4IR), which prepares the world for the new body of knowledge. The DBE is piloting Coding and Robotics in Amajuba, Uthukela, Zululand, Umkhanyakude, King Cetshwayo and Pinetown districts as follows: Grade R - 3 and Grade 7 from 2022; Grade 4 - 6 and Grade 8 – 2023; and Grade 9 – 2024. The new subject will be offered in all schools with Grade R- 9 as follows: Grade R - 3 and Grade 7 from 2023; Grade 4 - 6 and Grade 8 in 2024; and Grade 9 in 2025.

Structures for the 2022/23 Financial Year: The established structures, namely the Steering Committee, Project Management Team (PMT), Provincial Training Team (PTT), and District Training Teams (DTTs), will continue to provide leadership. General Education and Training (GET) Teaching and Learning (TLS) Chief Education Specialists (CESs) from Umlazi, Umgungundlovu, Umzinyathi, Ugu, Harry Gwala and Ilembe (non-piloting districts) have been incorporated into the PMT during 2022. The province is preparing for full implementation in Foundation Phase (FP) and Grade 7 and CESs play a critical coordinating role within their districts. Together with Subject Advisors from these districts and other officials, these CESs will be orientated on C and R CAPS policy in March 2022.

Monitoring and Support by the DBE: Monitoring and support by a team led by the DBE was done on 02 and 03 February 2022 in one school each in Uthukela and Zululand, respectively. Both schools have computer laboratories and teaching and learning of the new subject is taking place.

Engagement with Higher Education Institutions (HEIs) on Content Training: Mancosa agreed to present their C and R courses for Foundation Phase and Grade 7 educators to the PMT and Provincial Training Team (PTT) on 17 February 2022. Other HEIs to be invited to present their C and R courses are among others, UniZulu and Regent.

Content Training through UNISA: In October 2021 Foundation Phase teachers did the Massive Open Online Course *(MOOC) – DBE001: Digital Literacy for Educators*. Some teachers could not register and do the first module; therefore, registration was kept open to enable all FP piloting teachers and NTT members to access the course. Recordings of the webinars are available and portfolios can still be submitted. Provinces were informed that from 01 February to 10 February 2022 teachers would be exposed to *MOOC – DBE002: Coding and Robotics for Educators*. However, the course was changed to Digital Literacy. Teachers had to attend evening lectures from 18h00-19h00. To complete the course, teachers are expected to submit a portfolio for each of the two modules. Coordinators were encouraged to join the lecture sessions but were not given access to the portfolio, therefore it is still not known what is covered in their course for Foundation Phase. Feedback on who completed the course will only be provided by Unisa after submitted portfolios have been assessed.

Funding for Coding and Robotics: A budget has been set aside from the Maths Science and Technology (MST) Conditional Grant for Coding and Robotics as follows: R8.9-million for establishment of C and R laboratories in eight piloting schools; R2.6 million for training Grade 9 piloting educators; and R170 000 for learner support. Districts are currently collating a database of Foundation Phase and Grade 7 C and R educators in preparation for orientation on CAPS policy during the school vacations of 2022. KwaZulu-Natal Circular No. 10/2022, which informs the system about the intention to conduct orientation for targeted teachers during the school holidays, was communicated to schools as well as the Provincial Education Labour Relations Chamber (PELRC).

Challenges: Introduction of the new subject in Foundation Phase and Grade 7 before completing the pilot and reflecting on lessons learnt. Piloting schools are mainly teaching theory because they have not been provided with the necessary resources. The absence of reliable internet connectivity at the District Teacher Development Centres (DTDCs) and in piloting schools. Many educators do not have their own laptops and some computers at the centres are obsolete. The capacity of the DBE Moodle platform is limited. The province needs its own Moodle server.

Mitigation: DBE should assess the state of readiness of provinces before rolling out the new subject to scale. All DTDCs and piloting schools should be provided with reliable internet connectivity. Laptops should be provided to all piloting educators. Obsolete computers at the centres should be replaced with new ones. The province should invest in a Moodle server.

Forthcoming Activities: The following activities will be conducted this year: Orientation of district officials in March 2022; Training of SMTs of piloting schools on CAPS policy; Orientation of Grade 9 piloting educators; Orientation of approximately 10 000 Grade R-3 and Grade 7 C and R teachers in 2022 for full implementation in 2023; Content training for Grade 7, 4-6 and eight teachers by DBE though UNISA; Content training for all Grade R-3 and Grade 7 C and R teachers for full implementation in 2023; and ongoing engagement of HEIs regarding content training.

Labour raised the following matters on the presentation: They were concerned that it seemed excessively expensive to establish and resource a Coding and Robotics laboratory. They enquired whether the DBE is providing any funding for the Coding and Robotics pilot project. They enquired if the R2.6-million allocated from the MST conditional grant 2022/23 also provides for educators' accommodation. The PELRC Acting Provincial Manager reminded the Employer that it was not the responsibility of the PELRC to issue such notices to educators.

The Employer agreed that officials from MST and ICT would be invited to the next TD Task Team meeting to provide responses to the questions raised regarding the costs of establishing and resourcing a Coding and Robotics lab. It was also clarified that the DBE is not funding the Coding and Robotics pilot project. They further clarified that indeed, it was not the responsibility of the PELRC to issue notices to educators regarding the training that the Employer intends conducting during school vacation. It is the responsibility of the Employer to issue such notices, and it is for this reason that KZN Circular 10 of 2022 was issued by the Employer, giving notice of the Coding and Robotics workshops to be conducted during school vacations. The Employer confirmed that the money allocated for Coding and Robotics was for all training costs, which included costs incidental to training, such as accommodation.

Professional Development Framework for Digital Learning (PDFDL)

Progress Report: From 26 to 27 January 2022, 120 district and Head Office officials were re-orientated. These included officials from Teacher Development, Subject Advisors from GET and Further Education and Training (FET), Information Technology Officers, and ICT Coordinators. Each district is expected to orientate 250 educators in the 2021/22 financial year and 450 in the next financial year.

Challenges: The absence of reliable internet connectivity at the DTDCs and in piloting schools. Many educators do not have their own laptops and some computers at the centres are obsolete.

Building Blocks (Availability of Management Documents): Building blocks are 16 management documents used for enhancement of effective school management. The existence of these documents and evidence of effective use thereof serves as a basis for accountability. The DBE has sampled 275 schools in KZN for verification and support. Reporting has been done to DBE on the schools where verification has been completed and the rest will be sent soon.

Progress Report: On 25 January 2022, the DBE conducted orientation for all Centre Managers and ITOs on Digital Skills in preparation for them to train Foundation Phase teachers. A Task Team consisting of nine Centre Managers and ITOs combined was established to structure the three-day programme and to factor in basic computer skills to DBE's programme. The Task Team met at Dokkies on 04 February 2022 to commence its work. On 10 February 2022, the Task Team conducted a dry run with all Centre Managers and Information Technology Officers (ITOs). Training of educators will commence next week.

Labour enquired about the rationale for the Digital Skills programme for educators. The Employer provided the response with reference to what is reported under the progress report on this matter.

Forthcoming Programmes/Activities

Training of SMT's on Leadership and Curriculum Management: Jika IMfundo Curriculum Management workshops on Module 2 will be rolled out in March 2022. This is a programme aimed at assisting district officials, school management and educators with tools used for professional and supportive conversations related to curriculum management.

Induction of Newly- Appointed SMTs: Information on appointments of school-based posts already made in terms of HRM 35 of 2021 has been solicited from the HRS directorate to do the planning and roll-out of induction of newly appointed SMTs. Induction of newly appointed SMTs will commence in March 2022.

Just-In-Time Report

This report apprised members of the Teacher Development task team of Chamber on the progress regarding the implementation of the JIT programme in the first term of 2022. It must be noted that as Curriculum FET they have only been able to conduct planning meetings and only one teacher development programme. They attributed this situation to the Departmental budgetary constraints.

Teacher Development Programme: On the weekend of 05 to 07 January 2022 they were able to provide one teacher development programme targeting 44 educators of Agricultural Management Practices (AMP) and Agricultural Technology (AT). The focus of the programme was to equip educators with the latest methodologies and with content depth in the respective subjects. The attendance was 100%. Other than that, all our interventions so far have been limited to JIT Planning meetings.

JIT Planning Meetings: These meetings were held in all gateway subjects targeting subject advisors. The thinking is that subject advisors will go back to their districts and begin to roll out the JIT programme for their educators as envisaged. As things stand, they are finalising the materials that will be used for the rollout in various districts. Once the materials are finalised and printed, they intend to reach all the educators in all the gateway subjects through the programme. Districts have been given a discretion as to when and how they will do the rollout, depending on their district plans and circumstances. However, they have set timelines for these workshops to be conducted and requested districts to submit all their rollout programmes to Head Office. They should be able to report on this in the next meeting.

Dispute Prevention

DPTT reports were submitted to all Chamber meetings during the period under review. The reports contained both the national and provincial statistics on conciliations/arbitrations, misconduct, grievances, disputes, and other disciplinary related matters together with recommendations to the Chamber meetings.

National Statistics Report (1 October – 31 December 2021)

Disputes referred by province reveal a total of 176 disputes; EC had the highest number of disputes, KZN had the third highest number at 31 disputes, and NC the lowest number of disputes referred. Disputes Referred by Nature: October to December 2021: The three disputes of KZN related to Unfair Labour Practice (ULP)/Promotion, nine other ULP, eight unfair dismissals, two special dismissals related to abuse of learners, five Basic Conditions of Employment Act (BCEA) referrals, and two interpretations of a collective agreement. In Jurisdiction as per nature: October to December 2021: A total of 124 cases. Of the 124, 20 related to KZN. Out of Jurisdiction as per nature: October to December 2021: A total of 52 with 11 applicable to KZN. Processes Conducted: October to December 2021: A total of 506 nationally, with 129 applicable to KZN. Of the 506 processes conduct 16 Conciliation/pre-arbitration were for KZN and 113 arbitrations for KZN, which amount to 129 processes. Disputes finalised by outcome: October to December 2021: A total of 131 disputes were finalised. The number of disputes finalised for KZN was 22. These disputes were as follow: Withdrawn two conciliations, settled one conciliation, withdrawn six arbitrations, settled two arbitrations, seven awards issued, three rulings, and one special award. Arbitrations heard in the period: October to December 2021: From the 2018/19 to 2021/22 financial years, a total of 110 arbitrations were heard for KZN. For the period 2021/22 of the total 206 arbitrations, 45 were from KZN. Cases carried over from previous period: A total of 367 were carried over nationally, 88 of the carried over cases are for KZN. Postponements and adjournments: October to December 2021: Of the 38 national number of postponement and adjournments, KZN had 17. Postponements were 14 and three adjournments. Active Inquiry by Arbitrator October to December 2021: nationally a total of 13 active inquiries by arbitrator cases. Of the 13 cases, nine reside in KZN, three in GP and one in WC.

Intervention strategies on Inquiry by Arbitrator developed by KZN DoE

A meeting was convened by the MEC with the national ELRC to discuss the finalisation of all backlog cases since the promulgation of this Collective Agreement. The main concern of the Department was that cases referred since 2019 were not set down for conciliation/arbitration. The ELRC equally raised concerns particularly at two levels namely: matters of sexual assault of learners were being settled via conciliation which was unacceptable. Settlement agreements on sexual assault are no longer acceptable via the ELRC. The state of unpreparedness of Parties and cost implications thereof both arising out of prolonged suspensions and of wasted costs to the ELRC in cases of postponements. The Department of Education was to share their cases of sexual misconduct reported in the 2019/20 financial period to ensure that all cases registered with the ELRC were set down as a matter of urgency. This was complied with and the cases are currently on the roll.

Several reasons were cited why prosecution on cases of sexual assault on learners were unsuccessful. The Department has adopted a zero-tolerance stance on all cases of sexual assault and sexual harassment involving learners. A proposal was made by the Department of Education to involve parties of the DPTT to be part of the workshops arranged by the Department of Justice to be part of their training program. Once the program is finalised, an invite shall be extended to the DPTT members to be part of the training sessions. The PELRC recognises the need to establish an institutionalised forum to address two critical themes. First is the desensitisation, education, and empowerment of GBV related violence. The second is to monitor and give expression to cases of GBV. The Department of Education has made it mandatory for all cases of sexual assault to be reported to the SAPS and for misconduct proceedings to be initiated for failure to report such cases. The Department has issued HRM No. 37 of 2021: Sexual Offences Committed against Learners: Reporting to SAPS and Other Related Matters.

The Employer reported on the number of misconduct, grievances, disputes, and other related disciplinary cases that they dealt with quarterly. Intervention strategies have been recommended to the Chamber meetings, when necessary, for adjudication.

Quality Learning and Teaching Campaign (QLTC)

QLTC reports were consistently presented at Chamber meetings. The reports only covered QLTC operations and not COVID-19 compliance information.

The fourth quarter's report on QLTC was analysed and deliberations ensued. Several concerns were raised by Labour. Labour indicated that it was a good report, but that it was unfortunately from an individual. Labour noted the report. They indicated that it was clear that Labour was mainly involved with the signatory stage of QLTC. They wanted clarity if there was a provincial QLTC structure and what its mandate was.

The Employer indicated that the provincial structure was still being resuscitated and all stakeholders have made presentations. They were still waiting on one union to submit names. The Employer must ensure that the structures are in place by 15 April and they will table the mandate of the QLTC structure at the next meeting.

Labour reiterated that the report was not from a provincial structure because there is no provincial QLTC structure. Labour was never invited to such a meeting. Labour indicated QLTC is a societal issue and an individual cannot submit a report where the integral part, which is Labour's involvement, is missing. They indicated that the Employer must take the report back to their principals and revert back to this Chamber with a provincial QLTC structure report. Labour rejected the QLTC report. The target was therefore not achieved because of the absence of information pertaining to COVID-19 non-negotiables compliance.

Quality Management System (QMS)

The Employer presented progress reports on QMS at all TDTT meetings. The task team reports were submitted to all Chamber meetings. The Employer presented a consolidated progress report to the Teacher Development task team meeting on 15 February 2022 and highlighted the following salient matters:

Training on QMS

The Quality Management System is a performance management system that is designed to evaluate the performance of all individual school-based educators to achieve high levels of performance. Training of educators on QMS is mandated by Collective Agreement No. 2 of 2020. The Collective Agreement requires that all school-based educators are trained on the QMS. Currently the Department of Education is conducting the necessary training.

Progress Report

The QMS statistical report provided below constantly changes based on the submission of reports by districts, since training is in progress. Currently training of educators is as follows: Deputy principals: 2 120 out of 2 248 (94%) completed. Departmental Heads: 9 498 out of 10 187 (93%) completed. Post Level 1 educators (PL1s): 48 756 out of 70 597 (69%) completed. The tables below depict the different Post Levels trained per district.

Deputy Principals Trained

District	Expected	Actual	Percentage
Amajuba	168	168	100%
Harry Gwala	105	105	100%
Ilembe	146	146	100%
Pinetown	364	355	98%
Ugu	180	137	76%
Umgungundlovu	231	231	100%
Umkhanyakude	177	152	86%
Umlazi	204	198	97%
Umzinyathi	115	115	100%
Uthukela	174	189	109%
King Cetshwayo	228	168	74%
Zululand	156	156	100%
Total	**2 248**	**2 120**	**94%**

Number of Departmental Heads trained

District	Expected	Actual	Percentage
Amajuba	574	574	100%
Harry Gwala	545	545	100%
Ilembe	620	653	105%
Pinetown	1280	1247	97%
Ugu	818	646	79%
Umgungundlovu	798	798	100%
Umkhanyakude	828	816	99%
Umlazi	1025	993	97%
Umzinyathi	694	694	100%
Uthukela	951	837	88%
King Cetshwayo	1100	741	67%
Zululand	954	954	100%
Total	**10187**	**9498**	**93%**

Number of Post Level (PL) One Trained

District	Expected	Actual	Percentage
Amajuba	3662	3675	100%
Harry Gwala	3503	1869	53%
Ilembe	4328	4299	99%
Pinetown	8919	8568	96%
Ugu	5208	4232	81%
Umgungundlovu	5965	4442	74%
Umkhanyakude	5932	715	12%
Umlazi	8751	8751	100%
Umzinyathi	4570	2544	56%
Uthukela	5263	2488	47%
King Cetshwayo	7399	1843	25%
Zululand	7097	5330	75%
Total	**70597**	**48756**	**69%**

The Employer reported that they are experiencing challenges with competing priorities in the Department, which makes it difficult for districts to adhere to the proposed QMS training dates. Districts were encouraged though to prioritise QMS training of educators since 2022 is the QMS implementation year for all school-based educators.

It was pointed out that the most difficult part of QMS is the aspect that deals with Work Plans. It was suggested that it would assist to provide educators (SMTs) with a work plan exemplar to assist them in putting together their own plans. The Employer further suggested that more support be provided to Circuit Managers (CMs) so that CMs in turn could guide principals on the compilation of work plans. Labour further raised a concern about the low number of educators that had been trained on QMS in the following districts: Umkhanyakude, King Cetshwayo, Othukela and Harry Gwala. There was a need for intervention to remedy the situation in these districts.

Parties resolved that a QMS work plan exemplar would be shared with task team members, and QMS District Coordinators for onward transmission to school principals and CMs. The Parties resolved that support sessions on the compilation of work plans targeting CMs, led by Performance Management section, supported by Teacher Development, would be conducted throughout the province. The Convener of the TD Task Team informed the meeting that he regularly engages the district directors regarding QMS training and he would continue doing so, especially Umkhanyakude, King Cetshwayo, Othukela and Harry Gwala.

Additional Achievements

Staffing Task Team Reports

This task team could be viewed as the engine of education in the KZN province because it met frequently on extremely important matters. The Employer reported on the following salient matters at the last Chamber meeting on 30 March 2022.

Due to the urgency of matters the following was deliberated on and resolved: Addendum Promotions Bulletin; conversions of educators; resuscitation of the ECD Task Team; Review of Policy on Transfers; and payment of outstanding amounts to Grade R Practitioners.

Parties agreed that the Employer would release an addendum to HRM Circular No. 5 of 2022 due to errors and omissions. Posts that have erroneously been advertised have been withdrawn. The closing date has been extended to 22 April 2022 and assumption of duty for both bulletins is 17 July 2022 (Start of the second school term). New posts and withdrawn posts have been advertised under cover of HRM Circular No 17 of 2022.

Review of Policy on Transfers: Parties extensively reviewed the policy on transfers. The policy was amended and forwarded to Parties for final perusal and comments. The Employer consulted in an extended arrangement through the recently held workshop with Parties. The final draft will be presented at the next Staffing Task Team before approval by the Department into policy.

Labour raised concern over the non-implementation of conversion of educators in the Umlazi District. The Employer reiterated that there is no such occurrence as confirmed with the relevant District officials. The Employer further confirmed that the district did not issue any communique stopping the conversion of educators.

Labour requested the validation of all potential conversion of educators emanating from HRM Circular No 50 of 2019. The Employer undertook the validation, which yielded the following results: 534 educators have been approved by the Head of Department for Conversion. The remainder of the educators have not been converted due to the posts no longer being vacant as the posts no longer exissted where surplus educators have been redeployed. The Employer will continue to consider submissions for conversions in terms of HRM Circular No. 4 of 2022.

Staffing Task Team together with STANCO recommended the resuscitation of the ECD task team to address Curriculum and Conditions of Service matters in the ECD sector of the Department. It was resolved at the task team meeting that Payment and Conditions of Service within this sector will be deliberated upon at the Staffing Task Team. All further reports moving forward will be compiled by the ECD Task Team on Curriculum delivery matters.

The Employer committed to paying the balance of the once-off payments to Grade R Practitioners by 30 March 2022. Any outstanding payment will be finalised by 30 March 2022.

Status of Underqualified Grade R Practitioners and Resumption of Duty for 2022: The Employer announced its intention to terminate all unqualified Grade R Practitioners and Labour requested that the Employer reconsiders its stance. It was incumbent on the Employer to consult its principals on this matter. The Employer reported that the Department will now give unqualified Grade R Practitioners a final 5-year stint to complete their qualifications, commencing 2022. However, there are practitioners who have not even started studying and if they do not start in 2022, they will be considered for termination in 2023.

Grade R Resumptions: The Employer has completed the validation of Grade R Resumptions for 2022/3. Payment renewals have commenced by Districts and are expected to be completed by 14 April 2022.

Resuscitation of ECD Task Team

Parties met on 15 February, 17 and 28 March 2022 to start the resuscitation process of an ECD task team as directed by STANCO. The items discussed at the meeting of 15 February 2022 were as follows: the purpose of the meeting, formation of the task team, and terms of reference. The meeting on 17 March 2022 was cancelled due to extreme connectivity problems experienced by some delegates and the Chairperson of the meeting. Parties present resolved that the meeting takes place before the STANCO meeting on 28 March 2022. The meeting of 28 March 2022 dealt with the minutes of the previous meeting, finalisation of the term of reference, and nomination of a Convenor for the task team.

Purpose of meeting

The Staffing Task Team members agreed that an urgent ECD task team meeting convenes to discuss, among others, the resumption of Grade R Practitioners and appointment of Grade R Practitioners. Furthermore, Chamber has no ECD task team. Chamber had a Grade R task team which did not meet since 2019. Hence, the ECD task team is formed to consider certain issues pertaining to ECD related matters. After further engagement on the matter, the Employer confirmed that the Chamber had a Grade R task team and not an ECD Task team. Those employed at the Grade R institutions were not employed by the Department, they were subsidised by the School Governing Bodies (SGBs). They paid them when they had challenges because school principals were not paying the stipend that they were supposed to receive.

Meeting of 28 March 2022: The minutes of the previous meeting, 15 February 2022 was adopted. The terms of reference were discussed in-depth, and Parties agreed to the following: The draft terms of reference must be submitted to Chamber for adjudication. The name of the Convenor, Ms Thokozile Vilakazi, must be submitted to Chamber for adjudication.

Labour appreciated the work done by the task team and endorsed the terms of reference and Ms Thokozile Vilakazi as the Convenor of the task team. The Convenor will present reports to the task team meetings on a quarterly basis.

Strategy to overcome areas of underperformance

Incentives workshop will take place during the first quarter of the new financial year. The Employer must revert to their principals on QLTC.

Changes to planned targets

3rd and 4th quarter targets on Incentives for Educators were removed during the mid-term review.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Actual Expenditure**	**Budget**	**(Over)/Under Expenditure**
	R'000	**R'000**	**R'000**
Collective Bargaining Services: KwaZulu-Natal	390	343	47
Total	**390**	**343**	**47**

3.1.1.5 Limpopo

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Information Sharing						
Human Resource Management Monitoring HR reports on provisioning of Human resources and reports presented in Chamber.	**Achieved** Reports on provisioning of Human Resources were discussed and monitored in the HRM sub-committee and Chamber meetings held as follows: **Sub-Committee meetings:** • 18 June 2020 • 03 September 2020 • 09 November 2020 • 05 March 2021 **Chamber meetings** • 29 June 2020 • 29 September 2020 • 23 November 2020 • 26 March 2021	Reports (4)	**Achieved** Reports on the monitoring of provisioning of Human Resources were discussed and monitored in the HRM sub-committee and adopted in Chamber meetings held as follows: **Sub-Committee meetings:** • 03 June 2021 • 08 September 2021 • 19 November 2021 • 03 March 2022 • 16 March 2022 (Special HRM meeting) **Chamber meetings** • 29 June 2021 • 23 August 2021 (Special Chamber) • 30 September 2021 • 30 November 2021 • 18 March 2022	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Rationalisation of schools Monitoring in Chamber, the LDoE's HRM reports in Chamber meeting on rationalisation of schools.	**Achieved** • The HRM reports on rationalisation of schools were tabled in four sub-committee and Chamber meetings on the following dates: **Sub-Committee meetings** • 18 June 2020 • 03 September 2020 • 09 November 2020 • 05 March 2021 **Chamber meetings** • 29 June 2020 • 29 September 2020 • 23 November 2020 • 26 March 2021	Reports (3)	**Achieved** The LDoE"s HRM reports on rationalisation of schools were tabled in the HRM sub-committee and adopted in Chamber meetings on the following dates: **Sub-Committee meetings:** • 03 June 2021 • 08 September 2021 • 19 November 2021 • 03 March 2022 • 16 March 2022 (Special HRM meeting **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None		
Policy on incapacity leave and Ill-health retirement (PILIR) Monitoring in Chamber, the LDoE's HRM reports on the processing of PILIR referrals.	**Achieved** The Employer's HRM reports on processing of PILIR referrals were discussed and monitored in: **Sub-Committee meetings** • 03 September 2020 • 09 November 2020 • 05 March 2021 The reports of the above sub-committee meetings were adopted in the Chamber meetings held as follows: • 29 September 2020 • 23 November 2020 • 26 March 2021	Reports (3)	**Achieved** The report on processing of PILIR referrals was tabled in the HRM sub-committee and adopted in Chamber meetings as follows: **Sub-Committee meetings:** • 03 June 2021 • 08 September 2021 • 19 November 2021 • 03 March 2022 • 16 March 2022 (Special HRM meeting) **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Incentivised posts Reports on payment of incentives for educators are available and presented to Chamber.	**Achieved** Reports on payment of incentives for educators were presented and discussed in: **Sub-Committee meetings:** • 18 June 2020 • 03 September 2020 • 09 November 2020 • 05 March 2021 **Chamber meetings** • 29 June 2020 • 29 September 2020 • 23 November 2020 • 26 March 2021	Reports (4)	**Achieved** Reports on payment of incentives for educators were presented in HRM sub-committees and adopted in Chamber meetings as follows: **Sub-Committee meetings:** • 03 June 2021 • 08 September 2021 • 19 November 2021 • 03 March 2022 • 16 March 2022 (Special HRM meeting) **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None		
Employee Health, Wellness and Safety Monitoring implementation of Employee wellness programmes and reports presented in Chamber.	**Achieved** Reports on monitoring implementation of the Employee Heath, Wellness and Safety programmes were discussed in the following sub-committee meetings: **Sub-Committee meetings:** • 08 June 2020 • 22 July 2020 • 10 February 2021 **Chamber meetings** • 29 June 2020 • 29 September 2020 • 26 March 2021	Reports (3)	**Achieved** Reports on monitoring implementation of Employee wellness programmes were presented in the Employee Health, Wellness and safety sub-committees and adopted in Chamber meetings as follows: **Sub-Committee meetings:** • 30 April 2021 • 13 August 2021 • 25 October 2021 • 08 February 2022 **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Dispute Prevention Monitor reports on the categories and status of grievances and disputes lodged and reports are presented in Chamber quarterly.	**Achieved** Reports on the categories and status of misconduct cases, grievances and disputes lodged were presented, monitored and discussed in the following meetings: **Sub-Committee meetings** • 11 June 2020 • 17 August 2020 • 22 October 2020 • 18 February 2021 **Chamber meetings** • 29 June 2020 • 29 September 2020 • 23 November 2020 • 26 March 2021	Reports (4)	**Achieved** Reports on the categories and status of misconduct cases, grievances and disputes lodged were presented in the Dispute Prevention Task Team meetings and adopted in Chamber meetings as follows: **Dispute Prevention Task Team meetings:** • 04 June 2021 • 09 September 2021 • 16 October 2021 • 16 February 2022 **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Educators' performance management Monitor the implementation of performance management instruments and present reports in the Chamber.	**Achieved** Reports on implementation of performance management instruments were tabled, monitored, and discussed in the following meetings: **Sub-Committee meetings** • 09 June 2020 • 20 August 2020 • 24 February 2021 **Chamber meetings** • 29 June 2020 • 29 September 2020 • 26 March 2021	Reports (3)	**Achieved** Reports on implementation of performance management instruments were tabled in the EPM subcommittee meetings and adopted in Chamber meetings as follows: **EPM Sub-Committee meetings:** • 24 May 2021 • 17 September 2021 • 17 November 2021 • 16 March 2022 **Special EPM Sub-committee** • 13 May 2021 • 11 August 2021 **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Curriculum and examinations Monitor implementation of curriculum policies and management of examinations and reports are presented to Chamber.	**Not Achieved**	Reports (3)	**Achieved** Reports on implementation of curriculum policies and management of examinations were presented in the Curriculum and Examinations sub-committees and adopted in Chamber meetings as follows: **Sub-Committee meetings:** • 31 May 2021 • 28 July 2021 • 17 November 2021 • 23 February 2022 **Special Curriculum and Examinations Sub-committee meetings:** • 15 April 2021 • 06 May 2021 • 05 July 2021 • 07 July 2021 • 20 September 2021 **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None	Only one meeting was held on 22 June 2020. The official who was representing the Employer went on retirement and the Employer took time to find a replacement in the fourth quarter.	
Quality Learning and Teaching Campaign (QLTC) The Employer to table a progress report on monitoring of COVID- 19 non-negotiables.	n/a	Reports (4)	**Not Achieved** One meeting was held on 24 June 2021.	Reports (3)	The Employer was not ready to present the report.	

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Quality Management System (QMS) Monitoring reports on implementation of capacity-building programmes on QMS activities available in Chamber.	n/a	Reports (4)	**Achieved** Reports on monitoring of implementation of capacity-building programmes on QMS activities were presented in the EPM subcommittee meetings and adopted in Chamber meetings as follows: **Sub-Committee meetings:** • 24 May 2021 • 17 September 2021 • 17 November 2021 • 16 March 2022 **Special EPM Sub-committee** • 13 May 2021 • 11 August 2021 **Chamber meetings** • 29 June 2021 • 30 September 2021 • 30 November 2021 • 18 March 2022	None		

Performance Overview of the Limpopo Chamber for the 2021/22 Financial Year

During the period under review, all Chamber meetings were held online. Parties noted the glaring decline in the offering of commercial subjects in schools and unanimously agreed on establishing district task teams to countenance this risk to learners and their future.

The management plan for the implementation of the 2021 schools' post establishments

By the second quarter of the year, 1 357 educators were identified as excess to the staff establishment. A total of 718 were matched and absorbed into new posts. There was an outstanding number of 639 excess educators. By the third quarter the Employer had halted the implementation of the 2021 schools' post establishments and had just started with the newly adopted management plan for the implementation of the 2022 schools' post establishments.

The payment of incentives (Rural allowance) for qualifying educators

The Employer has informed educators that the termination of payment of incentives/ rural allowance to qualifying posts will be with effect from 01 April 2022. Applications for payment of incentives were processed as follows:

432 cases on incentives (Rural allowance) for qualifying educators were finalised out of 550 applications received from seven districts in the first quarter. In the second quarter 42 of the 47 applications for rural incentives for qualifying educators were finalised.

In the third quarter all 109 applications for rural incentives for qualifying educators were finalised. A total of 361 applications for the payment of incentives to qualifying educators were received by the Employer in the fourth quarter. All 361 applications were finalised.

Dispute Prevention

The reports tabled in each quarter were as follows:

	Q1 meeting	Q2 meeting	Q3 meeting	Q4 meeting
Total number of grievances handled	7	14	12	18
The total number of grievances finalised	6	8	3	8
Total number of disputes	34	42	45	46
Total number of disputes finalised	16	10	8	7

In each meeting the Employer tabled reports on activities of the previous quarter. The Employer was in the process of implementing the training programs geared towards educating the teachers and minimising the number of grievances and disputes.

Rationalisation and merging of schools

A total of 407 schools were merged. Some merged schools were moved to new/receiving sites. The total number of schools moved to new sites is 207. Other small and non-viable schools were closed. The total number of closed schools is 47.

QMS implementation

All educators were trained on QMS. QMS implementation was progressing well in line with the management plan in the province.

- Districts such as Mopani East and Waterberg were supported individually on the implementation of QMS and IQMS, especially during mop-up training on QMS
- Schools were monitored individually by the province and districts on the implementation of the QMS and IQMS

Work done on PILIR cases

A total of 583 temporary short incapacity/ill-health applications were received compared to 120 for the previous year, 411 of them were accepted by the health risk manager and enforced. A total of 391 temporary long incapacity/ill-health and four permanent ill-health retirement applications were submitted to the Health Risk Manager in the three quarters of reporting, compared to 155 in the past year, 264 of them were accepted by the health risk manager and enforced. Thirty-eight permanent incapacity/Ill health retirement applications were received compared to four in the previous year and the advice from the health risk manager was accepted and enforced.

Employee Health, Wellness and Safety

The following Employee Safety, Health and Wellness programs were achieved amid the COVID-19 restrictions:

169 employees were exposed to medical screening in the third quarter and 95 employees tested for HST through the Limpopo Department of Health and ANNOVA (Females = 61 and Males = 34). A total of 90 employees were reached in the third quarter during Sports Day (Females = 50 and Males = 40).

Some targets such as observation of Calendar/ Commemorative days were not achieved in the first quarter because of COVID-19 and budget constraints, however, 678 employees were reached with advocacy workshops; reintegration; safety training and 90 employees were reached in the third quarter during Sports Day (i.e. Females = 50 and Males = 40). World Aids Day commemoration was observed by 400 employees (i.e. Females = 293 and Males = 107) on 02 December 2021.

Breast Cancer Awareness sessions were observed in October 2021 in nine districts and Provincial office by 822 educators (Females = 621 and Males = 201).

A total of 180 safety committee members from Sekhukhune East; Sekhukhune South; Vhembe East and West; Mopani East and West; 90 Safety Reps and 90 Fire Marshals were trained. Eight OHS meetings were held. Sixteen Safety committee members were appointed at Capricorn North. Workplace OHS audits were performed in schools and circuits in the following districts: Capricorn South; Mopani West; Mopani East; Sekhukhune South; Vhembe East; Sekhukhune East and Vhembe West.

A total of 180 premises were assessed to verify compliance with the OHS Act in schools, districts and circuits and waste monitoring was done in circuits of the following districts: Capricorn North, Sekhukhune South, Mopani West Mopani East, Capricorn South.

Injuries and disease on duty (IOD and DOD) victims were attended to as follows: 159 injuries on duty and 26 diseases on duty. 100% of wellness requests and referrals were also attended to: i.e. 185 on EAP, 35 on HIV and 46 on the Policy on Ill-health Leave and Retirement.

Curriculum and Examinations

The LDoE conducted ECD Function Shift Roadshows across the province. These were campaigns to clarify and familiarise communities with the transition of ECD functions from the Department of Social Development to DBE.

Matric Results: Limpopo dropped from the 2020 attainment by 1.5%.

Analysis and improvement planning to mitigate the poor performance

The LDoE arranged a Curriculum Term review session to consolidate subject improvement plans taking into consideration results analysis, diagnostic report and recommendations of the Subject Committee meetings.

Provisioning of laptops and tablets to pilot schools

A total of 85 pilot schools, proportionally spread across the districts were reportedly earmarked to benefit from the MECs pronouncement of provisioning of laptops for teachers and tablets for learners. A total of 24 500 laptops and between 3 000 and 3 500 tablets were to be distributed to the identified schools from the end of February to early March. The pilot distribution would target Grades 1 and 8 classes at the pilot schools. The security issues of these electronic gadgets had been addressed.

Enrichment lessons on the Radio

District Enrichment Programmes were developed and implemented by individual districts according to their identified needs. The camps for atypical learners were reasonably successful. The South African Broadcasting Corporation (SABC) radio also ran lessons for learners. Eight districts implemented the Winter Enrichment Programme. Sekhukhune East (Moutse) did not participate because of the non-payment of enrichment teachers for the autumn enrichment program.

Strategy to overcome areas of underperformance

The QLTC has reportedly been moved to the office of the MEC of the LDoE for ease of function and has been removed from the APP of the PELRC.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
	R'000	**R'000**	**R'000**
Collective Bargaining Services: Limpopo	424	378	46
Total	**424**	**378**	**46**

3.1.1.6 Mpumalanga

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning A report on the consultation process for post provisioning is available and tabled in Chamber.	**Achieved** One workshop and three reports on the consultation process for post-provisioning were available and tabled in Chamber meetings of: • 08 October 2020 • 08 December 2020 • 26 March 2021 • 03 March 2021 • 25 March 2021	Workshop (1) Reports (3)	**Not Achieved** Three reports on the consultation process for post-provisioning were available and tabled in Chamber meetings of: • 20 September 2021 • 27 September 2021 • 13 December 2021 • 11 March 2022	Workshop (1)	The Indicative Budget Workshop was supposed to be conducted in the first quarter but was never conducted.	
Employee Health and Wellness Monitor the introduction and implementation of EHW activities and present reports to Chamber.	**Not Achieved** One presentation was made on 25 March 2021	Reports (4)	**Achieved** Four monitoring reports on provisioning and implementation of EHW activities were presented to Chamber meetings on: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		
Teacher Development Monitoring reports on provisioning of TD programmes and reports presented to Chamber.	**Achieved** Two monitoring reports on provisioning and implementation of teacher development programs were presented to Chamber meetings on: • 08 October 2020 • 25 March 2021	Reports (1)	**Achieved** Two monitoring reports on provisioning and implementation of teacher development programs were presented to Chamber meetings on: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Incentives for Educators Monitoring reports on the implementation of incentives for educators are available and presented to Chamber.	**Not Achieved** Workshop was not convened and three reports on implementation of incentives for educators were available and presented to Chamber meetings on: • 08 October 2020 • 08 December 2020 • 25 March 2021	Workshop (1) Reports (3)	**Not Achieved** Workshop was not convened and three reports on implementation of incentives for educators were available and presented to Chamber meetings on: • 09 September 2021 • 13 December 2021 • 11 March 2022	Workshop (1)	The workshop was not conducted as planned in the first quarter.	
Dispute Prevention Monitoring implementation of a strategy to minimize the level of grievances, misconduct and disputes lodged presented to Chamber.	**Not Achieved** Three Reports were presented to Chamber on: • 08 October 2020 • 08 December 2020 • 25 March 2021	Reports (4)	**Achieved** Four Reports on monitoring and implementation of strategies to minimise grievances and disputes were presented to Chamber on: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		
Collective Agreements To monitor the implementation of collective agreements and reports presented to Chamber.	**Achieved** Four reports on monitoring of implementation of collective agreements were presented to Chamber meetings on: • 08 October 2020 • 26 February 2021 • 03 March 2021 • 25 March 2021	Reports (4)	**Achieved** Four reports on monitoring of implementation of collective agreements were presented to Chamber meetings on: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Inclusive Education / LSEN To monitor implementation of Inclusive Education Policy and reports presented to Chamber.	**Not Achieved** Two Reports on monitoring of implementation of Inclusive Education Policy were presented to Chamber meetings on: • 08 October 2020 • 25 March 2021	Reports (4)	**Achieved** Four Reports on monitoring of implementation of Inclusive Education Policy were presented to Chamber meetings on: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		
Early Childhood Development (ECD) To monitor progress in the provisioning of Practitioners in ECD and progress on the training conducted on ECD in the Province, reports presented to Chamber.	**Not Achieved** Three progress reports in provisioning of Practitioners in ECD and progress on training conducted on ECD were presented to Chamber meetings on: • 08 October 2020 • 08 December 2020 • 25 March 2021	Reports (4)	**Not Achieved** Three progress reports on provisioning of Practitioners in ECD and progress on training conducted on ECD were presented to Chamber meetings on: • 10 June 2021 • 13 December 2021 • 11 March 2022	Report (1)	Progress report on provisioning of Practitioners in ECD and progress on training was not presented in the second quarter.	
Employment Equity To monitor implementation of the employment equity plan.	**Not Achieved** Three Reports on monitoring of implementation of employment equity plan were presented to Chamber meetings on: • 08 October 2020 • 08 December 2020 • 25 March 2021	Reports (4)	**Achieved** Four Reports on monitoring of implementation of employment equity plan were presented to Chamber meetings on: • 10 June 2021 • 06 September 2021 • 13 December 2021 • 11 March 2022	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Curriculum and Examinations Monitoring implementation of curriculum policy and management of examinations, reports presented to Chamber.	**Not Achieved** One Report on implementation of Curriculum Policy and management of examinations was presented to Chamber meeting of 25 March 2021.	Reports (2)	**Achieved** Two Reports on implementation of Curriculum Policy and management of examinations were presented to Chamber meetings of: • 10 June 2021 • 11 March 2022	None		
Maths, Science and Technology Academy To monitor implementation of MSTA programs and reports presented to Chamber.	**Not Achieved** Two progress reports on implementation of MSTA programs and reports were presented to Chamber meetings of: • 08 October 2020 • 08 December 2020	Reports (4)	**Achieved** Four progress reports on implementation of MSTA programs and reports were presented to Chamber meetings of: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		
Policy and Procedure on Incapacity and Ill Health Retirement (PILIR) To monitor implementation of the Policy on PILIR and present reports to Chamber.	**Not Achieved** Three Reports on implementation of Policy on PILIR were presented to Chamber meetings of: • 08 October 2020 • 08 December 2020 • 25 March 2021	Reports (4)	**Achieved** Four Reports on implementation of Policy on PILIR were presented to Chamber meetings of: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		
Quality Learning and Teaching Campaign (QLTC) The Employer to table a progress report on monitoring of COVID-19 non-negotiables.	n/a	Reports (4)	**Achieved** Four Reports on implementation of QLTC and Covid 19 non-negotiables were presented to Chamber meetings of: • 10 June 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Quality Management System (QMS) Monitoring reports on implementation of capacity-building programmes on QMS activities available in Chamber.	n/a	Reports (4)	**Achieved** Four Reports on implementation of capacity building on QMS were presented to Chamber meetings of: • 13 May 2021 • 09 September 2021 • 13 December 2021 • 11 March 2022	None		

Performance overview of the Mpumalanga Chamber for the 2021/22 Financial Year

During the period under review the Mpumalanga Chamber managed to facilitate its Chamber meetings, task team and STANCO meetings. The meetings were able to conclude on their businesses by discussing and taking decisions for implementation.

The Chamber lost its Provincial Manager who passed away on 28 September 2021.

Post Provisioning and Norms

During the period under review the Employer consulted the Employee Parties on the 2022 PPN and the basket of posts to be distributed in the meeting held on 20 September 2021, and the report was tabled in the Chamber meeting held on 27 September 2021. Parties agreed to disagree on the basket of posts to be distributed.

On 13 December 2021 the Employer reported to the Chamber on the issuing of PPN certificates to schools in October 2021. The Chamber retained the Provincial Task Team that deals with the implementation of the PPN and the collective agreements. In the Chamber meeting held on 11 March 2022 the Employer tabled a report on the implementation of the PPN, which highlighted the educators in addition, the filling of vacant promotional posts and the reappointment of contract educators. The Employer tabled three PPN reports to the Chamber and failed to conduct an indicative budget workshop for the 2020/21 financial year.

Employee Health and Wellness

The Employer tabled reports on the Employee Health and Wellness programmes that were introduced and implemented in the task team meetings and the four Chamber meetings that were held. The programmes that the Employer reported to have implemented were the psychological and social guidance; care and support to employees experiencing mental health challenges; anti-bullying sessions; staff development and wellness sessions and debriefing sessions. The Employer also reported to have assisted and supported employees with relationship/marital/divorce or separation problems, financial challenges and HIV/AIDS infected employees and those suffering from COVID-19.

Teacher Development

During June 2021 and on 11 March 2022 the Employer tabled reports to the task team and the Chamber. The report focused on the National, Provincial and District sign-up and reporting, regulatory frameworks, 2022/23 reflections and Professional Development Programmes.

Incentives for Educators

The Employer tabled reports in the task team meetings and three Chamber meetings on the 340 educators teaching Mathematics in Grade 12 in the Comprehensive Rural Development Programme areas and that the Employer does not have funds to increase the number of beneficiaries. The Employer failed to conduct a workshop on the criteria for the expansion of the programme as per the plan.

Dispute Prevention

The Employer presented consolidated reports to the task team meetings on grievances received and finalised within 30 days, conciliation and arbitration disputes, misconduct cases received and finalised or not finalised within 90 days, precautionary suspensions and cases or disputes that have been referred to the Labour Court.

Collective Agreements

The Employer tabled reports to the Provincial Task Team meetings and the Chamber meetings on the implementation of Collective Agreements No. 4 of 2016 and 2018. The reports focused on the placement of educators in addition, the reappointment of contract educators and the conversion of temporary educators to permanent status.

Inclusive Education/LSEN

The Employer presented reports to task team meetings and the Chamber meetings on the implementation of Inclusive Education programmes. The reports focused on the following salient matters: the challenges that special schools face; capital projects implemented in the special schools; funding and enrolments, and site visits to Masinakane and Tsakane special schools. The reports also covered filling of posts in schools for Learners with Severe and Profound Intellectual Disabilities, training conducted, procurement of Personal Protective Equipment for outreach team members and caregivers, closure of Special Care Centres, and assessment and placement of learners.

Early Childhood Development

The Employer tabled reports to the task team meetings and three Chamber meetings on implementation of Early Childhood Development programmes and reported that 1 071 practitioners have been translated to Grade R educators, after they obtained professional teaching qualifications and that 991 practitioners are still receiving stipends, 226 were enrolled for NQF Level 6 and are waiting for their results. The Employer also reported that of the 2015 cohort of practitioners, 308 were never given the opportunity to obtain a teaching qualification and will be registered in the 2022 academic year. The Employer reported on progress on the ECD function shift from the Department of Social Development to the DBE from 01 April 2022. The Employer reported on the training of Level 4 practitioners in the Early Childhood Development Institute. The Employer failed to table a report on the provisioning and progress on training of practitioners in one Chamber meeting.

Employment Equity

Reports on implementation and monitoring of Employment Equity plans were tabled by the Employer in task team meeting and Chamber meetings. The reports covered the following salient issues: statistical breakdown of gender equity of employees from salary level 2 to 16 and school management teams, increase in learner pregnancy rate, decline in the percentage of appointment of employees with disabilities and improvement in appointment of females in senior positions.

Curriculum and Examinations

The Employer tabled a report on curriculum and examinations in a task team and Chamber meetings. The reports covered the following issues: NSC Examinations which dealt with marking, management of irregularities, analysis of Grade 12 results and remarking, preparations for June examinations and certification. The report also dealt with analysis of the Grade 1 to 11 results. The Employer also presented the Learner Performance Improvement Plan, which focused on protection of learning and teaching time, mastery of subject content and related pedagogy and differentiated approaches in providing support to learners and teachers.

Maths Science and Technology Academy (MSTA)

The Employer presented reports to the Chamber meetings on implementation of MSTA. The reports covered the following issues: impact of the MSTA since its inception, deviation of some schools from the MSTA curriculum; subjects that must be taught in MST schools; learner performance in Mathematics and Physical Sciences in MST schools since the implementation of the concept; training programmes for teachers and provision of resources to MST schools and their feeder schools.

Policy and Procedure on Incapacity and Ill Health Retirement (PILIR)

The Employer tabled reports to the task team and Chamber meetings on implementation of the PILIR programmes. The Employer reported on termination of the contract of SOMA and appointment of Pro-Active Services as health risk managers.

Quality of Teaching and Learning Campaign (QLTC)

The Employer tabled reports to the Chamber meetings on the monitoring and implementation of programmes and COVID-19 non-negotiables. The reports covered cumulative cases of COVID-19 infections and fatalities in schools and offices; provision of Personal Protective Equipment to learners, educators, and other employees; vaccination statistic of educators and office-based personnel; rotational timetabling of platooning in schools and working from home for office-based personnel. The reports also dealt with revival of QLTC structures and safety in schools.

Quality Management System (QMS)

The Employer tabled reports to the Chamber meetings on implementation of the Collective Agreement. The Employer reported on progress made on the training of PL1 to PL3/4 educators or principals, which was completed in about November 2021 and that implementation started in January 2022.

Strategy to overcome areas of underperformance

The Chamber has established a Task Team to monitor implementation of the Post Provisioning and Norms, Collective Agreements and Early Childhood Development programmes for 2022/23 financial year, the Task Teams will be reporting to the Chamber.

Incentives for Educators has been removed from the 2022/23 APP.

Changes to planned targets

The following 3rd and 4th quarter targets were amended during the mid-term review:

- Post Provisioning
- Employee Health and Wellness
- Incentives for Educators
- Dispute Prevention
- Collective Agreements
- ECD
- Employment Equity
- PILIR
- QLTC
- QMS

The following 3rd and 4th quarter targets were removed:

- Teacher development
- Curriculum and examinations

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
	R'000	**R'000**	**R'000**
Collective Bargaining Services: Mpumalanga	340	243	97
Total	**340**	**243**	**97**

3.1.1.7 Northern Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning A consolidated report on the consultation process for post provisioning is made available and tabled at Chamber meeting.	**Achieved** The Post Provisioning consultation process took place in various meetings and was adopted in the following meetings: Special Chamber Meeting on 15 September 2020 and endorsed in the Chamber meeting on 22 September 2020 (2nd quarter). The other reports on Post Provisioning were presented and adopted in the Chamber meetings of: • 14 December 2020 (3rd quarter) • 29 March 2021 (4th quarter)	Reports (3)	**Not Achieved** The Post Provisioning consultation process took place in various meetings, the Indicative Budget, report on the final distribution of posts was adopted in a Chamber meeting held on 23 September 2021 (Q2). The appeals against the staff establishment report were presented and adopted in the Chamber meeting: held on 17 November 2021 (Q3). • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	
Educators Incentives Monitoring reports on the implementation of incentives for educators are available and presented at Chamber meeting.	**Achieved** The reports on incentives for Educators were presented and adopted in the following Chamber meetings: • 22 September 2020 • 14 December 2020 • 29 March 2021	Reports (4)	**Not Achieved** The reports on Incentives for Educators were presented and adopted in the following Chamber meetings: • Q1 -10 June 2021 • Q2- 23 September 2021 • Q3 – 17 November 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Temporary Educators and Conversion Consolidated report on appointment and conversions of temporary educators presented to Chamber.	**Achieved** The reports on appointment of Temporary Educators and Conversion of Educators were presented and adopted in Chamber Meetings of: • 22 September 2020 • 14 December 2020 • 29 March 2021	Reports (4)	**Not Achieved** The reports on appointment of Temporary Educators and Conversion of Educators were presented and adopted in Chamber Meetings of: • Q1 - 10 June 2021 • Q2 - 02 September 2021 • Q3 - 30 November 2021 • Q4 - No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	
Integrated Quality Management System IQMS and Performance Management Development System (PMDS) Consolidated report on assessed and paid employees is made available and presented to Chamber.	**Achieved** The reports on assessments and payments made for IQMS PMDS were both presented and adopted in the Chamber Meeting of 29 March 2021.	Reports (2)	**Not Achieved** A comprehensive statistical report on assessment of educators was presented and adopted in the Chamber meeting and no report on WSE was presented. The statistical report was adopted in the Chamber meeting held on: • Q3 - 17 November 2021 • Q4 – No Chamber meeting was held	Reports (2)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	
Advertisement and Filling of Promotional Posts Consolidated reports on advertisement and filling of SMT posts tabled at Chamber meeting.	**Achieved** The reports on the statistics and preface of advertisement and filling of posts were presented and adopted in Chamber Meetings of: • 14 December 2020 • 29 March 20201	Reports (2)	**Not Achieved** The statistical report on filling of posts was presented and adopted in the Chamber Meeting: • Q1 – 10 June 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Teacher Development Consolidated reports on implementation of Teacher Development programmes presented to Chamber.	**Achieved** The reports on the management plan, implementation of Teacher Development programmes and Examination results of the fourth quarter were presented and adopted in Chamber Meetings of: • 25 June 2020 • 22 September 2020 • 14 December 2020 • 29 March 2021	Reports (4)	**Not Achieved** The implementation of Teacher Development programmes was presented and adopted in the following Chamber Meetings: • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 - 17 November 2021 • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 – 30 November 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	
Curriculum and Exams Consolidated reports on the implementation of the curriculum programmes and examination results to Chamber.	**Achieved** The reports for the management plan and implementation of curriculum programmes were presented and adopted in Chamber Meetings of: • 25 June 2020 • 22 September 2020 • 14 December 2020 • 29 March 2021	Reports (4)	**Not Achieved** The Management Plan and implementation of Curriculum programmes was presented and adopted as well as analysis of results for the 1st, 2nd and 3rd quarters was presented and adopted in Chamber meetings of: • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 - 17 November 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Dispute Prevention Reports on Grievances, Misconduct and Disputes lodged tabled to Chamber.	**Achieved** Four District Prevention reports on Grievances, Misconduct and Disputes were presented and adopted in Chamber Meetings of: • 22 September 2020 • 14 December 2020 • 29 March 2021	Reports (4)	**Not Achieved** The Grievances, Misconduct and Disputes reports were presented and adopted in Chamber Meetings of: • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 - 17 November 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	
Schools' Safety Implementation of programmes on safety in schools are presented in Chamber.	**Achieved** The reports on the statistics, the intervention and prevention programmes and year plan of Safety at Schools were presented and adopted in Chamber Meetings of: • 22 September 2020 • 14 December 2020 • 29 March 2021	Reports (4)	**Not Achieved** The statistical reports on schools' safety and implementation of intervention and prevention programmes were presented and adopted in Chamber meetings held on: • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 - 17 November 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	
Employee Health and Wellness To monitor the introduction and implementation of Employee Health and Wellness activities to the Chamber meeting.	n/a	Reports (4)	**Not Achieved** The Management Plan and Employee Health and Wellness programmes were presented and adopted in the following Chamber meetings: • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 - 17 November 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Quality Learning and Teaching Campaign (QLTC) The Employer to table a progress report on monitoring of COVID-19 non-negotiables.	n/a	Reports (4)	**Not Achieved** The progress report on QLTC activities and COVID-19 non-negotiables was adopted in the following Chamber meetings: • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 - 17 November 2021 • Q4 – No Chamber meeting was held.	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	
Quality Management System (QMS) Monitoring reports on implementation of capacity-building programmes on QMS activities available in Chamber.	n/a	Reports (4)	**Not Achieved** The reports on QMS activities were adopted in Chamber meetings held on: • Q1 - 10 June 2021 • Q2 - 23 September 2021 • Q3 - 17 November 2021 • Q4 – No Chamber meeting was held	Report (1)	The impasse imposed by Labour on work-to-rule resulted in no meetings held since March 2022.	

Performance Overview of the Northern Cape Chamber for the 2021/22 Financial Year

During the period under review, the Provincial Chamber was able to achieve the planned activities for three quarters, as contained in the approved APP for 2021/22. Parties to Chamber focused their efforts on the implementation of the APP as well as engaging in narratives submitted by Parties on any issues relating to education. In dealing with these, Parties acted in a disciplined, professional and collaborative manner within a space of robust engagement on issues of mutual interest. Conversely, Labour embarked on a work to rule impasse against the Employer, which affected the activities of Chamber negatively. No meetings were thus held in the fourth quarter of 2021/22.

Post provisioning

Post Provisioning-MTEF consultation meetings were held, the reports on the Indicative Budget and the Distribution of Posts were presented and adopted.

The adoption of the distribution of posts took place in a Chamber Meeting held on 23 September 2021. The presented Post Provisioning for 2022 is 10 698 posts, as shown below:

- Educator posts = 8 924
- OB Posts = 446
- Ad hoc Posts = 430
- Project Posts = 70
- ECD and NOA = 828

The following is the total final MTEF Allocation : R7 136 914

- Revised Allocation for 2021/22 : R 6 236 676
- Conditional Grants : R 900 238

The growth estimate rates per MTEF Programme range between 3% to 6%, which were in line with the inflation rate.

Educators' incentives

The Employer presented the following report on the Educators' Incentives payments made between April and December 2021. 2 551 teachers had been processed for the 2021/22 Teacher Incentive program. In one District 18 additional posts were processed, that was primarily due to an increase in the schools' establishment.

Below is a summary per District reflecting the number of incentivised schools:

Districts	Total Budgeted	Total Number Paid	Variance	Total
Frances Baard	476	445	-31	473
J T Gaetsewe	1085	1 103	18	1 173
Namakwa	348	339	-9	357
PK Seme	410	395	-15	426
ZF Mgcawu	269	269	0	277
Total	**2588**	**2 551**	**-37**	**2 706**

Temporary Educators and Conversion

NUMBER OF TEMPORARY AND ADDITIONAL EDUCATORS APPOINTED							2021 CONVERSIONS		
District	2021 Additional Posts	Foreigners	Less than REQV 13	Temps more than three months old	Total		Total submitted	Qualified	Did not Qualify
Frances Baard	51	67	7	410	484		152	133	19
JT Gaetsewe	89	276	15	325	616		108	67	41
ZF Mgcawu	32	22	13	290	325		76	50	26
Pixley ka Seme	33	18	14	235	267		98	65	33
Namakwa	13	0	12	120	132		36	11	25
Grand Total	**218**	**383**	**61**	**1 380**	**1 824**		**470**	**326**	**144**

The table below is the number of temporary and additional Educators appointed in 2021.

Integrated Quality Management System IQMS and Performance Management Development System (PMDS)

The Employer report on the Summative assessment of educators for the year 2021:

	Integrated Quality Management System (IQMS)															
	PL 1		PL 2		PL 3		PL 4		ES		SES		DCES		CES	
	Evaluated	Not Evaluated	Evaluated	Not Evaluated	Evaluated	Not Evaluated	Evaluated	Not Evaluated	Evaluated	Not Evaluated	Evaluated	Not Evaluated	Evaluated	Not Evaluated	Evaluated	Not Evaluated
Head Office									10	3	30	6	71	7	16	1
Frances Baard	2397	144	352	9	135	7	111	8	3	0	51	0	23	3	4	0
JT Gaetsewe	1850	21	277	4	78	3	161	8	1	0	49	1	9	3	3	0
PK Seme	1033	78	162	9	53	2	77	9	0	0	32	2	7	1	2	1
Namakwa	516	22	74	1	20	0	60	2	2	0	30	2	9	0	3	0
ZF Mgcawu	1326	98	192	18	70	2	82	3	3	0	27	4	11	2	3	1

The report on the IQMS/PMDS payments made was not presented in Q4 of 2021/22.

Advertisements and Filling of Posts

The table below is the number of vacant substantive SMT posts to be advertised:

Number of Vacancies (Permanent Posts as per PPN)				
District	Principal	Deputy Principal	Departmental Head	Total
Frances Baard	18	12	61	91
JT Gaetsewe	24	13	75	203
Namakwa	8	2	19	29
Pixley ka Seme	10	11	31	52
ZF Mgcawu	6	11	36	53
Total	**66**	**49**	**222**	**428**

Curriculum and Examinations

Curriculum

The Employer reported on the implementation of the following programmes:

- Communities of practice focusing on high value content
- Lock-in sessions
- Walk-in winter camps
- Hybrid model spring camps
- Spring camps for top-achieving learners
- Spring camps for technical learners
- Deployment of lead teachers

The Examinations unit has been reporting on the results analysis of the examinations written every quarter, and the Curriculum unit dealt with the intervention strategies.

The following are the provincial performance of Grade 10-12 in the 2021/22 academic year:

2021	Grade 12	Grade 11	Grade 10
Q1 2021	77.5%	50,6%	35,9%
Q2 2021	71.7%	41.6%	25.3%
Q3 2021	59.2%	63.6%	46.6%
Q4 2021			

Teacher Development

The Employer reported to Chamber on the implementation of the Teacher Development programmes.

The following were the programmes reported on:

- Professional learning communities
- Northern Cape Association for English Teachers
- SACE recording of points
- ETDP-SETA training
- Certificate in Online English Language Training (COELT)
- Teacher Appreciation and Support Program (TASP)
- Funza Lushaka

Dispute prevention

The following is the latest report of dispute prevention statistics for the financial year 2021/22:

Q2 2021/22 (01 July 2021 – 30 September 2021)			
	Total Received	Finalised	Pending
Grievances	03	03	00
Misconduct	21	08	13
Precautionary Suspension	09	03	06
	Total amount/cost = **R4 221 790.63**		
Conciliation	06	01	05
Arbitration	25	10	15
Labour Court	03	00	03
Appeals	05	00	05

Safety in schools

The statistical reports on safety in schools was presented with the inclusion of the following key plans and upcoming programmes:

- Refresher workshop for newly appointed principals and hotspot schools on the National School Safety Framework for 50 schools
- Advocacy workshop for the remaining 176 out of 226 schools on the Protocol on management of incidences of sexual harassment and abuse in schools as well as protocol on management of incidences of corporal punishment. Representatives of school safety committees; district management teams and school management teams. School-based training for 88 schools in the Pixley ka Seme district will participate in this program
- School-based training on prevention and management of bullying in schools for the entire educator staff component and School Safety Committees (SSCs) of 163 schools in Frances Baard, ZF Mgcawu and Pixley ka Seme districts
- School-based training on positive discipline in Namaqua and John Taolo Gaetsewe in 68 schools
- Revive/establish the remaining 343 school safety committees, which includes guiding schools with appointment of first aiders, fire marshals and Health and Safety Representatives
- Key Intervention GBV is to change behaviour and social norms that drive GBV with key groups using a variety of approaches and intra-departmental stakeholders

Employee Health and Wellness

Every quarter the Employer presented the provincial summary of confirmed COVID-19 cases at schools.

The Employer reflected on the areas that work was done on and those they could improve on and on the following four Pillars of Employee Health and Wellness:

- Management of HIV and AIDS, STI and TB
- Safety, health, environment, risk and quality management
- Health and productivity management
- Wellness management

QLTC

The Employer reported on QLTC programmes and the impact on the local community which include: the Social Compact; No-Looting Campaign, embarkment on pro-poor campaigns and methods of engaging radio stations.

The Employer also reported on progress made to resuscitate QLTC structures so that they can serve the school community better, especially in relation to COVID-19 and the return of all learners to school. Only two districts have established QLTC structures, namely Namakwa and Pixley ka Seme. JTG, ZFM and FBD committed to resuscitate/establish QLTC Structures by end September 2021.

National/Provincial school monitoring was conducted at Homevale High School, Isago Primary School and Van Rensburg Primary School. The monitoring tool was made available. The National QLTC workshop on comprehensive sexuality education took place in September 2021.

QMS

The Employer has been reporting on QMS Trainings and updates on the rollout plans.

The Employer reported the following on QMS training:

% of Educators Trained for QMS			
District	PL 3 Deputy Principal	PL 2 Departmental Heads	PL1 Educators
Frances Baard	75%	84%	78%
JT Gaetsewe	91,7%	53,2%	0%
Namakwa	90,5%	73,4%	89,96%
Pixley Ka Seme	82,6%	94,3%	85,8%
ZF Mgcawu	87,7%	92,9%	88,0%

- Total number of educators still to be trained on QMS from 01 October 2021 = 3 260
- Final date for QMS training in 2021 was 02 October 2021
- Final date for mop-up QMS training was 04 November
- QMS Training Plans for 2022: (Work Plans, Mid-year Assessment, Provincial/District Structures, etc.) were not finalised

Strategic Planning workshop was held virtually from 25 to 26 November 2021 in Douglas, Northern Cape. The strategic Planning Workshop was chaired by the Chairperson of NC-PELRC, all items on the agenda were dealt with in a professional manner. It was evident in the Strategic Planning Workshop that the Parties understood the business of Chamber and importance of the APP. The draft APP and budget for 2022/23 were developed during the discussions and submitted for approval.

Strategy to overcome areas of underperformance

All outstanding targets will be presented in the next quarter.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Northern Cape	409	325	84
Total	**409**	**325**	**84**

3.1.1.8 North West

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: North West						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning A consolidated report on the consultation process and distribution of post provisioning for the following financial year received by Chamber.	**Achieved** Three (3) Chamber meetings were held during the period under review and reports on Post Provisioning were received. **Meeting dates:** • 09 and 10 September 2020 • 16 September 2020 • 12 March 2021	Reports (3)	**Not Achieved** Two (2) Chamber meetings were held during the period under review and reports on Post Provisioning were received. **Meeting dates:** • 11 June 2021 • 03 September 2021	Report (1)	The report was deferred because Chamber activities were suspended.	
Employee Health and Wellness The report on the nature and number of Employee wellness activities introduced and implemented presented in Chamber.	**Achieved** Two (2) Chamber meetings were held during the period under review on Employee Health and Wellness. **Meeting dates:** • 19 June 2020 • 13 November 2020	Management Plan (1) Reports (3)	**Not Achieved** Two (2) Chamber meetings were held during the period under review on Employee Health and Wellness. **Meeting dates:** • 11 June 2021 • 03 September 2021	Report (1)	The report was deferred because Chamber activities were suspended.	
Teacher Development Monitoring progress reports on provisioning of teacher development programs are presented in Chamber.	**Achieved** Four (4) Chamber meetings were convened during the period under review on programmes related to Teacher Development. **Meeting dates:** • 19 June 2020 • 09 and 10 September 2020 • 13 November 2020 • 05 March 2021	Management Plan (1) Reports (3)	**Not Achieved** Two (2) Chamber meetings were convened during the period under review on programmes related to Teacher Development. **Meeting dates:** • 04 June 2021 • 03 September 2021	Report (1)	The report was deferred because Chamber activities were suspended.	

Collective Bargaining Services: North West						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Dispute Prevention Analysing reports on the categories and status of the Disputes, Grievances and Misconduct cases lodged presented in Chamber.	**Achieved** Four (4) Chamber meetings were held during the period under review to receive reports on grievances, misconduct cases and disputes from the Task Team. **Meeting dates:** • 24 June 2020 • 09 and 10 September 2020 • 13 November 2020 • 05 March 2021	Reports (4)	**Not Achieved** Two (2) Chamber meetings were held during the period under review to receive reports on grievances, misconduct cases, and disputes from the Task Team. **Meeting dates:** • 04 June 2021 • 03 September 2021	Reports (2)	The reports were deferred because Chamber activities were suspended.	
Terminations (contract expiry; resignations; retirements; deceased; and dismissals): Consolidated reports on the category of terminations is available and presented in Chamber.	**Achieved** Three (3) Chamber meetings were convened to receive reports on termination. **Meeting dates:** • 19 June 2020 • 09 and 10 September 2020 • 05 March 2021	Reports (2)	**Not Achieved** One (1) Chamber meeting was convened to receive reports on Termination. **Meeting date:** • 03 September 2021	Report (1)	The report was deferred because chamber activities were suspended.	
Quality of Learning and Teaching Campaign (QLTC) The Employer to table a progress report on the monitoring of COVID-19 non-negotiables.	**Achieved** Two meetings were held during the period under review to receive information related to QLTC activities **Meeting dates:** • 12 September 2019 • 12 March 2020	Reports (4)	**Not Achieved** Two (2) Chamber meetings were convened during the period under review to receive information related to QLTC activities. **Meeting dates:** • 11 June 2021 • 03 September 2021	Reports (2)	Two reports were deferred because Chamber activities were suspended.	

Collective Bargaining Services: North West						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Safety in Schools Implementation of programmes on safety in schools is presented in Chamber.	**Achieved** Three (3) Chamber meetings were held during the period under review to receive reports on Safety in Schools. **Meeting dates:** • 19 June 2020 • 13 November 2020 • 05 March 2021	Reports (4)	**Not Achieved** Two (2) Chamber meetings were held during the period under review to receive reports on Safety in Schools. **Meeting dates:** • 11 June 2021 • 03 September 2021	Reports (2)	The reports were deferred because Chamber activities were suspended.	
Advertisement and Filling of Posts Sharing information on the advertisement and filling of posts in Chamber.	**Achieved** Two (2) Chamber meetings were held during the period under review to receive reports on advertisement and Filling of Posts. **Meeting dates:** • 19 June 2020 • 13 November 2020	Reports (2)	**Not Achieved** One (1) Chamber meeting was held during the period under review to receive reports on Advertisement and Filling of Posts. **Meeting date:** • 04 June 2021	Report (1)	The report was deferred because Chamber activities were suspended.	
IQMS/PMDS/ QMS (Integrated Quality Management System/ Performance Management and Development System/Quality Management System) Consolidated report on assessed and paid employees is available and presented in Chamber.	**Achieved** Two (2) Chamber meetings were held during the period under review on programmes of IQMS/ PMDS. **Meeting dates:** • 09 and 10 September 2020 • 05 March 2021	Report (1)	**Achieved** One (1) Chamber meeting was held during the period under review on programmes of IQMS/ PMDS/QMS. **Meeting date:** • 03 September 2021	None		

Collective Bargaining Services: North West						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Temporary Educators Monitoring reports on appointment and conversion of temporary educators to be presented to Chamber.	**Achieved** Four (4) Chamber meetings were held during the period under review to receive reports on Temporary Educators. **Meeting dates:** • 19 June 2020 • 09 and 10 September 2020 • 13 November 2020 • 05 March 2021	Reports (4)	**Not Achieved** Two (2) Chamber meetings were held during the period under review to receive reports on Temporary Educators. **Meeting dates:** • 04 June 2021 • 03 September 2021	Reports (2)	Two reports were deferred because Chamber activities were suspended.	
Incentives for Educators Monitoring reports on the implementation of incentives for educators are available and presented in Chamber.	**Achieved** Two (2) Chamber meetings were held during the period under review on programmes related to Incentives for educators. **Meeting dates:** • 09 and 10 September 2020 • 13 November 2020	Management Plan (1)	**Not Achieved**	Management Plan (1)	The Employer formally advised the PELRC that incentives would not be paid and that it therefore conceded that there was no need for the presentation on the management plan guiding implementation payments of incentives.	
Workshop on MTEF Concepts The report on workshop for party members related to description of MTEF concepts presented in Chamber.	n/a	Report (1)	**Not Achieved**	Report (1)	The report was deferred because Chamber activities were suspended.	

Collective Bargaining Services: North West						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
QMS (Quality Management System) Monitoring reports on implementation of capacity building programmes on QMS activities available in Chamber.	n/a	Reports (4)	**Not Achieved** Two (2) Chamber meetings were held during the period under review to receive reports on programmes related to QMS training. **Meeting date:** • 04 June 2021 • 03 September 2021	Reports (2)	Two reports were deferred because Chamber activities were suspended.	

Performance overview of the North West Chamber for the 2021/22 Financial Year

The primary objectives of the ELRC are to "promote and maintain labour peace in education," "prevent and resolve labour disputes in education" including to "promote collective bargaining in relation to matters of mutual interest", and the realisation of these objectives are achieved by providing services to the Employer and Labour, as well as educators who are ELRC clients.

The following transpired during the period under review:

Parties acknowledged that the objectives of Collective Agreement No. 2 of 2020 were compromised, citing concerns recorded at previous Chamber meetings and such concerns were exacerbated by the intention of the Employer to subject Post Level 1 educators to a programme of QMS, with extremely limited duration.

On 07 and 08 October 2021 the North West Chamber hosted a successful Strategic Planning Workshop, which was aimed at assessing the operations of the province. The following recommendations were made:

- The dire need for convening a workshop on "dispute resolution" as well as on "negotiations"
- Engagements regarding the draft collective agreement on temporary educators excluded by Collective Agreement No. 4 of 2018 should be revived expeditiously
- It is imperative that Chamber should receive a presentation on the policy related to equity
- Review of the performance indicator on temporary educators and incentives for educators

Noting the perceived reluctance to initiate engagements on draft Collective Agreement for temporary educators excluded by Collective Agreement No. 4 of 2018, the Task Team on Temporary Teachers recommended that engagement on the draft Collective Agreement be withdrawn should the task team fail to display interest. The same task team held the view that contextual factors such as delays in distribution of letters that confirm conversion of temporary educators to permanent appointment status as well as issuance of SACE certificates are challenges that require urgent intervention.

The task team dealing with dispute prevention conceded that in some instances parties would tend to implement decisions collectively, which frustrates Chamber programmes. To mitigate such frustrations, the task team recommended that Parties should be reminded of decisions processed from previous structural meetings, hence the following decisions were reiterated:

- The June 2021 Chamber meeting acknowledged the need for Chamber to consider discussions on a draft collective agreement, which guides the filling of posts in order to address challenges faced by the District Review Task Teams
- The same meeting also conceded that grievances which are long overdue as per Chapter G of the PAM document in terms of timeframes, are to be referred to the Employer representative to investigate such discrepancies and provide a report
- The October 2021 Strategic Planning Workshop urged the Employer to formulate circulars to simplify some categories of leave. It was acknowledged that administrative challenges arose because of inconsistent interpretation of leave, which may lead to disputes, as well as employment relationship discord amongst colleagues
- The November 2021 STANCO meeting urged all Parties to ensure that members of sub-committees are participating equally at Chamber meetings for the purpose of fair participation

The concession that priorities of the ELRC include the welfare of educators and the interests of learners, as well as the duty to promote labour peace at learning institutions, resurged through QLTC imperatives. The following workshops were requested and appreciated by the Department of Education and the following has reference:

- A workshop to define operations and objectives of Chapter H of the PAM document was conducted for principals of Boitshoko Cluster (Bojanala District) on 14 October 2021
- A similar workshop was conducted for principals of Ganapan Cluster (Ngaka Modiri Molema District) on 22 October 2021

In order to market services of the ELRC, the North West Chamber participated in a workshop convened by the Provincial Department of Education. The purpose of the workshop held on 28 and 29 March 2022 was to share progress reports on programmes related to the Presidential Youth Employment Initiative (PYEI) and information shared was as per the topics hereunder:

- How teaching assistants can improve early learning literacy and mathematics outcomes
- Provincial perspective on the implementation of phase two of the PYEI and the Basic Education Employment Initiative (BEEI), including training and expenditure
- Communication activities and activations implemented in phase two
- Providing youth support for sustainability of youth participation beyond the life of the intervention
- Perspective and anecdotes from a school principal and youth appointment in phase two of PYEI-BEEI
- Management of project finances
- Monitoring, evaluation, reporting and learning

The intention of this section is also to present an analytical perspective on challenges observed during the period under review characterised by adjournments and/or postponements of meetings, including absenteeism without apologies which deserved intervention measures. Other challenges related to the questionable quality and late submission of reports. The consequences associated with these unfortunate observations would be:

- failure to achieve quarterly targets prescribed by the 2021/22 APP
- delays in terms of implementing Chamber decisions
- frustrating service providers (catering and venue) which potentially compromises the relationship between the PELRC and service providers
- endurance on fruitless and wasteful expenditure
- inviting queries during auditing
- unhealthy relationship amongst Parties

Having acknowledged the root causes, together with the consequences thereof, the Chamber requested Council to intervene on some of these challenges, and facilitation was provided.

Strategy to overcome areas of underperformance

The North West Chamber requested intervention from national and the facilitation meeting took place on 24 February 2022. Following the successful facilitation, the DBE conducted intervention strategies involving Party members from the Employer. A report was received and appreciated by the formal Chamber meeting held on 07 April 2022.

Changes to planned targets

The following changes were made during the mid-term review of the Chamber's APP:

- 4th quarter target on IQMS/PMDS/QMS removed
- 3rd quarter target on Incentives for Educators removed

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
	R'000	**R'000**	**R'000**
Collective Bargaining Services: North West	400	325	75
Total	**400**	**325**	**75**

3.1.1.9 Western Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning A consolidated report on the consultation process for post provisioning is available.	**Achieved** Reports on the consultation process for post provisioning were tabled at the Chamber meetings as follows: • 25 June 2020 • 23 September 2020 • 10 December 2020 • 24 March 2021 A consolidated report on the consultation process for post provisioning was tabled at the Chamber meeting on: • 24 March 2021	Reports (4)	**Achieved** Reports on the consultation process for post provisioning were tabled at the Chamber meetings as follows: • 24 June 2021 • 28 September 2021 • 07 December 2021 • 23 March 2022. A consolidated report on the consultation process for post provisioning was tabled at the Chamber meeting on 23 March 2022.	None		

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Dispute Prevention Monitoring report on grievances, misconduct, disputes, and training conducted is available.	**Achieved** Trend analysis monitoring reports on grievances, misconduct, and disputes were tabled at the Dispute Prevention Task Team Meetings on: • 23 June 2020 • 3 September 2020 • 26 November 2020 • 17 March 2021 The reports from the Dispute Prevention Task Team meetings were tabled at Chamber meetings on the following dates: • 25 June 2020 • 23 September 2020 • 10 December 2020 • 24 March 2021	Reports (4)	**Achieved** Trend analysis monitoring reports on grievances, misconduct, and disputes were tabled at the Dispute Prevention Task Team Meetings on: • 03 June 2021 • 02 September 2021 • 30 November 2021 • 24 February 2022 The reports from the Dispute Prevention Task Team meetings were tabled at Chamber meetings on the following dates: • 24 June 2021 • 28 September 2021 • 07 December 2021 • 23 March 2022	None		
	Achieved Reports on training relating to Dispute Resolution matters for educators/ supervisors/ managers were presented jointly to Chamber meetings on: • 23 September 2020 and • 24 March 2021	Reports (2)	**Achieved** Reports on training relating to Dispute Resolution matters for educators / supervisors / managers were presented jointly to Chamber meetings on: • 28 September 2021 • 23 March 2022	None		

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Safety at Educational institutions Monitoring report on implementation of the Nine-point Safe Schools planning process is available.	**Not Achieved** One report was submitted to the Chamber meeting on 25 June 2020.	Reports (4)	**Achieved** Reports on implementation of the Nine-point Safe Schools planning process were submitted to the Safety at Schools Task Team by the Employer on: • 27 May 2021 • 11 August 2021 • 03 November 2021 • 02 March 2022 Task Team meeting reports were presented to Chamber on: • 24 June 2021 • 28 September 2021 • 07 December 2021 • 23 March 2022	None		
Compliance with COVID-19 non-negotiables A consolidated report on monitoring of COVID-19 compliance activities is available.	**Not Applicable**	Reports (4)	**Achieved** Employer presented monitoring progress reports to the Transformation and Restructuring Task Team Meetings on: • 15 June 2021 • 14 September 2021 • 11 November 2021 • 16 February 2022 A consolidated report on monitoring of COVID-19 compliance activities was submitted to Chamber on 23 March 2022.	None		

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Quality Management System (QMS) A consolidated report on training and implementation is available.	**Achieved** Employer presented reports on capacity development interventions for QMS to the Integrated Quality Management System (IQMS) Task Team meetings on: • 4 August 2020 • 12 November 2020 and • 17 February 2021 Due to COVID-19 pandemic regulations, one QMS report was directly submitted to the Chamber meeting on: • 25 June 2020 The other three reports on capacity development interventions QMS from the three IQMS Task Team meetings were tabled at Chamber meetings on the following dates: • 23 September 2020 • 10 December 2020 • 24 March 2021	Reports (4)	**Achieved** Employer presented reports on training and implementation of QMS to the IQMS task Team meetings on: • 16 May 2021 • 26 August 2021 • 17 November 2021 • 17 February 2022 Reports from the IQMS Task Team meetings were tabled at Chamber meetings on: • 24 June 2021 • 28 September 2021 • 07 December 2021 • 23 March 2022	None		

Performance Overview of the Western Cape Chamber for the 2021/22 Financial Year

The financial period under review had been challenging, however, the Chamber operated without any interruptions. The challenge related largely to priority clashes between the operations of the Western Cape and KwaZulu-Natal Chambers. This challenge had no limitation in executing deliverables of the Chamber and did not negatively influence on Program Performance Indicators (PPI) nor quarterly targets. Meetings were held as per the adopted quarterly plans. Chamber was able to have a well-organised and focussed virtual Strategic Planning workshop to develop an APP for the next financial year on 09 December 2021. The Parties executed their respective rights within the framework of existing legislations and protocols.

The overall performance for the period under review was exceptionally good and the achievement rate has improved from the previous year's performance of 80% to 100%. This achievement is attributed to the unwavering commitment of Parties, although there is still room for improvement. Chamber remained resolute in its strive towards excellence in executing the predetermined PPIs for the financial year under review. It is therefore with a sense of gratitude and humility that the report is presented amidst challenges experienced towards the latter part of the financial year.

Post Provisioning

The consultation process on Post Provisioning commenced on 18 June 2021 with a preparatory meeting. The consultation process unfolded as summarised below.

Preparatory Meeting 18 June 2021

The Employer, Employee Parties and School Governing Bodies (SGBs) had a preparatory meeting on 18 June 2021. The Director: Employee Relations indicated that this meeting provides a platform for stakeholders to provide their recommendations and proposals to the WCED for consideration during the upcoming MTEF consultation process. The Acting Chief Director: People Management Practices (WCED) informed stakeholders that this preparatory meeting is important as the Department considers the input they provide.

Labour raised the following matters at the meeting of 18 June 2021:

Reduction of Curriculum extension may work against inequalities in schools, especially in disadvantaged schools. COVID-19 does not assist to breach inequality as some learners could continue with their education digitally, while others were left behind. Foundation phase is good, but there is pressure on the FET phase as well. How does the improvement of the Foundation phase impact on the FET phase? The COVID-19 era is the new normal, and it addresses the overcrowded classrooms for now as classrooms must be reduced to adhere to social distancing. What is the effect of COVID-19 on poorer schools? It was proposed that the number of Psychologists should be increased to deal with the challenges at schools. Is the arrangement between WCED and educator unions pertaining to the 10 additional posts still intact? It would be appreciated if this could be reflected in the new MTEF. They indicated that a special dispensation is needed for Grade R educators to be remunerated via the Basic Accounting System (BAS) or the Personnel and Salary Administration System (PERSAL) and asked that this matter be finalised. The substitute posts basket should be relooked at in line with the COVID-19 positive cases and comorbidities. They requested that the current re-adjusted budget be provided to them. They proposed that service providers be requested to boost signals to schools for E-learning.

Labour further indicated that it is noted that COVID-19 places more challenges on the budget. The number of substitute posts should be reconsidered as it is expected that there will be an increase of absent educators due to COVID-19. There should thus be an adequate budget for substitute posts. Comorbidities should be considered and filtered into the budget. It is non-negotiable that the PPEs, sanitation, and equipment should be sufficient at all schools and thus sufficient funds should be availed. The FET phase should be considered. They requested the difference in budget for 2019/20 and 2020/21.

They requested the projection for the influx of learners for the following year and progress on the equitable share in terms of the learners moving from other provinces to the Western Cape.

The Employer responded as follows: They noted the concerns raised and indicated that it will be considered. Scenarios will be made available during the MTEF consultation process. When the ECD function moved from DSD to WCED the normal process should be implemented where the funds follow the function from one Department to another. The public service posts basket allocation will be communicated to schools soon. Until then, the status quo remains. The budget increase cannot be indicated yet. The breakdown in terms of funding for Arts and Coding schools will be provided at the next consultation meeting. The Grade R funding matter will be clarified during the MTEF consultation process. They will raise the influx of learner projection and equitable share progress with their principals to consider working it in the MTEF presentation.

Consultations 12 and 16 August 2021

The Employer's presentation focussed on the following prominent matters:

- Annually after the MTEF consultation between the Minister and stakeholders, it is the Department's engagement on the basket of post distribution with stakeholders for the 2022 academic year.
- They are considering the distribution and allocations in terms of policy priorities, which is to strengthen and expand quality learning opportunities for enhanced performance. Enabling learning environments, strength and functionality, and accountability in strengthening their arms. Innovative adaptability, preparedness for the changing context that they are in.
- Legislation: Section 1 of the Regulations issued in terms of Section 5(1) of the Employment of Educators Act (Act 76 of 1998) stipulates that the Member of the Executive Council (MEC) responsible for Education in a province must determine the educator post establishment of the Provincial Education Department (PED) in terms of Section 5(1)(b) of the Act, in accordance with any applicable policy made in terms of the National Education Policy Act, 1996.
- The Head of Department makes provision for the allocation of educator posts to all public ordinary schools, special public schools, and office-based components in the province.
- Focus areas remain the same as the previous year namely: Continuation of Foundation Phase focus; responding to ongoing growth in learner numbers; addressing inequalities; streamlining of curriculum applications (especially Grade 10-12 subjects); specialised education needs; and Science, Technology, Engineering, Arts, Mathematics, Agriculture and Coding (STEAMAC)
- Summary of the approved educator post establishments 2016 to June 2021; Past six-year Learner enrolment as per the Annual School Survey (ASS) for Grades 1 -12; Learner growth – 2021; ASS learner numbers (March 2020 vs March 2021); Teacher/Learner ratios including 2020 and 2021 additional posts based on provisional ASS 2021 (March) learners; additional posts issued in 2020 and retained for 2021 and an additional 519 posts allocated with effect from 01 April 2021
- Recommendation for 2022: Two scenarios - model distribution and declare 2021 establishment for 2022
- Analyses of two scenarios for 2022: 2022 Projected educator excess (Scenario 1 vs Scenario 2): Scenario 1 (Model Distribution – 30 600 posts) vs Scenario 2 (30 600 Posts) – declare 2021 establishments inclusive of additional posts
- Proposed post allocations for 2022 for public schools and proposed post allocations for special schools 2022
- Recommendations: Scenario 1 - Post Distribution Model: Does not support the adequate placement of learners; stability; and post allocations for focus areas. Scenario 2 - Department declares the 2021 posts allocations, inclusive of additional posts on the fixed staff establishment for 2022. Advantages: Create stability at schools; teachers can be appointed in permanent positions and reduce number of contract teachers in the system; career pathing as promotion posts are secured; allocation of additional posts for focus areas

Labour raised the following issues during the first consultation for further discussion during the HOD engagement: statistics on the filling of principal posts not filled. Available buildings/infrastructure for schools. Impact on the budget of the 37% in lieu of benefits paid to contract educators. If the WCED have the data available on immigration vs movement of learners within the province. Why millions of rands are annually returned to Treasury instead of appointing more educators. Grade R Practitioner posts: implications of the shifting functions from 01 April 2022. Outreach Teams: impact on grading of special schools.

The Employer responded as follows: Statistics on the filling of principal posts not filled will be provided to stakeholders. They currently have 230/1 534 which is equal to 15% of Principal posts vacant. WCED created a task team to investigate inter alia available functional classrooms and other available teaching spaces/capacities to plan for the 2022 placement of learners in the province. The 37% in lieu of benefits constitutes 4.5% of the COE of the WCED. They have the data available on immigration vs movement of learners within the province. They are open to suggestions to improve their planning in terms of how to use their existing infrastructure more optimally.

The consultation concluded with Labour indicating that they would take the recommendations to their respective constituencies for consultation and provide their response at the scheduled meeting on 16 August 2021. The Employer undertook that the answers on the outstanding matters raised, would be responded to on 16 August 2021.

At the meeting on 16 August 2021, the Employer provided responses to those matters not addressed during the first consultation meeting. Parties agreed that further discussions on Outreach Teams are to be held at a dedicated Task Team or Multilateral of the PELRC Parties. A preferred model will be tabled by the Employer for further discussion and deliberation before a final decision is taken.

Labour provided their responses on the recommendations presented at the meeting of 12 August 2021. Employee Parties supported Scenario 2 - Department declares the 2021 posts allocations, inclusive of additional posts on the fixed staff establishment for 2022. Advantages: Create stability at schools; educators can be appointed in permanent positions and reduce number of contract teachers in the system; career pathing as promotion posts are secured; allocation of additional posts for focus areas.

Anomalies Report to TRTT

The Employer submitted a report to the Transformation and Restructuring Task Team (TRTT) on 30 November 2021. The report from the TRTT meeting was presented to the Chamber meeting on 07 December 2021. The report indicated that no school has raised any disputes or anomalies.

Implementation report of Post Provisioning: The Employer submitted an implementation report on the post provisioning process to the Transformation and Restructuring Task Team meeting on 16 February 2022. The report highlighted the following salient matters: The 2022 affordable basket of posts reserved 509 additional posts for new schools, learner placements, growth and curriculum need at schools.

They have allocated 496 posts to those areas identified during the consultation process. The remaining 13 posts are allocated to schools as districts submit motivations for approval to the delegated authority. The report was presented to Chamber on 23 March 2022. The tables below depict the allocation of the 496 additional posts.

DISTRIBUTION OF 509 POSTS	ALLOCATED AS AT 09/02/2022
Grade / Language of Learning and Teaching (LoLT) extensions approved	136
New Schools	63
Additional posts allocations prior to commencement of 2022 academic year (Placement of Learners in Available Functional Classrooms and Mobiles deployed)	124
Additional posts for unplaced learners	173
Total	**496**

DISTRICT	NUMBER OF POSTS ALLOCATED	% OF POSTS ALLOCATED PER DISTRICT
Cape Winelands	67	14%
Eden and Central Karoo	19	4%
Overberg	19	4%
West Coast	38	8%
Metro Central	30	6%
Metro East	97	20%
Metro North	148	30%
Metro South	78	16%
Grand Total	**496**	**100%**

QUINTILE	NUMBER OF POSTS ALLOCATED	% OF POSTS ALLOCATED PER QUINTILE
NQ1	53	11%
NQ2	31	6%
NQ3	85	17%
NQ4	167	34%
NQ5	160	32%
Grand Total	**496**	**100%**

Fee or No Fee Schools	Number of Posts Allocated	% of Posts Allocated Fee Vs No Fee Schools
Fee Schools	198	40%
No Fee Schools	298	60%
Grand Total	**496**	**100%**

Dispute Prevention

DPTT meetings were consistently held quarterly during the period under review. At each quarterly meeting, the Employer submitted reports on the dates as indicated above. Trend analysis reports on misconduct, grievances and disputes were interrogated, discussed and possible intervention strategies were recommended to Chamber meetings for ratification. Parties were able to identify areas of concern due to the increase of certain cases such as assaults, improper conduct, absenteeism, financial mismanagement, promotional posts, and filling of posts.

Employee Parties expressed concerns relating to financial mismanagement with specific reference to the Auditor-General's audit finding reports that did not reveal any fraudulent matters, but rather highlighted the need for development or empowerment of the incumbents. After in-depth discussions, Parties agreed that the Employee Parties would prepare presentations at the DPTT, which would highlight their respective views on financial mismanagement with possible remedies to address the action. Presentations were made by the Employee Parties and the following matters were highlighted: The current discourse, charges instituted against employees, purpose of audits, potential liabilities of the company auditor, typical audit finding, who can perform an audit, referred to the matter of Schoonbee and others vs. MEC for Education, Mpumalanga, and another (2002) (4) SA 877(t).

The Employer indicated that they would peruse the presentations of Employee Parties and provide responses to the questions raised to Parties through the Provincial Manager seven days prior to the next task team meeting. They further indicated that they would provide their presentation on Minimising Financial Mismanagement in the next task team meeting. The next task team meeting in the 2022/23 financial year will continue with the matter.

Training on Dispute Resolution Reports

Chamber agreed that the Employer would present trend analysis reports whilst the Employee Parties would submit reports on Dispute Resolution training to the Chamber meetings biannually.

The Employee Parties submitted reports at the Chamber meetings that took place in September 2021 and March 2022, respectively. These reports outlined the types of training that they have engaged their members on. The reports were submitted with the second and fourth quarterly reports. The collaboration between the Employer and Employee Parties is excellent and function well. Hence the Western Cape Chamber managed to achieve its objective for the year.

Safety at Schools/Educational Institutions

The Safety at Schools task team met quarterly, and reports were presented to each quarterly Chamber meeting during the period under review. Since these targets could not be achieved during the previous financial year, due to the pandemic, it must be reported that all four quarterly targets have been achieved.

The WCED submitted the Safe Schools report at the Safety at Schools Task Team meetings and highlighted the following points based on the implementation of the progress on the Nine-Point Safe Schools Plan made during the reviewing period.

It was reported that compliance to COVID-19 protocols impacted negatively on the implementation of crime prevention programmes, this includes staff and learner training, after school and holiday programmes. These activities were limited, or did not take place, due to the reluctance of schools to participate, the rotation school attendance as well as the fact that there was no regular private learner transport. There was an increased risk to learners, school, and district staff. However, despite these challenges the following activities took place.

Nine-Point Safe School Planning Process: Training was provided to 48 educators on the National School Safety Framework. Assistance to School Safety Committees and SGBs coordinated and facilitated the implementation of the DBE guidelines and the National Safe School Framework (NSSF).

At the last task team meeting of the financial year, the Employer indicated that further reports to Chamber will only concentrate on the implementation of the Nine-Point Safety Process because the planning stage is completed. The Employer also reported on the severe weather conditions that the province was faced with during the fourth quarter. They have issued a circular to schools not to allow learners outside during these extreme weather conditions. They further said that the draft Severe Weather policy is part of the Disaster Management Preparedness plan. They reported that they are finalising the Disaster Management Preparedness plan.

Home visits: The Safe School Field Workers are responsible to do home visits where learners are absent in terms of the learner attendance policy (after three days without any response from home) and to find out what the reasons are for their absence. It was found that fewer schools submit the names of learners that are absent for more than three days without a response from home to districts. They requested Employee Parties to encourage schools to adhere to the Learner Attendance Policy and to submit the names of learners that are absent for more than three days to the districts on a regular basis. The home visits are also part of the anti-gang strategy because if the learners are absent, they can easily become gangsters due to no follow ups.

Burglary and Vandalism (December 2021/January 2022 school holiday): The Employer requested Parties to encourage schools to complete the pre-holiday checklist (example that the alarm is working, the armed response is still in place) and to hand it to the Safe School Coordinator two weeks before the end of term. The checklist needs to be signed off by the Managers and the SGBs. There are less than 50% of the schools that do not adhere to completing the checklist.

Compliance with COVID-19

The Employer consistently provided feedback to the TRTT meetings on COVID-19 non-negotiables compliance to Parties on a quarterly basis. The task team reports were submitted and presented to all Chamber meetings. These reports were analysed and discussed and tabled at the subsequent Chamber meetings. The identified areas, as indicated below, were used as an assessment and monitoring tool:

- Governance: OHS Committee must be established. COVID-19 school steering committee, the committee/compliance officer was appointed. COVID 19 Management structure in place
- Awareness and Communication: COVID-19 awareness/education/communication programmes in place in and understandable and easily distributable (visual) format. These are the "dos and don'ts" of social distancing, safe work practices and COVID-19 protocols such as handwashing and sanitising
- Hygiene/Cleaning Measures: All work areas and surfaces must be decontaminated regularly with appropriate disinfectants/bleach at appropriate intervals. Sanitisers contain 70% alcohol
- Social Distancing: One and half metre – two metre distancing is maintained and physical barriers, panels/shields are installed to form solid barriers between staff, learners, and members of the public
- Medical Surveillance: Staff, learners, contractors and visitors entering the facility/school are screened for COVID-19 symptoms
- Engineering Control Measures: Promote the flow of fresh air and ventilation in classrooms and offices
- Administrative Controls: Reliable and sustainable administrative support is in place
- Personal Protective Equipment (PPE): PPE is selected based on a documented risk assessment and meets the minimum recommendations
- Safety Equipment: First aid boxes are available and accessible for treatment of injured persons in the workplace
- Waste Management: Waste management policy and contract with service provider
- Emergency Response: Emergency response and communication plans must be accurate, current and visible in the workplace

Action Instituted

The Employer indicated that they have been assessing schools quarterly based on the identified assessment and monitoring tool areas. Reports were submitted to the respective District Offices. The actions that they have instituted on each identified area are as follows:

Governance: Most schools have OHS Committees and schools are mostly compliant.

Awareness and Communication: Focussed communication has been implemented at all schools; however, continuous raising of awareness was being done. Strong emphasis was placed on ensuring that schools adhere to the five Golden Rules as well as non-pharmaceutical approaches to combat the spread of the virus. Daily orientation was done with all learners in all schools. Schools have visible, colourful signage as well as posters against the walls in clear sight of all visitors, learners and staff.

Hygiene and Cleaning Measures: Implemented by cleaning staff. Teaching Staff are equipped with disinfectant for daily cleaning and sanitizing of classrooms. Schools are compliant and are regularly cleaning work surfaces and classrooms. Hygiene plans, time sheets and cleaning schedules are available on request.

Social Distancing: Due to the lack of adequate space, schools implement 1 metre as per the DBE's Standard Operating Procedures (SOP), September 2020.

Medical Surveillance: Screening done according to regulations, policies and protocol.

Engineering Control Measures: With temperatures dropping during the second and third school terms, schools had slight challenges. However, maintain adherence to ensuring that flow of fresh air was promoted. Kept windows open to ensure flow of fresh air.

Administrative Controls: Uploading information on Google Drive and mail all bi-weekly sheets via the Circuit Office to the District School Circuit Office (DSCO). Schools keep record of the initial walkthrough multiple page tool and submitted a biweekly one pager to the district. All relevant information pertaining to screening and COVID-19 compliance are kept safe at the school compliance officer.

Safety Equipment: Schools are equipped with standard entry level first-aid boxes and replenish as needed.

Waste Management: Schools make use of municipal waste management services and adhered to all hygiene measures as stipulated in protocol.

Emergency Response: Schools have plans in place, but not always visible or displayed for all to see. Following up and advising schools in this regard. Included is the Emergency Communication Plan (ECP).

QMS

The WCED presented quarterly reports to the IQMS Task Team meetings. The task team is in the process of renaming the task team and Terms of Reference. It is hoped that this process will be finalised in the new financial year. Reports were analysed and deliberations were constructive.

Task Team and Chamber Meetings held

Task Team	Chamber
16 May 2021	June 2021
26 August 2021	September 2021
17 November 2021	7 December 2021
17 February 2022	23 March 2022

At the meeting of 16 May 2021, WCED presented the report on the training interventions for QMS and highlighted the following on the number of Post Level (PL) 4 Principals trained:

District	Number of principals (PL4) trained on QMS				
	Expected (Number of schools)	Actual Number trained		Total	Percentage
		Male	Female		
Cape Winelands	283	155	67	222	100%
Eden and Central Karoo	202	123	41	164	100%
Metro Central	219	115	86	201	100%
Metro East	190	118	43	161	100%
Metro North	208	112	46	158	100%
Metro South	214	124	66	190	100%
Overberg	84	41	12	53	100%
West Coast	124	75	23	98	100%
Total	**1524**	**863**	**384**	**1247**	

The total number of male and female principals trained only reflects permanently appointed principals. All acting principals in vacant substantive posts were also trained, hence the 100% compliance per district. Since gender was not a requirement for initial reporting on QMS training, this was not a required field when principals registered for training.

This data is only available on PERSAL and will be factored into future registration processes for reporting purposes. Labour enquired if WCED was saying all principals were trained or if they will still be trained. What will happen to principals who were not part of the training? WCED responded that they must report on the number of schools trained to DBE. In February, all principals have been trained. Cape Winelands only indicated permanent principals. They did not request the gender at the time of registration hence they were working on what they have on their database.

WCED reported on the number of Principals with signed Work Plan agreements for 2021 as follows:

District	Expected	Actual Number of principals with signed work plan agreement	Percentage
Cape Winelands	283	283	100%
Eden and Central Karoo	202	202	100%
Metro Central	219	219	100%
Metro East	190	187	98%
Metro North	208	200	96%
Metro South	214	208	97%
Overberg	84	84	100%
West Coast	124	122	98%
Total	**1524**	**1505**	**99%**

Only 19 principals were still to sign their Work Plans with their respective Circuit Managers (CM). These were mainly newly appointed principals and educators who have recently been appointed as acting principals.

The Employer further presented a Management Plan for training and implementation for PLs 3 -1 and the training methodology.

At the meeting of 26 August 2021 WCED presented a report on the training interventions for QMS, which covered the training of Deputy Principals. They reported that the training for Deputy Principals has been concluded and presented the statistical data.

District	Expected	Actual			
		Male	Female	Total	Percentage
Cape Winelands	176	91	45	136	77
Eden and Central Karoo	152	123	98	221	145
Metro Central	151	58	88	146	97
Metro East	248	102	125	227	92
Metro North	202			174	86
Metro South	225	56	91	147	65
Overberg	51	25	15	40	78
West Coast	55	42	34	76	138
Total	**1260**	**497**	**496**	**1167**	**93**

It was reported that Districts were busy with training of Departmental Heads (PL2) which was scheduled to finish in the first week in September 2021. Mid-Year appraisals for principals have been finalised and monitoring templates from districts are due on 25 August 2021. In collaboration with Employee Parties the Province made video recordings of all the items in the presentations for PL1-PL4 for online/virtual training. Videos and online resources are made available in a resource folder to which all educators are given access. The province was on track to conclude all QMS training by September/October 2021. Mop up training will be conducted for all educators (PL1-PL4) who could not attend their scheduled training. All educators will be provided with links to a QMS Resource Folder containing all their relevant presentations, guides, templates and training videos. Online resources will also be made available on the WCED website. Additional and supporting videos will also be prepared for 2022.

It was further reported that the DBE has indicated that all training should be concluded by November 2021. Educators were also allowed to attend training across Districts if they missed the training scheduled at their respective Districts. The orientation of PL1s will experience some logistical challenges as MS Teams can only accommodate a maximum of 300 participants. The WCED will consult the ICS Directorate on the best way forward to ensure that they reach all PL1 educators in the province. An online register will be made available, however, the WCED will rely on the principals to ensure that all educators are aware of training sessions. WCED will rely on principals to ensure compliance for the first year of implementation. The PM Coordinator at the district office will also be available to supply support to schools if need be. SMTs are expected to work together on the work plans as they are meant to flow from each other.

At the meeting of 17 November 2021 the Employer reported that Strategic People Management (SPM) Minute 0010/2021, the "Full Implementation of the QMS for School-Based Educators as from 1 January 2022" was disseminated to schools on 8 November 2021. The tables below depict the number of the different Post Levels trained:

Table 1: Number of Deputy Principals Trained

District	Total number of Deputy Principals (PL3) in Districts	No of Deputy Principals trained on QMS to date	Number outstanding	Percentage trained
Cape Winelands	175	153	22	87%
Eden and Central Karoo	155	238	-83	154%
Metro Central	154	189	-35	123%
Metro East	253	238	15	94%
Metro North	201	175	26	87%
Metro South	226	180	46	80%
Overberg	50	40	10	80%
West Coast	56	93	-37	166%
Total	**1270**	**1306**	**119**	**103%**

Table 2: Number of Post Level 2 trained

District	Total number of Educators (PL2) in Districts	No of Educators (PL2) trained on QMS to date	Number outstanding	Percentage trained
Cape Winelands	531	600	-69	113%
Eden and Central Karoo	423	501	-78	118%
Metro Central	472	490	-18	104%
Metro East	661	500	161	76%
Metro North	597	659	-62	110%
Metro South	591	404	187	68%
Overberg	154	144	10	94%
West Coast	211	123	88	58%
Total	**3640**	**3421**	**446**	**94%**

Table 3: Post Level 1 trained

District	Total number of Educators (PL1) in Districts	No of Educators (PL1) trained on QMS to date	Number outstanding	Percentage trained
Cape Winelands	3 738	4 022	-284	108%
Eden and Central Karoo	2 947	2 395	552	81%
Metro Central	3 452	3 029	423	88%
Metro East	4 729	3 634	1 095	77%
Metro North	4 433	2 973	1 460	67%
Metro South	4 374	2 183	2 191	50%
Overberg	1 148	1 005	143	88%
West Coast	1 644	1 625	19	99%
Total	**26 465**	**20 866**	**5 883**	**79%**

The Employer further presented the Management Plan for the final wrap-up training for PL3 – PL1 educators which was scheduled from 15 to 18 November 2021. The following due dates were presented and Employee Parties were encouraged to remind their members:

- Completion of QMS mid-year appraisals by principals: 25 June 2021
- Submission of QMS mid-year scores to districts: 06 August 2021
- Completion of QMS annual appraisals by principals: 12 November 2021.
- Submission of QMS annual appraisal scores for principals to districts: 15 - 26 November 2021
- Completion of draft Work Plans for 2022 by SMT members is due by 30 November 2021
- The province will be ready for full implementation of the QMS by 01 January 2022

The Employer also made known a summary of QMS Training Plan for 2022 which was as follows:

- Finalisation of SMT Work Plans: 31 January 2022
- Advocacy and orientation for new entrants and promoted educators will be conducted from 14 – 22 February 2022
- Completion of mid-year appraisals for all educators: 17 June 2022
- Submission of mid-year appraisal scores to districts: 12 August 2022

- Completion of annual appraisals: 21 October 2022
- Submission of annual scores to district offices: 1 – 18 November 2022

On 17 February 2022 the Employer submitted a report to the task team meeting and the following salient matters were highlighted:

Feedback on training: Virtual training has proven to be successful for the province. The model met the requirements of the National Training Team (NTT) approved training plan and timelines per post level. The MS Teams meeting format worked well for PL3 and PL4 training sessions because of less numbers. Webinars were used for PL2 training and "Live Events" for PL1 due to the larger volumes to be trained and the limitations of MS Teams meeting format. Support at district level assisted the Provincial Training Team (PTT) with technical and logistical aspects. Debriefing post training sessions and sharing of best practices between districts proved beneficial for all stakeholders. Regular engagement from Head Office (HO) with districts for guidance and support worked well to mitigate risks and ensure uniformity regarding training in the province. Participant feedback on QMS training was positive. Training interventions were well managed and monitored by the DBE, provincial officials and Employee Parties. There was excellent collaboration between Employer and Employee Parties during the rollout of training.

Training and Resources: QMS training for new entrant, newly promoted and educators who missed out on training in 2021 was arranged from 14 to 18 February 2022.

A Strategic People Management (SPM) minute and calendar has been developed to assist schools with the implementation and management of the QMS. The minute was being translated and will be disseminated to schools thereafter.

Labour thanked the WCED team and all PTT members for the collaboration in ensuring that the province is on track for the implementation of QMS.

Strategy to overcome areas of underperformance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
	R'000	**R'000**	**R'000**
Collective Bargaining Services: Western Cape	325	264	61
Total	**325**	**264**	**61**

3.2 Programme 2: Dispute Management Services

Purpose

The purpose of Programme 2 is to manage disputes proactively. This includes the prevention of disputes by, for example, defusing conflicts that can disrupt teaching and learning. It also includes dispute resolution. Professional development and training are included in Programme 2 to ensure that Parties and Panellists operate effectively.

Strategic Objectives

- Provide efficient dispute resolution services;
- Ensure quality of arbitration awards;
- Provide training to Parties and/or negotiators; and
- Provide Professional Development to Panellists.

KPIs, Planned Targets and Actual Achievements

Overview of the Dispute Management Services Department's Performance for the 2021/22 Financial Year

Dispute Management Services						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Provision of dispute resolution services						
Cases in jurisdiction are scheduled for conciliation.	**Achieved** 94%	Processing of 80% of cases in jurisdiction within 30 days.	**Achieved** 100% 696 Out of 1079 cases received, 780 cases were in jurisdiction. Out of 780 cases which were in jurisdiction, 696 cases were conciliated. All 696 cases were conciliated within 30 days of receipt. 5 cases were withdrawn, 19 cases were BCEA, and 60 were IBA cases.	+20%	COVID at the beginning of the financial year.	

Dispute Management Services						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
75% of cases scheduled for arbitration within 45 days after receipt of dispute referral	**Achieved** 88,30%	75% of cases scheduled for arbitration within 45 days after receipt of referral	**Achieved** 93,37% 423 Out of 484 cases received, 453 were arbitrated. Of the 484 cases arbitrated, 423 were arbitrated within 45 days, 30 were arbitrated outside the 45 days and 24 were received during recess, while 7 were withdrawn.	+18,37%	Objection to Zoom by some applicants in the first quarter and second quarter of the year. Late start of hearings in the first quarter due to hard lockdown as a result of COVID-19.	
60% of sexual misconduct cases scheduled for inquiry by Arbitrator within 60 days after receipt of the referral.	60%	To schedule 60% of sexual misconduct cases for inquiry by arbitrator within 60 days after receipt of the referral.	**Achieved** 87,5% 70 A total of 94 sexual misconduct cases for inquiry by arbitrator were received. Out of the 94 cases, 13 were out of jurisdiction, and 81 were in jurisdiction. Out of the 81 cases in jurisdiction, 80 were scheduled. Out of 80 cases scheduled, 70 were scheduled within 60 days. One case did not have dates yet.	+27,5%	Zoom scheduling of cases and no school holiday disruptions.	
100% Quality Control (QC) of all arbitration awards concluded.	**Achieved** 100%	100% Quality Control (QC) done in all arbitration awards concluded.	**Achieved** 100% 302 awards received were quality controlled.	None		
Facilitate two (2) training sessions for professional development of Panellists.	**Achieved** Four training sessions were conducted.	Facilitate two (2) training sessions for professional development of Panellists.	**Achieved** Two training sessions for professional development of Panellists were conducted on 25 and 26 November 2021 and again from 22 to 25 March 2022 and attendance registers were kept.	None		

Dispute Management Services						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Facilitate two (2) training sessions for Dispute Resolution Practitioners.	**Achieved** Five training sessions were conducted.	Facilitate two (2) training sessions for Dispute Resolution Practitioners.	**Achieved** Two training sessions for Dispute Resolution Practitioners were conducted on 10 December 2021 and again on 21 February 2022 and attendance registers were kept.	None		

Strategy to overcome areas of underperformance

The Council continues to minimise frivolous requests for postponements, as well as reduce the high number of adjournments by enforcing Clause 45 of the ELRC constitution. The increase in requests for postponements negatively affect the turnaround times for conciliation and arbitration processes, thus affecting the performance of the Dispute Management section. The Council also encourages Panellists to enforce Clause 54 of the ELRC constitution in an effort to discourage inadequate preparation for hearings and requests for postponement.

In hearings where a child is a victim or a witness, the Council continues to ensure that appropriate venues are booked for these special hearings, e.g., Magistrate Court, Children's Court or Teddy Bear Clinic (Johannesburg) and Department of Social Development in Free State and Northern Cape. The Council will also ensure that Intermediaries are appointed to protect the rights of the child, as stipulated in Section 28 of the Constitution, "The Right of the child is of paramount importance in all matters concerning the child". The Council continues to recruit Panellists, Interpreters, and Intermediaries in order to improve on its efficiencies.

As a way of improving efficiencies, the Council continues to enforce compliance by ensuring that Panellists submit arbitration awards in terms of Clause 18.5 of the ELRC constitution to the ELRC within 14 days of the conclusion of arbitration proceedings.

The majority of disputes referred to the Council are unfair labour practices related to promotions and appointments and dismissals. In a bid to address these disputes, the Council continues to rely on the Dispute Prevention Task Teams to resolve these areas of concern. The Council has committed to assist the Provincial District Prevention Task Teams by providing them every month with statistics on disputes which are referred, so that they can develop intervention strategies to resolve and finalise grievances.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	Budget	Actual Expenditure	(Over)/Under Expenditure
Dispute Management Services	R'000	R'000	R'000
Dispute Resolution Services	17 726	16 787	939
Total	**17 726**	**16 787**	**939**

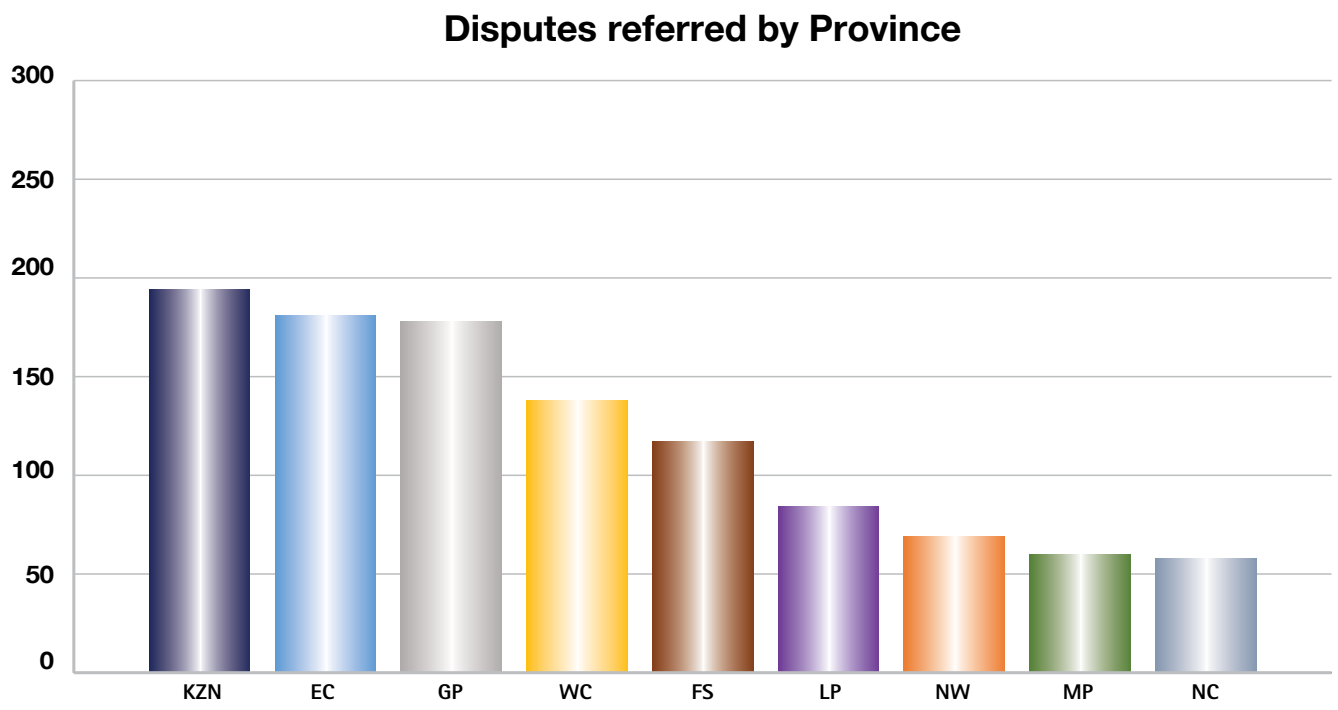
Overview of the Dispute Management Services Department's Performance for the 2021/22 Financial Year

Overview of performance for the 2021/22 financial year

The ELRC received a total of 1 079 disputes during the period under review. Of the 1 079 disputes received, 780 were "In jurisdiction", and 299 were found to be "Out of Jurisdiction".

Disputes referred by province

KZN	EC	GP	LP	WC	FS	NW	MP	NC	NAT	TOTAL
194	181	178	138	117	84	69	60	58		1079



For the period under review, KwaZulu-Natal was the highest referring province with 194 cases referred. This was followed by Eastern Cape with 181, Gauteng with 178, Limpopo with 138, Western Cape with 117, Free State with 84, North West with 69, Mpumalanga with 60 and Northern Cape with 58 referred in the quarter under review.

Disputes Referred by Nature: April 2021 to March 2022

Provinces	ULP Promo/APP	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of Collective Agreements	Mutual Interest	Total
EC	41	76	21	10	22	9	2	**181**
GP	34	38	61	23	16	5	1	**178**
FS	7	38	16	10	2	11	0	**84**
LP	31	77	19	4	3	4	0	**138**
MP	5	27	14	6	3	4	1	**60**
NW	3	33	12	8	3	10	0	**69**
NC	12	28	13	2	2	0	1	**58**
WC	23	25	45	11	4	8	1	**117**
KZN	69	30	41	20	11	23	0	**194**
NAT	0	0	0	0	0	0	0	**0**
Total	**225**	**372**	**242**	**94**	**66**	**74**	**6**	**1079**

Of the 1 079 disputes that were referred, 372 related to ULP-Promotion and Appointments; 225 related to Other Unfair Labour Practice; 242 to Alleged Unfair Dismissal; 66 were BCEA; 74 were Interpretation of Collective Agreements and six referred as unilateral change of terms and conditions, while 94 were referred in terms of Section 188A (Inquiry by Arbitrator) of the Labour Relations Act.

In Jurisdiction as per nature: April 2021 to March 2022

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of Collective Agreements	Mutual Interest	Total
EC	31	59	15	6	21	8	2	**142**
GP	18	20	42	22	14	5	0	**121**
FS	5	28	10	8	2	11	0	**64**
LP	21	55	11	1	3	3	0	**94**
MP	1	19	11	3	3	3	1	**41**
NW	1	27	7	2	3	10	0	**50**
NC	10	25	7	1	2	0	1	**46**
WC	13	17	28	6	3	7	0	**74**
KZN	54	25	27	11	9	22	0	**148**
NAT	0	0	0	0	0	0	0	**0**
Total	**154**	**275**	**158**	**60**	**60**	**69**	**4**	**780**

Of the 1 079 disputes that were received, 780 were "In Jurisdiction". Of the 780 that were "In Jurisdiction", 154 related to ULP-Promotion and Appointments; 275 related to Other Unfair Labour Practice; 158 related to Unfair dismissals; 60 related to Inquiry by Arbitrator (Special disputes); 60 related to BCEA; 69 related to Interpretation and Application of Collective Agreements, while four related to unilateral change of terms and conditions.

Out of Jurisdiction as per nature: April 2021 to March 2022

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of Collective Agreements	Mutual Interest	Total
EC	10	17	6	4	1	1	0	**39**
GP	16	18	19	1	2	0	1	**57**
FS	2	10	6	2	0	0	0	**20**
LP	10	22	8	3	0	1	0	**44**
MP	4	8	3	3	0	1	0	**19**
NW	2	6	5	6	0	0	0	**19**
NC	2	3	6	1	0	0	0	**12**
WC	10	8	17	5	1	1	1	**43**
KZN	15	5	14	9	2	1	0	**46**
NAT	0	0	0	0	0	0	0	**0**
Total	**71**	**97**	**84**	**34**	**6**	**5**	**2**	**299**

Out of the 299 disputes found to be out of jurisdiction; 75 related to ULP-Promotion and Appointments; 97 were other ULPs; 84 related to Unfair Dismissals; six related to BCEA; five related to interpretation and application of collective agreements and 34 related to special disputes in which children are involved either as witnesses or victims and are dealt with through Inquiry by Arbitrator. It must be noted that the substantive number of disputes that were screened as out of jurisdiction were due to defective and incomplete referrals, including those that were referred outside timeframes and condonation was not granted.

Processes Conducted: April 2021 to March 2022

Provinces	Conciliation/Pre-arbitration	Arbitration	Total
EC	130	347	477
GP	95	366	461
FS	55	99	154
LP	90	135	225
MP	35	54	89
NW	46	131	177
NC	42	65	107
WC	66	150	216
KZN	132	441	573
NAT	0	0	0
Total	**691**	**1788**	**2 479**

A total of 2 479 events were conducted for the period under review. Of the 2 479 events/processes, 691 were conciliations and 1 788 were arbitration events. Ordinarily each conciliation is concluded in a single event. Arbitrations are often conducted more than once, depending on the complexity of each dispute.

Disputes finalised by outcome: April 2021 to March 2022

The ELRC finalised 510 disputes during the period under review. 302 arbitration awards were rendered. 58 disputes were settled at arbitration, while nine were settled at conciliation. Withdrawn disputes amounted to a total of 142, with 71 withdrawn at conciliation and 71 withdrawn at arbitration. Thirteen cases were dismissed at arbitration and 74 rulings were handed down in the period under review.

Outcomes of special disputes

Since the implementation of Collective Agreement No. 3 of 2018, the Council has received a considerable number of disputes which are dealt with through Inquiry by Arbitrator as they relate to alleged sexual misconduct. The Council also issued 31 arbitration awards for special disputes. These disputes involved children as either victims or witnesses. The Council's challenges in these cases remain the unavailability of special venues, which are child friendly to avoid secondary trauma associated with direct contact between the alleged perpetrator and the victim. The Council is in discussion with the Department of Justice to find means to improve this situation.

Arbitrations heard in the period: April 2021 to March 2022

A total of 1 788 disputes were scheduled for arbitration in the period under review. Of the 1 788 arbitrations heard, 312 are for the 2020/21 financial year, 558 are for the 2019/20 financial year and 133 emanate from previous financial years.

Cases carried over from previous period

A total of 268 cases from previous financial years are to be carried over to the first quarter of the 2022/23 financial year. Of these, 31 are from the 2020/21 financial year; 20 are for the 2019/20 financial year, while 22 cases are from previous years and remain unresolved.

Postponements and adjournments: April 2021 to March 2022

A total of 152 cases were postponed for the period under review and 32 adjournments took place.

3.2.1 Training and Development Services

Professional Training and Development of Panellists, Parties and Trade Unions

The Council conducted professional training of Dispute Resolution Practitioners. The Council had two training sessions for Panellists (intermediaries) on 25 and 26 November 2021 and again from 22 to 25 March 2022.

The Council also had two training sessions for Dispute Resolution Practitioners on 10 December 2021 and again on 21 February 2022. Both intermediary trainings were face-to-face, while the Dispute Resolution Practitioners training was virtual.

3.3 Programme 3: Corporate Services

Purpose

The purpose of Programme 3 is to provide support services to the core operational functions of the Council and to ensure that it delivers an efficient and effective service on its mandates.

Sub-Programmes:

- Mobilising Employee Services
- Communication Services
- Information and Communication Technology

Strategic Objectives

- To professionalise the ELRC by investing in human capital;
- To promote the corporate image of the ELRC; and
- To ensure the continuous availability, reliability, effectiveness and efficiency of ICT systems.

Human Resources

KPIs, Planned Targets and Actual Achievements

Corporate Services: Human Resources						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Professionalise the ELRC by investing in human capital						
Building capacity by ensuring that employees are trained and developed.	**Achieved** 41 employees participated in skills development programmes. 40 participated in the COVID-19 workshop and one (1) in a Leadership Programme.	4 employees to participate in skills development and provide proof of attendance.	**Achieved** 7 employees were trained on the following: 1x employee on Report Customisation 1x employee on Microsoft Excel – Excel Steroids 2x employees on Mid-Year Payroll Tax 2x employees on Director's training. 2x employees on Annual Payroll Tax update.	+3	A need arose to train more employees.	

Corporate Services: Human Resources						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Professionalise the ELRC by investing in human capital						
Monitor and manage the Performance Management System.	**Achieved** All performance Agreements and Assessments were collated and verified within the timeframes provided. Performance Management System (PMS) reports were submitted to the General Secretary. Quarter one performance assessment process was waived due to the COVID-19 outbreak.	Collate and verify completeness of the performance contracts and assessments as per the timeframes provided and submit the report to the General Secretary.	**Achieved** All performance Agreements and Assessments were collated and verified within the timeframes provided. All PMS reports were submitted to the General Secretary within a month after the Moderation Committee meetings.	None		
Management of Compensation and benefits for all staff.	**Achieved** Maintained an accurate and complete Payroll Masterfile and database by ensuring that the payroll processing for all staff was monitored.	Maintain accurate and complete Payroll Masterfile and database.	**Achieved** Maintained an accurate and complete Payroll Masterfile and database by ensuring that the payroll processing for all staff was monitored.	None		

Corporate Services: Human Resources						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Professionalise the ELRC by investing in human capital						
Provide Wellness programmes to employees.	**Achieved** 6 Employee Wellness programmes were conducted. (Workshop on COVID-19; presentation on Resilience to assist employees affected by COVID-19 to cope; Financial Fitness by FNB; Screening of employees on a daily basis; procurement of COVID-19 PPE and created awareness to staff by putting up COVID-19 signage throughout the building).	Conduct 8 Employee Wellness programmes per annum as per the annual plan and submit the attendance register and/or proof of communication to the SM:CS.	**Achieved** HR conducted 9 Employee Wellness programmes per annum as per the annual plan and submit POE to the SM:CS. The following are the wellness programmes conducted: 1x Financial Wellness workshop 1x Psycho-social Activism and Handling emotional Trauma workshop 1x Workforce Healthcare 1x Employee motivation article 1x International Men's Day 1x Financial Wellness 1x Breast Cancer Awareness article 1x Biggest Loser challenge 1x Fitness exercise (aerobics / kick)	None		

Strategy to overcome areas of underperformance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Research and Media

KPIs, Planned Targets and Actual Achievements

Corporate Services: Research and Media						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Advertising and marketing to improve the image of the Council.	**Achieved** Marketing on social media platforms: • 02 April 2020 – World Autism Day • 18 April 2020 – Media Release on the 1.5 million donated to the Solidarity Fund • 27 April 2020 – Freedom Day • 10 May 2020 – Mother's Day • 29 May 2020 – Resumption of ELRC dispute resolution processes • 02 June 2020 – ELRC Collective Agreement No. 1 of 2020: Concession process to follow for employees with a comorbidity (COVID-19) • 05 June 2020 – Frequently asked questions on Collective Agreement No. 1 of 2020 • 16 June 2020 – Youth Day • 21 June 2020 – Father's Day • 18 July 2020 – Mandela Day • 09 August 2020 – Women's Day • 24 September 2020 – Heritage Day • 28 September 2020 – Collective Agreement No. 2 of 2020	Conduct advertising campaign in line with **Marketing Plan for 2021/22** to market the Council.	**Achieved** **Marketing on social media platforms (quarterly activity).** The following posts were made on the Council's social media pages: • 07 April 2021 – World Health Day • 16 April 2021 – Supplementary online resources to support the implementation of the Quality Management System for School-Based Educators • 27 April 2021 – Freedom • 28 April 2021 – World Health for Safety and Health at Work • 09 May 2021 – Mother's Day • 25 May 2021- Africa Day • 02 June 2021 – Child Protection Week • 16 June 2021 – June 16 Youth Day • 19 June 2021 – DBE Minister's Announcement on the vaccination of educators. • 20 June 2021 – Father's Day • 24 June 2021 – Vaccination rollout starting on 23 June 2021	+4	ELRC Media Coverage: *Sowetan* on 25 May 2021, *ENCA* on 01 June 2021, *Timeslive* on 09 June 2021 and *SAFM* on 10 June 2021. The Council was mentioned in a *City Press* article on the DBE's vaccination programme. The *Voice of Cape Town* conducted an interview with the Research and Media Manager on the outcome of the COVID-19 and Vaccination Webinar on 22 August 2021. Teacher Appreciation messages were sent to educators on the ELRC database (Email and SMS messages).	

Corporate Services: Research and Media						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Advertising and marketing to improve the image of the Council.	**Achieved** ***Advertising in publications of Parties to Council*** The Council's advertisement was published in NAPTOSA's Insight Magazine and SADTU's 30th Anniversary Publication. Advertising in diaries of unions (SADTU, SAOU, PEU, NAPTOSA, NATU) The ELRC advertised in the diaries of the following unions: • SADTU • NATU • PEU • NAPTOSA SAOU did not publish diaries for their members in 2021.	Conduct advertising campaign in line with **Marketing Plan for 2021/22** to market the Council.	• 01 July 2021 – POPIA ACT • 18 July 2021 – Mandela Day • 23 July 2021 – Ministerial Virtual Seminar – Teacher Wellbeing • 28 July 2021 – South Africa bid farewell to South Africa's longest serving teacher • 30 July 2021 – COVID-19 and Vaccination Webinar • 09 August 2021 – Women's Day • 15 September 2021 – World Lymphoma Awareness Day • 24 September 2021 – Heritage Day • 28 September 2021 – Bereavement of Piet Ubisi • 29 September 2021 – World Heart Day • 05 October 2021 – World Teachers Day • 06 October 2021 – SADTU 31st Anniversary • 06 October 2021 – National Teaching Awards • 28 October 2021 – Congratulations to the Class of 2021 • 14 November 2021 – World Diabetes Day • 25 November 2021 – 16 Days of Activism • 01 December 2021 – World Aids Day			

Corporate Services: Research and Media						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Advertising and marketing to improve the image of the Council.		Conduct advertising campaign in line with **Marketing Plan for 2021/22** to market the Council.	• 20 January 2022 – Congratulations to the class of 2021 • 21 February 2022 – International Day of Girl • 26 February 2022 – SADTU Western Novice Teachers Day • 01 March 2022 – Bereavement • 14 March 2022 – International Day of Mathematics • 21 March 2022 – Human Rights Day • 24 March 2022 – World Tuberculosis Day **Advertising in diaries of unions** The ELRC advertised in the diaries of the following unions: • SADTU • PEU **Marketing of Council services and developments in Labour Bulletin and New Negotiator** The 2022 Labour Bulletin and New Negotiator publications were distributed before the end of the fourth quarter.			

Corporate Services: Research and Media						
Programme Performance Indicator	Actual Achievement 2020/2021	Planned Target 2021/2022	Actual Achievement 2021/2022	Deviation from Planned Target to Actual Achievement for 2021/2022	Comment on Deviations	Status
Advertising and marketing to improve the image of the Council.		Conduct advertising campaign in line with **Marketing Plan for 2021/22** to market the Council.	**Distribution of ELRC branded material at stakeholder events** ELRC promotional material was distributed at the TASP Ministerial Dialogue on 15 June 2021. The Council exhibited at SADTU Western Cape's Novice Teachers' Day Information session on 26 February and 05 March 2022. Promotional material was distributed at the NAPTOSA Reunion and Service Award Event on 26 and 27 March 2022. The Council also provided promotional material for the DBE's National Education Excellence Awards, planned for 08 April 2022.			

Corporate Services: Research and Media						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Implementation of a digitised records management solution to preserve Council records.	**Achieved** The digitisation of the Council's records was achieved in the fourth quarter of the 2019/20 financial year. Training of ELRC users on e-records management system This target was achieved in the third quarter of the 2020/21 financial year. In addition to the administrators who received training in the third quarter, Senior Managers and Provincial Managers were also trained on the system in the fourth quarter. Testing of e-records management system Testing of e-records management system was done in the period under review and admin users received training on the system.	Monitoring and management of records management system through bi-annual reports.	**Achieved** Two reports on the records management system activities for the year were produced. In compliance with the POPI Act, the ELRC Information Officer and Deputy Information Officer were registered with the Information Regulator. A drive was created for the Provincial Chambers historic information.	None		

Overview of the Research and Media Department's performance for the 2021/22 Financial Year

As part of the Council's marketing campaign, it increased its visibility through regular postings on its social media platform throughout the financial year.

The Council received media coverage in Sowetan and ENCA in the first quarter. The Council was mentioned in an article published by Sowetan that involved an Inquiry by Arbitrator case. The General Secretary was also interviewed by ENCA during Child Safety Week.

Promotional material was distributed at the TASP Ministerial Dialogue on 15 June 2021.

The Council exhibited at the SADTU Western Cape Novice Teachers Days held on 26 February and 05 March 2022. Promotional material was also distributed at the NAPTOSA Reunion and Service Award Event held from 26 to 27 March 2022. The Council also provided promotional material for the Department of Basic Education's National Excellence Awards, taking place in April 2022.

To market the services of the ELRC advertisements were placed in diaries of two Parties to Council, namely SADTU and PEU.

In responding to the broader issues of the day, Council hosted a COVID-19 and Vaccination Webinar on 05 August 2021. The webinar was aimed at addressing myths around COVID-19 and vaccination, which were presented by a panel of experts in the medical field.

The Information and Deputy Information Officers were registered with the Information Regulator in the period under review to ensure compliance with the new legislative requirements of the Protection of Personal Information Act (POPIA) 4 of 2013.

Strategy to overcome areas of underperformance

Not applicable.

Changes to planned targets

3rd Quarter target on advertising in diaries of unions: reference to specific unions was removed, as not all unions produced diaries in 2021.

Information and Communication Technology (ICT)

KPIs, Planned Targets and Actual Achievements

Corporate Services: ICT						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Average of 99.9% of network and 90% of Business Continuity VPN connection of severs uptime on a daily basis and issue a monthly report.	**Achieved** The score uptime of servers was achieved at an average of 99.9% by monitoring the effectiveness of the network connectivity on a quarterly basis and restoring the server within 24-hours to avoid business interruptions and ensuring business continuity when users are working remotely.	Monitor network, VPN, low disk space, memory usage and bandwidth usage to maintain average score of 99.9% of network and 90% server uptime using network monitoring tool and preventative maintenance and ICT services (Sage Evolution, DMS APP, Emails and people) to be restored within 24 hours and issue a report.	**Achieved** ICT successfully maintained the average performance score of 99.9% of network and 90% server uptime to ensure Business Continuity and system availability. Systems restore tests were done as per the reports.	None		
Monitoring of the ICT governance framework to ensure compliance with best practices, e.g. COBIT, ISO2700 and ITIL as adopted by the Council.	**Achieved** Monitoring the effectiveness of the ICT governance frameworks on a quarterly basis and issue a report.	Annual assessment and review of ICT governance in compliance with COBIT, ISO 2700 and ITIL frameworks and issue a report.	**Achieved** An annual assessment and review of ICT governance compliance with COBIT, ISO 2700 and ITIL framework was done, and a report was issued to the SM: Cooperate Services.	None		

Strategy to overcome areas of underperformance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	Budget	Actual Expenditure	(Over)/Under Expenditure
Corporate Services	**R'000**	**R'000**	**R'000**
Human Resources	7 987	7 288	699
Information Technology	2 997	2 652	345
Communication Services	442	223	219
Total	**11 426**	**10 164**	**1 262**

3.4 Programme 4: Finance and Supply Chain Management Services

Purpose

The purpose of Programme 4 is to ensure that contracts for goods and services are made in accordance with a system which is fair, equitable, transparent, competitive and cost effective, as per section 217 of RSA Constitution.

Strategic objectives

- Provide a compliant internal control and sound Financial Management service
- Implement a new procurement and sourcing strategy to reduce procurement turnaround times and improve the efficiency and effectiveness of our procurement spend
- Provide sound asset management which includes safeguarding and maintenance of our assets
- Implement reporting tools to minimise unauthorised and irregular expenditure, and eliminate fruitless and wasteful expenditure

Finance KPIs, Planned Targets and Actual Achievements

Finance						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
To provide a compliant internal control and sound financial management service						
Achieve unqualified audit opinion from external audit at year end.	**Achieved** Council received an unqualified audit opinion.	Achieve unqualified audit opinion from external audit at year end.	**Achieved** Unqualified audit opinion from external audit at year end (2021/22)	None		
An approved accurate and comprehensive MTEF Budget FY2022/23.	**Achieved** An accurate and comprehensive MTEF budget FY 2021/22 approved by EXCO on 18 February 2021.	An approved accurate and comprehensive MTEF Budget FY2022/23.	**Achieved** An accurate and comprehensive MTEF Budget FY2022/23 was approved by EXCO on 02 March 2022.	None		
Mid-Year review of the budget FY2021/22.	Mid-Year review of the budget FY2020/21 approved on 03 November 2020.	Mid-Year review of the budget FY2021/22.	FY2021/22 Mid-Year budget was approved by EXCO on 04 November 2021.	None		

Overview of the Finance Department's performance for the 2021/22 Financial Year

The Finance unit produced annual financial statements for the 2020/21 financial year, these were audited by the external auditors after review of the Chief Financial Officer and the Internal Audit unit. The external auditors have issued an unqualified audit opinion on these financial statements.

During the financial year, financial statements and its related reports of comparison of the budgeted figures against actual figures were prepared on a monthly, quarterly, and semi-annual basis.

Finance conducted a budget management refresher workshop with the managers, which assisted in the preparation of the mid-year budget adjustments. The mid-year budget was reviewed for the 2021/22 financial year and was approved by EXCO on 04 November 2021.

Management prepared and presented the budget linked with the annual performance plan for the MTEF period for 2022 to 2023, which was approved by the EXCO on 02 March 2022. This budget was loaded on the financial system by 31 March 2022.

Strategy to overcome areas of underperformance

Not applicable

Changes to planned targets

No changes were made to planned targets.

Supply Chain Management Services KPIs, Planned Targets and Actual Achievements

Supply Chain Management Services						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Complete and accurate Fixed Assets Register (FAR) at the end of the year.	**Achieved** Fixed Assets Register updated and shared with Finance for inclusion in the Financial Statements.	Maintain a complete and accurate Fixed Assets Register (FAR) as at year end.	**Achieved** FAR updated and shared with Finance for inclusion in the Financial Statements.	None		
Produce a Report for Irregular, Unauthorised, Fruitless and Wasteful Expenditure for the quarter.	**Achieved** Report on Irregular, Unauthorised, Fruitless and Wasteful Expenditure was produced.	Monitoring and reporting on irregular, unauthorised, fruitless and wasteful expenditure to management and finance department for disclosure purposes in the Financial Statements.	**Achieved** Report on irregular, unauthorised, fruitless and wasteful expenditure was produced.	None		
Monitoring of the contract management system to ensure compliance to procurement policy.	**Achieved** Produced an annual contract management report.	Monitoring of the contract management system to ensure compliance with SCM policy and Procedures.	**Achieved** Produced an annual contract management report.	None		
Procurement in line with the Organisational Procurement Plan for 2021/22.	**Achieved** The departmental Procurement Plan was executed in accordance with the timelines.	Execution of the departmental procurement in line with the approved Procurement Plan for 2021/22.	**Achieved** The Departmental procurement plan was executed in accordance with the timelines.	None		

Overview of the Supply Chain Management Services Department's performance for the 2021/22 Financial Year

Supply Chain Management support the Council by ensuring that goods and services are procured through a process that is fair, transparent, cost effective and efficient. The SCM unit reviewed its policies to ensure that they remained relevant and considered any developments within the environment for the Council as well as procurement trends within the field. During the year under review there were no major key policy developments and/or legislative changes that affected the mandate of the ELRC.

For this financial year, the approved procurement plan consisted of five tenders, two were finalised and the other two were advertised but cancelled due to inadequate responses from the market. They were both cancelled and will be re-advertised, and one was deferred to the 2022/23 financial year.

This has not resulted in a material impact on service delivery. The SCM unit keeps a database of prospective suppliers of goods and services that may be used for the procurement of the requirements of the Council through formal written price quotations. This database is updated continuously as and when required, or when applications are received.

Strategy to overcome areas of underperformance

Not applicable.

Changes to planned targets

The procurement of office buildings for PELRC was removed for the financial year.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	Budget	Actual Expenditure	(Over)/Under Expenditure
Finance and Supply Chain Management Services	**R'000**	**R'000**	**R'000**
Supply Chain Management	3 987	3 371	616
Finance Administration	9 507	8 596	911
Total	**13 494**	**11 967**	**1 527**

3.5 Programme 5: Executive Services

Purpose

The purpose of Programme 5 is to ensure the Council meets its strategic vision which rests on the pillars of its mandate to maintain labour peace in public education and extends to the attainment of quality education in public schools, through stakeholder collaboration and support of initiatives to restore the image of the teaching profession.

Sub-Programmes:

- Strategic and Corporate Governance
- Internal Audit and Compliance
- Risk Management

Strategic Objectives:

- To add value through assessing the tone and risk management culture of the organisation, as well as evaluating and reporting on the effectiveness and efficiency of the implementation of management policies.
- To instil fiscal discipline, sound corporate governance and compliance with the regulatory framework.

KPIs, Planned Targets and Actual Achievements

Executive Services						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Approved FY2022/23 Internal Audit Coverage Plan.	**Achieved** The 2021/22 Audit Coverage Plan was approved by the Audit and Risk Committee Chairperson on 31/03/2021..	Internal Audit Three-Year Rolling Strategic and Annual Audit Plan developed and approved by the Audit and Risk Committee by 31st March.	**Achieved** The Internal Audit Planning documentations were approved by the Audit and Risk Committee on 23 March 2022.	None		

Executive Services						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Audit reports for quarterly planned work submitted to Management and Audit and Risk Committee.	**Achieved** 14 planned assurance audit engagements were finalised and reports were issued. Nine (9) follow-up audit engagements (prior internal and external audit report) were finalised, and reports were issued. Mandatory review of quarterly and annual reports, and compliance checklist was done, and outcome reports were issued. Review of the Audit and Risk Committee charter and Internal Audit charter. Ad hoc activities (including five (5) audits) were completed and reports issues (for these five (5) audits). Audit reports for all audited areas/ activities were presented at the Audit Committee Meetings and noted by members.	Execution of 100% quarterly audit engagements and issue audit reports.	**Achieved** 12 assurance audit engagements were completed, and reports were issued accordingly. Five follow-up engagements were completed, and reports were issued accordingly. Four ad hoc reviews were done and reports were issued accordingly. 14 mandatory reviews were conducted and reports were issued accordingly.	None		
			Achieved All issued audit reports were shared with Management and the Audit and Risk Committee at the quarterly meetings.	None		

Executive Services						
Programme Performance Indicator	**Actual Achievement 2020/2021**	**Planned Target 2021/2022**	**Actual Achievement 2021/2022**	**Deviation from Planned Target to Actual Achievement for 2021/2022**	**Comment on Deviations**	**Status**
Provide objective assurance on the adequacy and effectiveness of risk management processes.	**Achieved** The 2021/22 Risk Assessment Report and Risk Register was approved by the Audit and Risk Committee Chairperson on 31/03/2021.	Annual Risk Assessment Report developed by 31st March, submitted to the Audit and Risk Committee for approval.	**Achieved** The 2022/23 Risk Assessment Survey was conducted, an Enterprise Risk Register was compiled, and a Risk Assessment Report was approved by the Audit and Risk Committee on 23 March 2022.	None		
	Achieved Risk Registers were reviewed quarterly, and reports (including annual risk monitoring report) submitted to the Audit and Risk Committee.	Annual Risk Monitoring Report submitted to Management and Audit and Risk Committee.	**Achieved** The Risk Report was issued and tabled at the quarterly Audit and Risk Committee meeting.	None		

Overview of the Executive Services Department's performance for the 2021/22 Financial Year

The Internal Audit resources were utilised to perform risk-based audits, follow-up of prior audits management implementation of corrective action plans; mandatory reviews; support to management activities; inhouse committees' service, and administration activities.

The Internal Audit Function undertook audit engagements and issued reports in line with the 2021/22 approved Audit Plan, namely:

Quarter 1

Assurance Services

- Procurement and Contract Management (SCM)
- Applications Control Review

Follow-up Reviews

- Prior Internal Audit Reports

Mandatory Reviews

- Quarterly Compliance Checklist
- Quarterly Risk Register
- Quarterly Report
- 202/21 Annual Report

Ad hoc Reviews

- Personal Information Act Compliance Checklist
- Observation of the tender closing and the compliance checking processes for the Physical Security and External Audit tenders (SCM)
- Observation of the BEC process for the tenders (SCM)

Quarter 2

Assurance Services

- Performance Management System (HRM)
- General Controls (ICT)
- Business Continuity Plan Management (ICT)
- PELRC Eastern Cape (CBS)
- PELRC KwaZulu-Natal (CBS)
- PELRC Gauteng (CBS)
- PELRC North West (CBS)

Follow-up Reviews

- Prior Internal Audit Reports

Mandatory Reviews

- Quarterly Compliance Checklist
- Quarterly Risk Register
- Quarterly Report

Quarter 3

Assurance Services

- Dispute Resolution (DMS)
- Asset Management (SCM)

Follow-up Reviews

- Prior Internal Audit Reports

Mandatory Reviews

- Quarterly Compliance Checklist
- Quarterly Risk Register
- Quarterly Report

Quarter 4

Assurance Services

- Financial Internal Controls (Finance)

Follow-up Reviews

- Prior Internal Audit Reports
- Asset Management (SCM)

Mandatory Reviews

- Quarterly Compliance Checklist
- Quarterly Risk Register
- Quarterly Report
- 2022/23 Annual Performance Plan Review

Ad hoc Reviews

- Observation of the tender closing process for the Travel Management and Internet Connectivity Solutions Services (SCM)

2022-23 Internal Audit Planning

- Annual Audit Plan
- Risk Assessment Survey (Risk Register)
- Review of the Charters (Audit and Risk Committee and Internal Audit)

Strategy to overcome areas of underperformance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2021 – Mar 2022			
Programme Name	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
Executive Services	**R'000**	**R'000**	**R'000**
Financial Management and Compliance Services	8 861	7 891	969
Total	**8 861**	**7 891**	**969**

4. SUMMARY OF FINANCIAL INFORMATION

4.1 Revenue Collection

	March 2022			March 2021		
Source of revenue	Actual	Estimate	(over)under collection	Actual	Estimate	(over)under collection
	R'000	R'000	R'000	R'000	R'000	R'000
Levies	74 398	74 725	326	74 272	74 071	(201)
Total	**74 398**	**74 725**	**326**	**74 272**	**74 071**	**(201)**

5. PROGRAMME EXPENDITURE

March 2022				March 2021		
Programme Name	Budget	Actual	(over)under expenditure	Budget	Actual	(over)under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Dispute Management Services	17 726	16 787	939	19 743	11 298	8 445
Collective Bargaining Services	26 945	17 534	9 411	28 614	18 824	9 790
Corporate Services	11 426	10 163	1 263	11 252	9 082	2 170
Finance and Supply Chain Management Services	13 494	11 967	1 527	13 916	11 966	1 950
Executive Services	8 861	7 891	969	9 733	7 748	1 985
Capital Expenditure	1 589	450	1 140	2 310	740	1 570
Total	**80 041**	**64 793**	**15 248**	**85 569**	**59 657**	**25 910**

5.1. Capital investment, maintenance and asset management plan

Not applicable

Strategy to overcome areas of underperformance

Not applicable

Changes to planned targets

Not applicable

GOVERNANCE

1. INTRODUCTION

The overall performance of the Council for the 2021/22 financial year declined significantly compared to the 2020/21 period, due to the non-performance of two provincial chambers, in terms of the set objectives for the financial year.

In terms of collective bargaining at the national level, noteworthy collective agreements were concluded, which seek to improve the quality of education in public schools.

In terms of DMS, the Council implemented a number of measures to deal with disputes in a proactive manner.

The support services of Council played a major role in ensuring the smooth operations of the ELRC and as a result all support functions achieved 100% during the period under review.

2. THE ACCOUNTING AUTHORITY

Committees

Committee	No. of meetings held	No. of members	Name of members
EXCO	7	10	**DBE** Mr S Faker Mr M Galorale Ms M Mogale Mr H Ngwenya (to 05 August 2021) Mr S Mnguni **SADTU** Mr M Maluleke Ms KC Matome Ms P Nqumashe (to 04 November 2021) Mr A Mohone (from 04 February 2022) **CTU-ATU** Mr G Masondo Mr SV Malinga (to 26 May 2021) Mr D Lerm (from 04 November 2021) **Chairperson** Adv L Bono
Audit Committee	6	5	Mr SA Ngobeni (Chairperson) Ms J Masite (from 28 October 2021) Dr C Motau Mr M Maluleke Ms K Matjiu

Committee	No. of meetings held	No. of members	Name of members
Finance Sub-Committee	5	10	**DBE** Ms M Mogale Mr H Karimulla Mr G Rafapa Mr D Moreothata Adv P Chakela **SADTU** Mr F Maloka (Deceased) Mr A Zungu (from 01 February 2022) Mr S Ngubane Mr S Thwala **CTU-ATU** Mr J Kruger (to 25 October 2021) Mr D Lerm (from 01 February 2022) **Chairperson** Mr M Cele
Human Resources Sub-Committee	4	10	**DBE** Mr M Galorale (to 24 July 2021) Ms L Munday Mr N Ngcobo Mr M Seshibe Mr H Ngwenya Mr C Esau **SADTU** Mr B A Mohone Ms P Nqumashe (to 25 October 2021) Mr T Khoboko (from 01 February 2022) Mr S Peter **CTU-ATU** Mr K Mohlatlole **Chairperson** Ms C Barnes

Committee	No. of meetings held	No. of members	Name of members
Legal Sub-Committee	0	11	**DBE** Mr S Faker Ms J M Mogale Mr S Mnguni Mr H Ngwenya Mr M Seshibe Ms P Masekela **SADTU** Mr M Galorale Mr S Mogapi Ms N Mzizi **CTU-ATU** Mr G Masondo **Chairperson** Adv L Bono

3. RISK MANAGEMENT

The Executive Committee is accountable for the effective management of Key Risks, and it has delegated the oversight of risk management to the Audit and Risk Committee. To this end, appropriate risk management and internal control systems are in place to ensure that the Council improves and sustains its performance by protecting the organisation from adverse outcomes and optimising opportunities. The responsibility for identifying and managing risks lies with the Line Managers. The business units' risk registers are assessed quarterly by the Internal Audit Function.

For the 2021/22 financial year, a risk identification and assessment workshop was held, with the Corporate Risk Register (key and operational risks) being the output from the exercise. The register was subjected to further formal quarterly reviews, where risks were reviewed, revised where necessary, emerging risks were identified and risks with a residual score below three were archived. The outcome was reported to the General Secretary and the Audit and Risk Committee accordingly.

Five Key Risks (strategic risks) were identified for the 2021/22 financial year and there were no emerging risks identified throughout the financial year. At the end of the financial year, three key risks were reported as still active, with the residual scores ranging between 3 and 7 (i.e., the LOW bracket) and the other two risks were archived due to their residual scores reported below a 3. An indication that Management has implemented and maintained a comprehensive system of internal controls to mitigate the risks.

The Operational Risks closed the financial year with 2 high risks, 17 medium risks, 46 low risks and 10 archived risks.

4. INTERNAL CONTROL

Management continued with the synchronisation of the control activities within Council to promote efficiency and reduce the impact and likelihood of identified risks. It produced reliable financial statements which complied with legislation. Business policies and procedures were reviewed by management and recommended for approval by the General Secretary.

Significant steps were made to ensure compliance with laws and regulations by continuously implementing preventative, detective, and corrective internal control measures to address and report cases of non-compliance and deviations from normal processes and procedures of the Council.

The Executive Services maintained a Management Report Corrective Action Plan Register as a tool to monitor progress in implementing prior audit findings recommendations and/or action plans and updated the Audit and Risk Committee on the status of these findings quarterly. Management responded significantly to the prior audit reports.

Management will continue to improve and enhance its processes to achieve effective ways of controlling operations by performing random checks on payments to ensure that they are in accordance with prescripts and improved standards of financial administration.

5. AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is established as a statutory committee in terms of the ELRC constitution. The committee performs an oversight and advisory role to the Council and is accountable to the Executive Committee to properly consider and evaluate all matters in accordance with its terms of reference.

The purpose of the Committee is to assist the Executive Committee in fulfilling its oversight responsibilities and the General Secretary in fulfilling executive duties regarding the financial reporting process, the management of risk, the system of internal control, the audit process, and the Council's process for monitoring compliance with laws, regulations and the code of conduct.

The Audit and Risk Committee:

- Monitored the identification and correction of weaknesses and breakdowns of systems and internal controls
- Monitored the adequacy and reliability of management information and the efficiency of management information systems
- Reviewed quarterly and final financial statements and reporting for proper and complete disclosure of timely, reliable, and consistent information
- Evaluated the appropriateness, adequacy and efficiency of accounting policies and procedures, compliance with International Financial Reporting Standards (IFRS), any related changes discussed and resolved, and any significant or unusual accounting issues, on an ongoing basis; and
- Reported on the effectiveness of the Council's internal reporting controls to EXCO

6. COMPLIANCE WITH LAWS AND REGULATIONS

The Internal Audit (IA) Department oversees the role of compliance with Laws and Regulations by employees. IA ensured that Council conformed to the applicable organisational laws. Guidance was provided by means of Audit Reports where there were shortcomings and action plans were put in place to remedy the identified challenges.

7. FRAUD AND CORRUPTION

Council continuously encourages staff to report issues of fraud and corruption in terms of the National Anti-Corruption Hotline. The Internal Audit department assists with monitoring the execution of duties in line with Council's Policies.

8. MINIMISING CONFLICT OF INTEREST

Annually, all employees are required to complete and sign a declaration form on conflict of interest. This control measure assists Council to raise awareness of possible conflict of interest for employees and to avoid such. Furthermore, employees are bound by the Council's code of conduct to act in the interests of the employer and not for their own personal gain.

9. OCCUPATIONAL, SAFETY, HEALTH AND ENVIRONMENT

The Council continuously strive to prevent incidents at the workplace and encourage employees to live a healthy life by conducting different wellness events. The Council furthermore ensured compliance with all COVID-19 regulations and workshopped staff members. Quarterly SHE Committee meetings took place as planned and there were no incidents detected for the year under review.

10. CODE OF CONDUCT

The Council's Code of Conduct and Ethics Policy articulates the values the Council wishes to foster in its employees, by doing so, the same defines the desired behaviour.

Thus far, Council has not experienced any non-compliance with the policy.

11. SOCIAL RESPONSIBILITY

Due to lockdown restrictions in the 2021/22 financial year, Council could not undertake any social responsibility activities.

12. AUDIT AND RISK COMMITTEE REPORT: 2021/22 ANNUAL FINANCIAL YEAR

BACKGROUND

The Audit and Risk Committee has been established as an independent Committee, in terms of the ELRC constitution and Annexure A of Collective Agreement No. 1 of 2006. The Committee has adopted formal terms of reference, which are regularly updated and approved by Council.

The Committee presents its report for the financial year ended 31 March 2022.

MEMBERSHIP AND ATTENDANCE

The Committee, consisting of the members listed below, should meet at least four times per annum as per its approved terms of reference, although additional special meetings may be called as the need arises.

The following Audit and Risk Committee meetings were held during the 2021/22 financial year:

- 04 May 2021
- 24 May 2021 (Special)
- 02 August 2021
- 13 August 2021 (Special)
- 28 October 2021
- 04 February 2022

Name of Member	Number of Meetings Attended
Mr. Ngobeni SA (Chairperson)	6
Dr. Motau C	6
Ms. Sihlaba T (Deceased)	0
Ms. Masite J (New member started end August 2021)	2
Mr. Maluleke M	5
Ms. Matjiu K	6

MANAGEMENT RESPONSIBILITY

The Accounting Officer is responsible for guiding the Council's strategy, major plans of action, risk policies, annual budget and Annual Performance Plan, monitoring the Council's performance and establishing best management practices.

COMMITTEE RESPONSIBILITY

The Audit and Risk Committee reports that it has complied with its responsibilities arising from Section 16.2 of the ELRC constitution.

The Committee reports that it has adopted an appropriate formal Terms of Reference, has regulated its affairs in compliance with these Terms and has discharged all its responsibilities as contained therein.

The Committee has supported the Executive Committee and the Accounting Officer by reviewing the comprehensiveness of assurances in meeting the Executive Committee and the Accounting Officer's assurance needs and reviewed the reliability and integrity of these assurances.

The Committee has also advised the Executive Committee and the Accounting Officer of any control issues that it considers are significant and are therefore appropriate for disclosure in the statement of internal controls.

The Audit and Risk Committee rely on a variety of sources, e.g., Internal Auditor, External Auditor, Safety Health Environment Committee, and Information Communication Technology Committee to support them in this work.

EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

The Committee has:

- reviewed and discussed the annual financial statements of the Council to be included in the annual report, with the External Auditor and management;
- reviewed the Auditor's Report to Management;
- reviewed and discussed the Audit Report with the External Auditor and management; and
- noted that there were no significant adjustments resulted from the audit.

All the above form a basis for the Committee to concur with the conclusion made by the External Auditor.

Report of the External Auditor

The Audit and Risk Committee has:

- reviewed the External Auditor's Report to Management, and
- has met with the External Auditor to ensure that there are no unresolved issues that emanated from the audit.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

The control framework is designed to provide reasonable assurance regarding the achievement of departmental objectives in the following categories:

- the maintenance of proper performance information, accounting records and the reliability of financial information by reducing the risk of errors (unintentional mistakes) and irregularities (intentional mistakes and misrepresentations) in the accounting process.
- compliance with applicable laws, regulations and best practice,
- the detection and minimisation of significant risks associated with fraud, potential liability and loss, including the safeguarding of assets, and
- the effectiveness and efficiency of operations.

Risk management

The Audit and Risk Committee is satisfied with the risk management processes and systems.

A risk model was prepared for the Council indicating key and operational risks that will impact on the achievement of strategic and business objectives.

The Corporate Risk Register was subjected to a formal review after a four-month interval and the outcome was reviewed by the Committee for monitoring the effectiveness of risk management strategies, reviewing and challenging the content of the register.

Effectiveness of internal controls

In terms of assessing the effectiveness of the internal control environment, the Committee has placed reliance on the work of assurance providers, the most important being Internal Audit. Internal financial controls were considered to be effective by the Committee when the risk of material error was adequately reduced and, as a result, reported information is reliable.

The Committee has reviewed the internal audit reports issued during the year and the Internal Auditor's assessment of the internal controls of the organisation and formed its own assessment in terms of the reporting required to the Executive Committee.

The overall system of internal control is adequate; however, instances of internal controls not operating as intended were identified throughout the year and implemented corrective actions followed-up quarterly to ensure that related risks were being adequately managed.

The Committee further wishes to draw attention to the following areas:

Information Communication Technology

- The implementation of the Dispute Management Services Application system has enhanced the dispute resolution services and processes.
- The Council has made significant progress to improve control over ICT systems including user access, security management and disaster recovery.
- From audits performed, the system of general controls in place is efficient and effective to meet the organisational needs, safeguards and ensures credible information, adds value and contributes to the organisation's value creation and achievement of objectives by improving the processes to deliver services effectively, efficiently and economically.

Resolving Internal Control Findings

The Committee applauds management for the significant improvement in the extent of external and internal audit findings resolved, however, disapproved the recurring findings due to ineffectiveness of controls. Henceforth, it was recommended to management to strengthen compliance with existing controls and augment the monitoring thereof.

Review of policies

The Committee has reviewed the financial policies and information technology policies and recommended them for approval by the Executive Committee.

Compliance with laws and regulations

The Committee is extremely satisfied with the compliance level of the ELRC in respect of laws and regulations.

The quality of in-year reporting

The Committee reviewed and discussed with the Accounting Officer the financial and performance reports throughout the year and is satisfied with the contents and the quality of the reports.

To ensure that the reports are timely, credible and reliable, the following processes were followed:

- reviewed the quarterly reports together with internal audit reports,
- confirmed that in-year reports recommended for approval were subsequently approved by the Executive Committee prior to publication;
- considered explanations for all significant variances in the financial statements and performance report as compared to the appropriated budget and annual performance plan.

These financial statements are prepared in accordance with the International Financial Reporting Standards for small and medium-sized entities.

EFFECTIVENESS OF INTERNAL AUDIT FUNCTION

The Audit and Risk Committee is satisfied that the Interna Audit Function is operating effectively and that it has addressed the risks pertinent to the ELRC and accomplished its annual operational plan.

The Committee is of the view that the unit was effective for the year 2021/22 as it was able to discharge its responsibilities as set out in the approved audit plan.

CONCLUSION

The Audit and Risk Committee concurs and accepts the External Auditor's opinion on the Annual Financial Statements and recommends that the audited Annual Report be accepted and read together with the Audit Report.

The Audit and Risk Committee commends the ELRC for maintaining an unqualified audit opinion with no findings.

Mr SAB Ngobeni

Chairperson of the ELRC Audit and Risk Committee

Date: 23 August 2022

HUMAN RESOURCE MANAGEMENT

HR

1. Introduction

The Human Resources Report summarises the employment relations activities of the ELRC during the 2021/22 financial year. Human Resources issues include recruitment, resignations (turnover), employee wellness, further studies and training and development, performance management, and labour relations.

The Council had 60 approved positions.

RECRUITMENT/APPOINTMENTS

The Council filled eight vacant positions during the period under review:

- 1x ICT Manager commenced in July 2021
- 1x Provincial Manager: MP - commenced in January 2022
- 1x Provincial Manager: KZN - commenced in April 2022
- 4x Supply Chain Management Officer – commenced in April 2022
- 1x Handyman – commenced in April 2022

EMPLOYEE RELATIONS MATTERS

- Two employees were given written warning letters due to non-compliance
- Two employees were given final written warning letters due to poor performance and non-compliance
- One employee underwent a disciplinary hearing due to poor performance and was sanctioned with a final written warning

FURTHER STUDIES AND SKILLS DEVELOPMENT

During the period under review, the Council provided the following trainings:

- 1x employee on Report Customisation
- 1x employee on Microsoft Excel – Excel Steroids
- 2x employees on Mid-Year Payroll Tax
- 2x employees on Director's training
- 2x employees on Annual Payroll Tax update

PERFORMANCE MANAGEMENT

Performance Agreements were signed by all staff. Performance Assessments were concluded by managers and employees for each department. The Moderation Committee convened its meetings, and the PMS reports were submitted to the General Secretary timeously.

EMPLOYEE WELLNESS

During the period under review, Council conducted the following Employee Wellness events:

- The Council's financial broker - ZBA workshopped employees on financial wellness during the period under review. This was done to equip employees with investment knowledge and to highlight the advantages of saving for the future at an early stage.
- Provincial employees were workshopped on psychosocial activism and handling emotional trauma. As the COVID-19 pandemic is still in our midst, employees are taking a lot of strain, dealing with family members infected and those

that passed away due to COVID-19. This workshop was conducted to equip employees with coping strategies to deal with such trauma.

- A professional service provider conducted a Workforce Healthcare workshop to educate ladies about women's diseases. This was done to equip employees with the knowledge and understanding of their bodies and how to deal with such from a psychological and physical perspective.
- Furthermore, a motivational communique in the form of a YouTube video was circulated to all staff encouraging them to maintain a positive outlook, while dealing with the challenges posed by the pandemic.
- A Breast Cancer awareness message was sent to staff. A professional service provider conducted a wellness event for male employees. This was done in celebration of International Men's Day.
- A professional service provider was sourced to conduct a Financial Wellness event to equip employees with matters related to their finances.
- A Biggest Loser challenge was arranged for staff and will run for a period of three months. This was done to encourage employees to take care of themselves and stay physically healthy.
- A professional trainer was invited for a physical training (aerobics) session with staff. This was done to encourage regular physical activity as it is associated with a greater sense of well-being and lower rates of depression and anxiety.

RESIGNATIONS/RETIREMENT

Five employees resigned during the period under review:

- 3x Supply Chain Officer
- 1x Financial Officer
- 1x Provincial Manager: NC

2. Human Resource Oversight Statistics

Personnel cost by programme

Programme	Personnel Expenditure (R'000)	Total Operating Expenditure for the Entity (R'000)	Personnel Expenditure as % of Total Expenditure	No. of Employees	Average Personnel Cost per Employee (R'000)
Collective Bargaining	R13,648	R17,534	78%	19	R 718
Dispute Management Services	R5,156	R16,787	31%	7	R 737
Corporate Services	R6,634	R10,163	65%	8	R 829
Finance and Supply Chain Management	R8,461	R11,967	71%	16	R 529
Executive Services	R6,966	R7,891	88%	5	R 1,393
Total	**R40,864**	**R64,343**	**64%**	**55**	

Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of Employees	Average Personnel Cost per Employee (R'000)
Top Management	R4,270	10%	2	R2,135
Senior Management	R4,279	10%	3	R1,426
Professional Qualified / Managers	R14,877	36%	13	R1,144
Skilled/Officers	R15,722	38%	31	R507
Semi-skilled / Clerks	R1,107	3%	2	R554
Unskilled / General	R609	1%	4	R152
Total	**R40,864**	**100%**	**55**	

Training Costs

Programme	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Exp. as a % of Personnel Cost	No. of Employees	Average training cost per employee (R'000)
Collective Bargaining	R13,648	R0	0.0%	19	R0
Dispute Resolution	R5,156	R0	0.0%	7	R0
Corporate Services	R6,634	R2	0.0%	8	R0
Finance and Supply Chain Management	R8,461	R6	0.0%	16	R0
Executive Services	R6,966	R0	0.0%	5	R0
Total	**R40,864**	**R8**	**0.0%**	**55**	

Employment levels per programme

Programme	2020/2021 Approved Posts	2020/2021 No. of Employees	2020/2021 Vacancies	% of vacancies
Executive Office	6	5	1	17%
Collective Bargaining	21	19	2	10%
Corporate Services	8	8	0	0%
Finance and Supply Chain Management Services	17	16	1	6%
Dispute Resolution & Prevention	8	7	1	13%
Total	**60**	**55**	**5**	**8%**

Employment and vacancies per level

Programme	2020/2021 Approved Posts	2020/2021 No. of Employees	2020/2021 Vacancies	% of vacancies
Top Management	2	2	0	0%
Senior Management	4	3	1	25%
Professional Qualified	17	13	4	24%
Skilled	31	31	0	0%
Semi-skilled	2	2	0	0%
Unskilled	4	4	0	0%
Total	**60**	**55**	**5**	**8%**

Employment changes

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Transfers	Employment at End of the Period
Top Management	2	0	0	0	2
Senior Management	3	0	0	0	3
Professional Qualified	12	2	1	0	13
Skilled	31	0	3	0	28
Semi-skilled	2	0	0	0	2
Unskilled	4	0	1	0	3
Total	**54**	**2**	**5**	**0**	**51**

Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	1	2%
Resignation	4	7%
Dismissal	0	0%
Retirement	0	0%
Expiry of contract	0	0%
Other (Termination by mutual agreement)	0	0%
Total	**5**	**9%**

Labour relations issues

Nature of disciplinary Action	Number
Verbal warning	0
Written warning	2
Final written warning	2
Demotion	0
Disciplinary	1
Dismissal	0
Grievances	0
Other (termination by mutual agreement)	0
Total	**5**

Equity targets

Levels	MALE						
	AFRICAN		COLOURED		INDIAN		
	Current	Target	Current	Target	Current	Target	Target
Top Management	0	0	0	0	0	0	0
Senior Management	1	0	0	0	0	0	0
Professional Qualified	8	0	0	0	0	0	0
Skilled	13	0	0	0	0	0	0
Semi-skilled	2	0	0	0	0	0	0
Unskilled	3	0	0	0	0	0	0
Total	**27**	**0**	**0**	**0**	**0**	**0**	**0**

Levels	FEMALE						
	AFRICAN		COLOURED		INDIAN		
	Current	Target	Current	Target	Current	Target	Target
Top Management	2	0	0	0	0	0	0
Senior Management	2	0	0	0	0	0	0
Professional Qualified	3	0	2	0	0	0	0
Skilled	13	0	1	0	1	0	0
Semi-skilled	0	0	0	0	0	0	0
Unskilled	1	0	0	0	0	0	0
Total	**21**	**0**	**3**	**0**	**1**	**0**	**0**

Levels	DISABLED STAFF			
	MALE		FEMALE	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional Qualified	0	0	0	0
Skilled	0	0	1	0
Semi-skilled	0	0	0	0
Unskilled	1	0	0	0
Total	**1**	**0**	**1**	**0**

FINANCIAL INFORMATION

Independent Auditor's Report

To the Members of the Education Labour Relations Council

We have audited the financial statements of the Education Labour Relations Council (ELRC) which comprise the statement of financial position as at 31 March 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 31 March 2022, as well as the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Education Labour Relations Council as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards for Small-Medium sized Entities (IFRS for SMEs) and the Labour Relations Act (LRA).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. As at the date of this report, no inconsistencies were identified in the Annual Report.

Responsibilities of the Accounting Officer for the financial statements

The Accounting Officer is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards for Small-Medium sized Entities and the LRA, and for such internal control as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accounting Officer is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting, unless the appropriate governance structure either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, representations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PSTM Auditors Inc
Phuthanang Motsielwa (CA) SA, RA
Registered Auditor
12 August 2022
7 Naivasha Road
Sunninghill
Sandton
2191

EDUCATION LABOUR RELATIONS COUNCIL

(Registration number LR2/6/6/110)

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Index Page

Statement of Responsibility for the Annual Financial Statements 182

Statement of Financial Position 183

Statement of Comprehensive Income 184

Statement of Changes in Equity 185

Statement of Cash Flows 186

Accounting Policies 187

Notes to the Annual Financial Statements 193

The following supplementary information does not form part of the financial statements and is not audited:

Statement of Comparison of Budget and Actual Amounts 208

The financial statements set out on pages 183 to 207, which have been prepared on the going concern basis, were approved on 31 August 2022 and were signed on its behalf by:

Ms N.O Foca
Accounting Officer

Adv. L. Bono
Chairperson of Council

STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

The Accounting Authority is required to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report.

It is their responsibility to ensure that the financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditor is engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates. The financial statements have been prepared on the going concern basis.

The Accounting Authority is responsible for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the annual financial statements.

In my opinion, the financial statements fairly reflect the operations of the entity for the financial year ended 31 March 2022.

The Education Labour Relations Council's annual financial statements for the year ended 31 March 2022 have been audited by the external auditors and their report is presented on page 177.

The Annual Financial Statements of the entity set out on page 183 to page 207 have been approved.

Ms N.O Foca
Accounting Officer

Adv. L Bono
Chairperson of Council

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

	Notes	March 2022 R	March 2021 R
Assets			
Non-Current Assets		**23 747 978**	**26 548 856**
Property and equipment	**2**	23 273 368	24 814 680
Intangible assets	**3**	474 610	1 734 176
Current Assets		**213 692 137**	**193 377 583**
Trade and other receivables	**4**	1 970 481	853 894
Cash and cash equivalents	**5**	211 721 656	192 523 689
Total Assets		**237 440 115**	**219 926 440**
Equity and Liabilities			
Equity			
Retained surplus		230 766 979	214 526 069
Liabilities			
Current Liabilities		**6 673 136**	**5 400 371**
Trade and other payables	**6**	5 454 572	4 185 996
Provisions	**7**	1 218 564	1 214 375
Total Equity and Liabilities		**237 440 115**	**219 926 440**

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2022

Description	Notes	March 2022 R	March 2021 R
Revenue	**8**	75 512 267	74 271 851
Other Income	**9**	8 439 264	6 578 390
Operating Expenditure	**19**	(67 710 622)	(62 428 961)
Operating surplus for the year		**16 240 910**	**18 421 280**
Other comprehensive income		-	-
Total comprehensive income for the year		**16 240 910**	**18 421 280**

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2022

	Retained surplus R	Total equity R
Balance at 01 April 2020	**196 104 789**	**196 104 789**
Total comprehensive surplus for the year	18 421 280	18 421 280
Balance at 01 April 2021	**214 526 069**	**214 526 069**
Total comprehensive surplus for the year	16 240 910	16 240 910
Balance at 31 March 2022	**230 766 979**	**230 766 979**

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	Notes	March 2022 R	March 2021 R
Cash flows from operating activities			
Cash received from customers		74 397 099	74 252 866
Cash paid to suppliers and employees		(54 749 463)	(51 735 196)
Net cash from operating activities	**14**	**19 647 636**	**22 517 670**
Cash flows from investing activities			
Purchase of property and equipment	**2**	(449 669)	(694 588)
Purchase of intangible assets	**3**	-	(45 250)
Net cash from investing activities		**(449 669)**	**(739 838)**
Increase in cash and cash equivalents for the year		**19 197 967**	**21 777 832**
Cash at the beginning of the year		192 523 689	170 745 857
Total cash at the end of the year	**5**	**211 721 656**	**192 523 689**

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022

1. Presentation of financial statements

The financial statements have been prepared in accordance with the International Financial Reporting Standards for Small and Medium sized Entities (IFRS for SMEs) and the Labour Relations Act (66 of 1995) as amended. The financial statements have been prepared on the historical cost basis (unless otherwise stated) and incorporate the principal accounting policies set out below. They are presented in South African rands.

These accounting policies have been amended to be compliant with the reporting framework of IFRS for SMEs.

1.1 Significant judgements and sources of estimation uncertainty

Key sources of estimation uncertainty

Useful lives of property and equipment

The Council reviews the estimated useful lives of property and equipment when changing circumstances indicate that they may have changed since the most recent reporting date.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates is included in Note 7 – Provisions.

1.2 Property and equipment

Property and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others or for administrative purposes; and
- are expected to be used during more than one period.

Property and equipment are carried at cost less accumulated depreciation and accumulated impairment losses.

Cost includes all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Costs include costs incurred initially to acquire or construct an item of property and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property and equipment, the carrying amount of the replaced part is derecognised.

Depreciation is provided using the straight line method to write down the cost over the useful life of the property and equipment, which is as follows:

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Item	Depreciation method	Average useful life in years
Buildings	Straight line	25
Lifts	Straight line	25
Generators	Straight line	25
Furniture and fittings	Straight line	10
Motor vehicles	Straight line	7
Office equipment	Straight line	8 to 10
Computer equipment	Straight line	3
Leasehold improvements	Straight line	5

The depreciation method and useful life of each asset are reviewed at each reporting date if there are indicators present that there has been a significant change from the previous estimate.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in surplus or deficit in the period.

Land is not depreciated, and it is stated at cost.

1.3 Intangible assets

Intangible assets are initially recognised at cost and subsequently at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Item	Depreciation method	Average useful life in years
Systems (operational) software	Straight line	3
Application software	Straight line	8

The amortisation period and amortisation method for intangible assets are reassessed when there is an indication that there is a change from the previous estimate.

1.4 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or deficit.

Derecognise a financial asset when:

- the contractual rights to the cash flows from the financial asset expire or are settled
- the entity transfers to another party all the significant risks and rewards relating to the financial asset
- the entity, despite having retained some significant risks and rewards relating to the financial asset, has transferred the ability to sell the asset in its entirety to an unrelated third party who is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Derecognise a financial liability when the obligation is discharged, cancelled or expires.

1.5 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indices or statistics) to compensate for the lessor's expected inflationary cost increases.

Any contingent rents are expensed in the period they are incurred.

1.6 Impairment of assets

The Council assesses at each reporting date whether there is any indication that property and equipment or intangible assets may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or deficit.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in surplus or deficit.

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

1.7 Employee benefits

Short term employee benefits

The cost of short term employee benefits (those payable within 12 months after the service is rendered), such as leave pay, bonuses and non monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

1.8 Provisions and contingencies

Provisions are recognised when the Council has an obligation at the reporting date as a result of a past event. It is probable that the Council will be required to transfer economic benefits in settlement; the amount of the obligation can be estimated reliably.

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as interest expense.

Provisions are not recognised for future operating deficits.

A contingent liability is a possible obligation that arises from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events that are beyond the control of the entity.

Alternatively, a contingent liability is a present obligation that arises from past events but is not recognised because:

- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are included in the disclosure notes. The estimation of the amounts disclosed is based on the expected possible outflows of economic benefits should there be a present obligation.

Contingent assets

Contingent assets arise from unplanned or other unexpected events that are not wholly within the control of the entity and give rise to the possibility of an inflow of economic benefits or service potential to the entity.

Contingent assets are included in the disclosure notes. The estimation of the amounts disclosed is based on the expected possible inflows of economic benefits or service potential to the entity.

Contingent assets and contingent liabilities are not recognised as provisions as the recognition criteria for provisions are not met.

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

1.9 Revenue

Revenue is recognised to the extent that the Council has transferred the significant risks and rewards of ownership of goods to the buyer, or has rendered services under an agreement provided the amount of revenue can be measured reliably. It is probable that economic benefits associated with the transaction will flow to the Council. Revenue is measured at the fair value of the consideration received or receivable and discounts.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

1.10 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.11 Presentation of budget information

The Council discloses a comparison of the budget and actual amount in the primary financial statements.

1.12 Related parties

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions, or if the related party entity and another party are subject to common control.

Related parties include individuals who have significant influence over the entity, such as members of the EXCO, its committees and key management personnel.

All transactions between the entity and related parties during the reporting period as well as comparative information are disclosed in the notes to the annual financial statements.

1.13 Irregular expenditure

Irregular expenditure as defined in section 1 of the Public Finance Management Act (PFMA) is expenditure other than recognised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- Public Finance Management Act (1 of 1999) or
- The State Tender Board Act (86 of 1968) or any regulations made in terms of this Act
- Any provincial legislation providing for procurement procedures in that provincial government

Irregular expenditure is accounted for in terms of the Council's Supply Chain Management Policy.

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022

1.14 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure means expenditure which is made in vain and would have been avoided had reasonable care been exercised.

Where an investigation determines, a receivable will be recorded against an employee who has been found to have incurred the fruitless and wasteful expenditure. In instances where a receivable is not raised against an employee or the amount is irrecoverable, the General Secretary may write off the debt. Fruitless and wasteful expenditure identified is disclosed in the notes to the financial statements.

Fruitless and wasteful expenditure is accounted for in terms of the Council's SCM policy.

1.15 Unauthorised expenditure

Unauthorised expenditure refers to overspending of the budget approved or expenditure not in accordance with the purpose, strategic objective and mandate of the Council.

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

Unauthorised expenditure is accounted for in terms of the Council's SCM policy.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Note 2

Property and equipment	March 2022			March 2021		
	Cost	Accumulated depreciation	Carrying Value	Cost	Accumulated depreciation	Carrying Value
Land	1 000 000	-	1 000 000	1 000 000	-	1 000 000
Buildings	33 541 323	(13 499 618)	20 041 705	33 433 263	(12 146 175)	21 287 088
Generators	599 576	(159 328)	440 248	599 576	(135 330)	464 246
Lifts	702 669	(171 712)	530 957	702 669	(143 593)	559 076
Furniture and fittings	2 264 434	(1 856 593)	407 841	2 416 073	(1 943 816)	472 257
Motor vehicles	499 000	(451 885)	47 115	499 000	(419 499)	79 501
Office equipment	862 080	(464 240)	397 840	802 476	(468 098)	334 378
Computer equipment	4 233 385	(3 825 723)	407 662	4 114 746	(3 496 612)	618 134
	43 702 467	**(20 429 099)**	**23 273 368**	**43 567 803**	**(18 753 123)**	**24 814 680**

Reconciliation of property and equipment: ***31 March 2022***

	Opening Balance	Additions	Disposals	Depreciation	Total
Land	1 000 000	-	-	-	1 000 000
Buildings	21 287 088	108 060	-	(1 353 443)	20 041 705
Generators	464 246	-	-	(23 998)	440 248
Lifts	559 076	-	-	(28 119)	530 957
Furniture and fittings	472 257	31 803	(2 295)	(93 924)	407 841
Motor vehicles	79 501	-	-	(32 386)	47 115
Office equipment	334 378	145 498	(10 440)	(71 596)	397 840
Computer equipment	618 134	164 308	(269)	(374 512)	407 662
	24 814 680	**449 669**	**(13 004)**	**(1 977 978)**	**23 273 368**

Note 2 (cont.)

Reconciliation of property and equipment: ***31 March 2021***

	Opening Balance	Additions	Disposals	Depreciation	Total
Land	1 000 000	-	-	-	1 000 000
Buildings	22 025 573	586 042	-	(1 324 527)	21 287 088
Generator	488 213	-	-	(23 967)	464 246
Lifts	587 164	-	-	(28 088)	559 076
Furniture and fittings	583 435	-	-	(111 178)	472 257
Motor vehicles	143 614	-	-	(64 113)	79 501
Office equipment	411 040	-	-	(76 662)	334 378
Computer equipment	1 083 878	108 546	(11 305)	(562 985)	618 134
	26 322 917	**694 588**	**(11 305)**	**(2 191 520)**	**24 814 680**

Disposals

The amount disclosed above reflect the carrying value of the disposed assets.

Land

Erf, Die Hoewes Extension 26 Township, Registration Division J.R. Province of Gauteng, in extent 3019 square meters.

Changes in estimates

The entity reassesses the useful lives and residual values of items of property and equipment at the end of each reporting period, in line with the accounting policy and section 17 Property, plant and equipment. These assessments are based on historic analysis, benchmarking, and the latest available and reliable information.

Computer equipment and furniture and fittings that had 1 year remaining of useful life at the beginning of the financial year have been increased by an additional 2 years.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 3

Intangible assets	March 2022			March 2021		
	Cost	Accumulated amortisation	Carrying Value	Cost	Accumulated amortisation	Carrying Value
Software	5 301 278	(4 826 668)	474 610	5 301 279	(3 567 103)	1 734 176

Reconciliation of intangible assets: ***31 March 2022***

	Opening Balance	Additions	Amortisation	Total
Software	1 734 176	-	(1 259 566)	474 610

Reconciliation of intangible assets: ***31 March 2021***

	Opening Balance	Additions	Amortisation	Total
Software	2 997 579	45 250	(1 308 653)	1 734 176

Changes in estimates

At the end of each reporting period, the entity reassesses whether there is any indication that any intangible asset may be impaired, in line with the accounting policy and section 18 Intangible Assets. These assessments are based on historic analysis, benchmarking, and the latest available and reliable information.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 4

Trade and other receivables	2022 R	2021 R
Accrued income	-	10 978
Deposits	301 368	296 119
Flight ticket refunds *	8 342	117 023
Flight tickets for re-use	18 251	5 680
Other receivables	11 217	5 969
Prepayments	485 918	366 040
Receivable from employees	254	33 101
Trade receivables	1 145 131	18 985
	1 970 481	**853 894**

Trade and other receivables are not pledged as security. The carrying amount of the receivables approximate their fair value.

* Flight tickets refunds are air travel tickets that have been cancelled due unavailability of pre-booked travellers.

Note 5

Cash and cash equivalents	2022 R	2021 R
Cash and cash equivalents consist of:		
Cash on hand	19 511	22 956
Current account	10 468 685	22 907 110
Short term deposits *	201 233 460	169 593 623
	211 721 656	**192 523 689**

*Short term deposits are held with the South African Reserve Bank (Corporate of Public deposits) and bears interest at a rate more competitive than those offered by the big four banks. These are made available immediately on call or request.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 6

Trade and other payables	2022 R	2021 R
Trade payables	1 409 894	1 812 159
Accrued leave pay	1 390 843	1 317 875
Accrued performance bonus	1 813 577	-
Accrued expenses	840 257	1 055 962
	5 454 572	**4 185 996**

The carrying amount of the payables approximate their fair value.

Note 7

Provisions	2022 R	2021 R
Provision for 13th cheque	564 810	560 621
Provision for SADTU	653 754	653 754
	1 218 564	**1 214 375**

Reconciliation of provisions: ***31 March 2022***

	Opening Balance	Addition	Utilised	Total
Provision for 13th cheque	560 621	2 308 860	(2 304 670)	564 810
Provision for SADTU	653 754	-	-	653 754
	1 214 375	**2 308 860**	**(2 304 670)**	**1 218 564**

Reconciliation of provisions: ***31 March 2021***

	Opening Balance	Addition	Utilised	Total
Provision for 13th cheque	585 768	2 713 259	(2 738 406)	560 621
Provision for SADTU	653 754	-	-	653 754
	1 239 522	**2 713 259**	**(2 738 406)**	**1 214 375**

Provisions for SADTU comprise of costs to be claimed for services rendered by Parties to Council but for which claims have not been received. A reliable estimate is made based on the number of meetings attended and provisions as per Collective Agreement.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 8

Revenue	2022 R	2021 R
Levies – FETC	3 741 812	2 889 531
Levies – DBE	71 770 455	71 382 320
	75 512 267	**74 271 851**

All levies received bear no credit risk and are paid from salary deductions from educators and an equal contribution by employer.

Note 9

Other income	2022 R	2021 R
Interest income	7 132 399	5 893 268
Penalty income	632 725	129 429
Other income	340 079	246 379
Rental income	334 061	309 314
	8 439 264	**6 578 390**

Note 10

Employee costs	2022 R	2021 R
Basic earnings	30 864 789	32 037 271
13th Cheque	2 306 955	2 494 849
Medical Aid	934 856	995 357
Unemployment Insurance Fund (UIF)	111 000	103 924
Skills Development Levy (SDL)	322 855	227 796
Leave pay accrual charge	213 275	124 650
Performance bonus	1 813 577	-
Housing allowance	631 500	664 500
Post retirement benefits	3 987 959	4 281 604
Total cost	**41 186 766**	**40 929 951**

Total number of employees 56 (2021: 52)

Post retirement benefits (Defined contribution plan)

The entity provides retirement benefits through a defined contribution plan to all its employees. The Provident Fund and Retirement Annuity Fund are governed by the Pension Funds Act, 1956 (Act no 24 of 1956).

The entity is under no obligation to cover any unfunded benefits.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 11

Taxation

The Council is exempt from the payment of income tax in terms of section 10(1) (CA) (I) of the Income Tax Act, No. 58 of 1962.

Note 12

Auditor's remuneration	2022 R	2021 R
Disbursements	102 611	69 361
Consulting fees	13 409	13 756
Statutory audit fees	730 040	703 371
	846 060	**786 488**

Note 13

Commitments	2022 R	2021 R
Already contracted, but not provided for:		
Operating expenditure	**5 984 428**	**3 396 864**

This committed expenditure relates to operating expenses and will be financed by available retained surplus. Commitments disclosed takes into consideration clauses as per the contractual agreements.

Minimum lease payments under operating lease recognised as an expense during the year		
Operating lease expense	**1 767 779**	**1 674 158**

Total minimum lease payments		
Not later than one year	1 045 879	979 653
Later than one year and not later than five years	71 168	279 402
	1 117 048	**1 259 055**

Operating lease payments represent rentals payable by the ELRC for rentals of premises in the nine provincial offices. The leases typically run for a period of three to five years, with an option to renew. Rental expenses are increased annually as per the escalation clauses of the lease agreements.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 14

Cash generated from operations	2022 R	2021 R
Surplus for the year	16 240 910	18 421 280
Adjustments for:		
Depreciation and amortisation	3 237 544	3 500 171
Loss on disposal of assets	13 004	11 305
Movement in provisions	4 189	(25 147)
Changes in working capital:		
Trade and other receivables	(1 116 586)	138 243
Trade and other payables	1 268 574	471 818
	19 647 636	**22 517 670**

Note 15

Related parties	
Employer party	Department of Basic Education
Chairperson of Council	Advocate Luvuyo Bono
Members of key management	Ms Nolusindiso Foca Ms Unathi Ndobeni Ms Octavia Makofane Mr Matlose Moela Ms Nelisiwe Bongco
Trade unions	South African Democratic Teachers Union (SADTU) Combined Trade Union – Autonomous Trade Union (CTU-ATU)

Non-Executive members serve in the Audit Committee of the ELRC. The Audit Committee sits for four meetings annually and any other special meetings.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 15 (cont.)

Key Management Personnel

Key management information

Class	Description	Number of members
Executive members	Accounting Authority	11
Non-executive members	Accounting Authority	3
Executive management	Accounting Officer & Executive	2
Senior management	Management	3

Related party transactions

Fees paid to related parties in respect of services rendered

	2022 R	2021 R
Advocate L. Bono*	**42 000**	**31 000**

* This relates to the fees paid for services rendered by the independent Chairperson as a panellist in matters of arbitration or dispute resolution. The Chairperson's decisions in dispute resolution and arbitration matters do not affect the financial position of the Council.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 15 (cont.)

Executive emoluments (Chairperson's fees)

	2022 R	2021 R
Advocate L. Bono	**210 000**	**175 000**

Members of the ELRC Executive committee did not receive emoluments during the financial year as per collective agreement. The Board fees to date amount to R 210 000 and were only paid to Advocate L. Bono.

Audit Committee Fees 2022

	Daily Fee	Expenses	Total
Mr SA Ngobeni	60 438	-	60 438
Ms J Masite (appointed 8 September 2021)	10 476	-	10 476
Dr. C Motau	31 428	-	31 428
	102 342	**-**	**102 342**

Audit Committee Fees 2021

	Daily Fee	Expenses	Total
Mr SA Ngobeni	60 438	-	60 438
Ms T Sihlaba	26 190	1 296	27 486
Dr. C Motau	20 952	-	20 952
	107 580	**1 296**	**108 876**

Non-Executive members serve in the Audit Committee of the ELRC. The Audit Committee sits for four meetings annually and any other special meetings.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 15 (cont.)

Executive management emoluments

31 March 2022	Basic salary	13th cheque	Provident and Retirement Fund Contribution	Performance bonus	Other Allowances*	Total
Ms NO Foca	1 544 875	159 723	271 154	219 048	268 949	2 463 748
Ms U Ndobeni	1 110 109	114 645	97 315	123 201	361 064	1 806 333
	2 654 983	**274 368**	**368 469**	**342 249**	**630 013**	**4 270 082**

31 March 2021	Basic salary	13th cheque	Provident and Retirement Fund Contribution	Other Allowances*	Total
Ms NO Foca	1 478 554	118 913	256 851	249 215	2 103 533
Ms U Ndobeni	1 049 775	85 354	92 182	337 652	1 564 963
	2 528 328	**204 267**	**349 033**	**586 867**	**3 668 496**

* Other allowances comprise cash allowance, medical aid fringe benefit, back pay, SDL and UIF.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 15 (cont.)

Senior management emoluments

31 March 2022	Basic salary	13th cheque	Provident and Retirement Fund Contribution	Performance bonus	Other Allowances*	Total
Ms LO Makofane	893 823	92 411	156 885	95 051	156 483	1 394 653
Ms NA Bongco	882 003	91 088	77 318	130 514	287 813	1 468 735
Mr MP Moela	902 651	93 324	158 432	95 990	157 942	1 408 339
	2 678 476	**276 823**	**392 635**	**321 555**	**602 238**	**4 271 727**

31 March 2021	Basic salary	13th cheque	Provident and Retirement Fund Contribution	Other Allowances*	Total
Ms LO Makofane	846 772	68 800	148 607	144 875	1 209 054
Ms NA Bongco	835 580	67 815	73 240	268 963	1 245 598
Mr FS Moloisi (deceased 30 January 2021)	787 861	70 361	137 892	47 398	1 043 512
Mr MP Moela	855 138	51 798	150 075	144 005	1 201 016
	3 325 351	**258 774**	**509 814**	**605 241**	**4 699 180**

* Other allowances comprise cash allowance, medical aid fringe benefit, back pay, SDL and UIF.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 16

Fruitless and wasteful expenditure	2022 R	2021 R
Opening balance	-	6 868
Add: Fruitless and wasteful expenditure incurred during the year	70 991	16 720
Less: Recovered during the year	(837)	(19 388)
Less: Condoned	(1 800)	(4 200)
Less: Reversed during the year	(68 354)	-
Closing balance	**-**	**-**

Note 17

Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern organisation. This basis presumes that funds will be available to finance future operations, that the realisation of assets, settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

Note 18

Events after reporting period

No significant events have occurred subsequent to the reporting period.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022 (cont.)

Note 19

Operating expenses	Notes	2021 R	2020 Restated R
Accommodation expenses		46 597	11 903
Administration and management fees		816 507	768 460
Advertising and Recruitment		164 347	52 598
Arbitration		8 851 844	4 870 665
Assets below R5000		9 067	9 204
Auditors fees	**12**	743 449	717 127
Bad debts written off		117 023	-
Bank charges		55 504	49 553
Chairperson's fees	**15**	210 000	175 000
Cleaning and sanitation		95 524	69 039
Computer expenses		396 518	358 890
Conciliation		625 455	561 725
Condonation		78 500	58 375
Consulting and professional fees		207 073	290 362
Consumables		25 743	41 820
Cost of quality control		157 625	88 500
Delivery expenses		16 777	12 391
Depreciation, amortisation and impairment loss		3 237 544	3 500 171
Donations		-	1 500 000
Facilitation and Dispute prevention		39 317	-
Employee related costs	**10**	41 186 766	40 929 951
Governance and provincial chambers		952 816	348 951
Employee wellness and SHE expenses		69 852	119 874
Implementation of Acts and Agreements		102 611	13 000
Insurance		555 721	581 566
International travel expenses		2 959	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Note 19 (cont.)

Operating expenses (cont.)	**Notes**	**2021 R**	**2020 R**
Legal Expenses		922 977	692 080
Loss on disposal of assets	**2**	13 004	11 305
Motor vehicle expenses		12 236	26 258
Municipal expenses		1 389 798	1 397 095
Printing and stationery		505 017	455 730
Refreshments		13 093	6 018
Rentals		1 767 779	1 674 158
Repairs and maintenance		550 102	588 127
Research and Develeopment		1 500	-
Security		1 021 582	1 070 871
Storage and removal		7 459	2 013
Subscriptions and license fees		1 078 996	706 195
Telecommunication costs and postal fees		540 421	496 905
Training		923 670	58 800
Travelling costs		136 257	36 767
Workman's compensation		61 592	77 513
		67 710 622	**62 428 961**

Statement of comparison of Budget and Actual Amounts
For the year ended 31 March 2022

	March-22				March-21			
	Actual	Budget	Variance	Variance %	Actual	Budget	Variance	Variance %
TOTAL INCOME	**82 837 421**	**81 115 416**	**(1 722 005)**	**-2%**	**80 850 241**	**84 930 836**	**4 080 595**	**5%**
Revenue	74 398 157	74 724 530	(326 373)	-0%	74 271 851	74 070 671	201 180	0%
Other income	8 439 264	6 390 886	2 048 378	32%	6 578 390	10 860 165	(4 281 775)	-39%
OPERATING EXPENSES	**64 343 051**	**78 451 865**	**14 108 815**	**18%**	**58 917 484**	**83 258 275**	**24 340 791**	**29%**
DISPUTE MANAGEMENT SERVICES	**16 787 363**	**17 725 925**	**938 562**	**5%**	**11 298 282**	**19 743 209**	**8 444 927**	**43%**
COLLECTIVE BARGAINING SERVICES	**17 534 390**	**26 945 258**	**9 410 868**	**35%**	**18 823 638**	**28 614 481**	**9 790 842**	**34%**
CBS (NATIONAL)	14 182 956	22 362 885	8 179 929	37%	16 319 654	23 907 435	7 587 780	32%
Governance And Support Services	426 125	801 993	375 868	47%	107 580	364 880	257 300	71%
Chamber Expenses	2 925 309	3 780 380	855 071	23%	2 396 404	4 342 166	1 945 762	45%
Gauteng	365 655	565 812	200 157	35%	280 782	564 897	284 115	50%
Free State	355 826	422 924	67 098	16%	360 550	550 304	189 754	34%
Eastern Cape	325 973	504 211	178 238	35%	338 493	494 793	156 300	32%
Western Cape	264 196	325 202	61 006	19%	237 724	329 040	91 316	28%
Limpopo	377 683	423 608	45 925	11%	294 428	529 596	235 168	44%
Mpumalanga	243 303	340 111	96 808	28%	152 686	329 814	177 128	54%
Northern Cape	324 521	409 036	84 515	21%	238 738	486 135	247 397	51%
North West Province	325 362	399 606	74 245	19%	227 433	391 847	164 414	42%
KwaZulu Natal	342 790	389 870	47 080	12%	265 571	665 740	400 169	60%
CORPORATE SERVICES	**10 162 650**	**11 425 808**	**1 263 158**	**11%**	**9 082 375**	**11 251 798**	**2 169 423**	**19%**
Media & Communications	222 537	442 010	219 473	50%	126 466	974 133	847 667	87%
Information Communication Technology	2 651 715	2 996 799	345 084	12%	2 121 279	2 546 020	424 742	17%
Human Resource	7 288 397	7 986 999	698 602	9%	6 834 631	7 731 645	897 014	12%
FINANCE AND SUPPLY CHAIN MANAGEMENT SERVICES	**11 967 326**	**13 494 344**	**1 527 018**	**11%**	**11 965 622**	**13 916 221**	**1 950 599**	**14%**
Supply Chain Management	3 371 262	3 987 212	615 950	15%	3 244 903	4 419 752	1 174 849	27%
Financial Accounting Services	8 596 064	9 507 132	911 068	10%	8 720 718	9 496 469	775 751	8%
EXECUTIVE SERVICES	**7 891 322**	**8 860 530**	**969 208**	**11%**	**7 747 567**	**9 732 566**	**1 984 999**	**20%**
SURPLUS/DEFICIT BEFORE CAPEX	**18 494 370**				**21 932 757**			
CAPITAL EXPENDITURE (CAPEX)	449 669	1 589 330	1 139 661	72%	739 838	2 310 325	1 570 487	68%
SURPLUS/DEFICIT AFTER CAPEX	**18 044 701**	**(1 589 330)**			**21 192 918**	**(2 310 325)**		

REGISTERED NAME:
Education Labour Relations Council

REGISTRATION NUMBER:
LR2/6/6/110

PHYSICAL ADDRESS:
261 West Avenue
Centurion
0046

POSTAL ADDRESS:
Private Bag X126
Centurion
0046

TELEPHONE NUMBER:
+27 12 663 7446

FAX NUMBER:
+27 12 643 1601

EMAIL ADDRESS
info@elrc.org.za

WEBSITE ADDRESS:
www.elrc.org.za