



ANNUAL REPORT 2023/24



Education Labour Relations Council (ELRC) ANNUAL REPORT 2023/24



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PART A

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:	RSM South Africa Inc.
Bankers:	First National Bank

2. LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
Adv.	Advocate
APP	Annual Performance Plan
ARC	Audit and Risk Committee
ASD	Autism Spectrum Disorder
BCEA	Basic Conditions of Employment Act
CCMA	Commission for Conciliation, Mediation and Arbitration
CFO	Chief Financial Officer
CM	Circuit Manager
COVID-19	Coronavirus disease of 2019
CPD	Continuous Professional Development
CTT	Core Training Team
CTU-ATU	Combined Trade Union – Autonomous Trade Union
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
DMS	Dispute Management Services
DoJ & CD	Department of Justice & Constitutional Development
DPTT	Dispute Prevention Task Team
DRP	Dispute Resolution Practitioner
DSD	Department of Social Development
DTT	District Training Team
EAP	Employee Assistance Programme
EC	Eastern Cape
ECD	Early Childhood Development
EE	Employment Equity
EEA	Employment of Educators Act
EHW	Employee Health and Wellness
ELRC	Education Labour Relations Council

EMS	Education Management Service
ESS	Employee Self-Service System
ETDP-SETA	Education Training and Development Practices Sector Education and Training Authority
EXCO	Executive Committee
FAR	Fixed Assets Register
FETC	Further Education and Training Colleges
FS	Free State Province
FSCA	Free State Collective Agreement
FTSS	Full-Time Shop Stewards
FY	Financial Year
GBV	Gender-Based Violence
GP	Gauteng Province
HIV	Human Immunodeficiency Virus
HR	Human Resources
IA	Internal Audit
ICT	Information and Communication Technology
IOD	Injuries and Disease on Duty
IFRS	International Financial Reporting Standards
ILERA	International Labour and Employment Relations Association
IQMS	Integrated Quality Management System
IT	Information Technology
ITCILO	International Training Centre of the International Labour Organisation
KPI	Key Performance Indicator
KZN	KwaZulu-Natal Province
LP	Limpopo Province
LRA	Labour Relations Act
MEC	Member of the Executive Council
MP	Mpumalanga Province
MTEF	Medium-Term Expenditure Framework

NAPTOSA	National Professional Teachers' Organisation of South Africa
NATU	National Teachers' Union
NC	Northern Cape Province
NECT	National Education Collaboration Trust
NEPA	National Education Policy Act
NQF	National Qualifications Framework
NRSO	National Register for Sex Offenders
NTT	National Training Team
NW	North West Province
NWU	North West University
OHS	Occupational Health and Safety
PAM	Personnel Administrative Measures
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
PILIR	Policy on Incapacity Leave and Ill-Health Retirement
PL	Post Level
PMDS	Performance Management Development System
PMS	Performance Management System
PM	Provincial Manager
PPM	Post Provisioning Model
PPN	Post Provisioning Norms
PPNS	Post Provisioning Norms and Standards
Prof.	Professor
PSCBC	Public Service Coordinating Bargaining Council
PTT	Provincial Task Team
QC	Quality Control

QMS	Quality Management System
REQV	Relative Education Qualification Value
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
SCM	Supply Chain Management
SGB	School Governing Body
SHE	Safety, Health and Environment
SME	Small and Medium-sized Entity
SMT	School Management Team
SOP	Standard Operating Procedure
SPW	Strategic Planning Workshop
SSC	School Safety Committee
TASP	Teacher Appreciation Support Programme
THS	Technical High School
TOR	Terms of Reference
TUC	Teacher Union Collaboration
TVET	Technical Vocational Education and Training
UIF	Unemployment Insurance Fund
ULP	Unfair Labour Practice
USA	United States of America
VPN	Virtual Private Network
WC	Western Cape Province
WCED	Western Cape Education Department

3. STRATEGIC OVERVIEW

3.1 Situational Analysis

Factors that influence the plans and activities of the Council

The factors that influence the core operations of the Council are detailed below.

3.1.1. *Dispute Management Services*

Dispute Management Services (DMS) is committed to rendering an expedited dispute resolution service 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 are prolonged for more than a year. Legal representatives equate the Education Labour Relations Council's (ELRC) arbitration processes with those of a court of law, instead of understanding that it conducts processes with minimal legal formality. Legal representation in the ELRC arbitration process for alleged misconduct and incapacity is not allowed automatically: applicants have to apply, and after considering the relevant factors associated with an application, a Commissioner either grants or refuses an application.

The ELRC aims to protect children's rights by making provisions 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 organisation's performance. The agenda and programme for bargaining are entirely dependent on the parties. Therefore, the achievement of the Council's objective of collective bargaining is affected if the relationship between the parties is not sound.

3.2 Performance Delivery Environment

The ELRC is a bargaining council comprising the Department of Basic Education (DBE) and the DHET as the Employer, and the admitted teachers' unions.

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

During the 2023/24 financial year, identified factors that negatively affected the Council's performance were addressed, 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 ELRC has adopted the following values:

- Professionalism: Promote behaviour that is generally accepted as correct and proper.
- Transparency: Ensure access to information by citizens.
- Independence: The right to make informed decisions independently that minimises or avoids conflict of interest.
- Accountability: Accepting responsibility for actions and decisions taken, with an 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: Economic delivery of quality services.

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 interests.

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

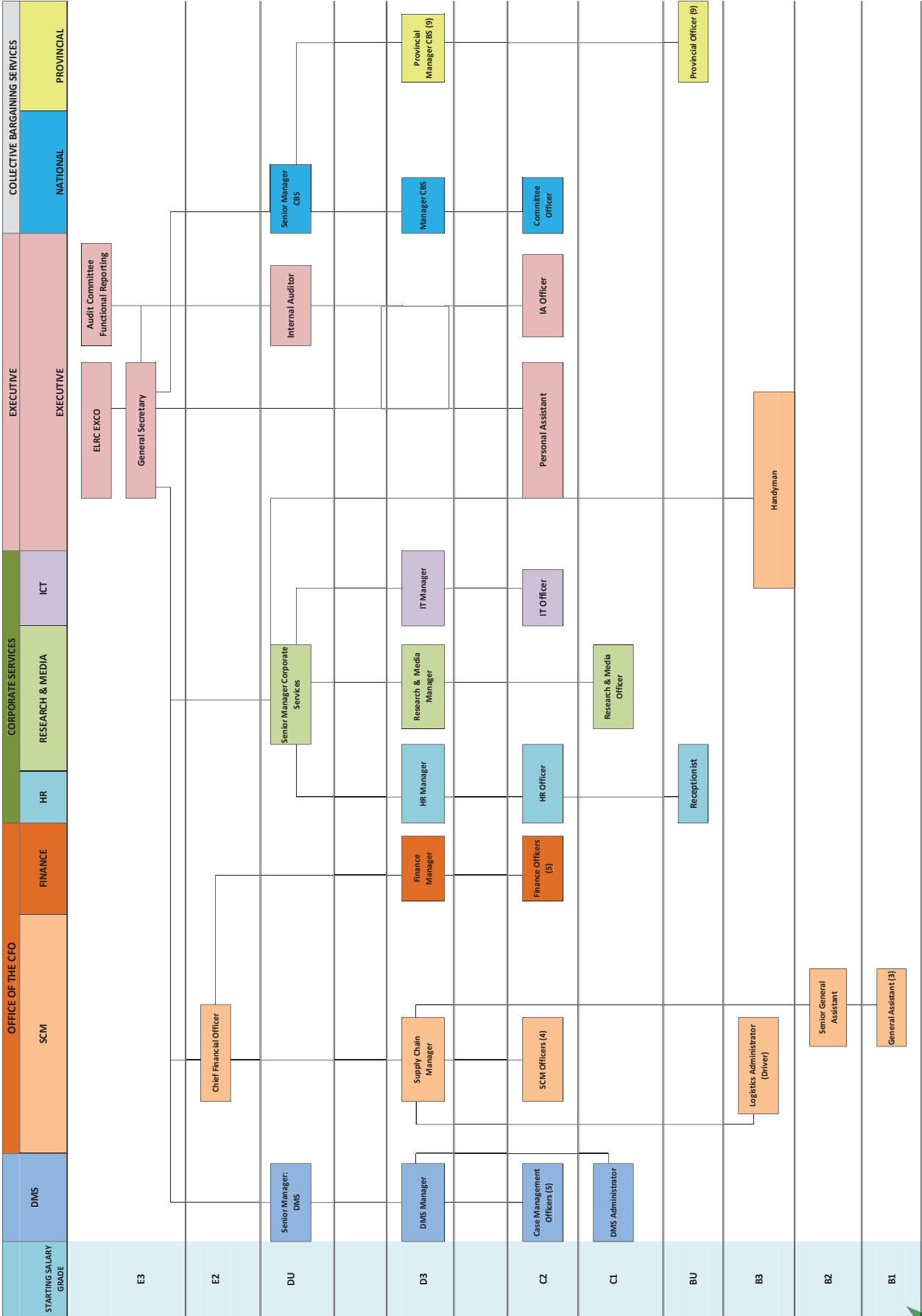
The ELRC operates in terms of the Labour Relations Act 66 of 1995 (as amended) (LRA) since 1 April 2015.

Applicable Legislation

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

5. ORGANISATIONAL STRUCTURE

ELRC - 2023/24





6. FOREWORD BY THE CHAIRPERSON

It is with great pleasure that I present the Education Labour Relations Council's Annual Report for the financial year 1 April 2023 to 31 March 2024 on behalf of the Executive Committee (EXCO). The report demonstrates our commitment to quality education in the public education sector.

The Council's governance structures demonstrated their commitment to fulfilling 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.

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.

The Council continued its work to implement the Labour Management Partnership Programme, with district launches commencing in the second quarter of the 2024/25 financial year. The Programme extends the spirit of collaboration that the Parties have maintained over the years, beyond the scope of the ELRC and to the broader sector, in order to ultimately reach the school level and to improve learner performance. The long-term goal is for all government departments in the country to adopt this programme.

I extend my gratitude to the ELRC management and staff for the strides made during the 2023/24 financial period to achieve the objectives of the Council.

A handwritten signature in black ink, consisting of a stylized 'B' and 'L' intertwined.

Dr L Bono

Chairperson, ELRC



7. ACCOUNTING OFFICER'S OVERVIEW

It gives me great pleasure to present the Council's Annual Report and achievements for the financial year 1 April 2023 to 31 March 2024.

The Council recorded an overall performance of 97% during the period under review. Noteworthy achievements were attained concerning the Council's core operations, Dispute Management Services (DMS) and Collective Bargaining Services. At provincial level, five Chambers recorded 100%, this achievement is consistent with the performance recorded in the 2022/23 financial year. The support services component achieved an exemplary record of 100% for all units during the period under review.

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.

In attempting to provide continuous training for Dispute Resolution Practitioners (DRPs), six training sessions were conducted on Collective Agreement No 3 of 2018, from August 2023 to March 2024. In its quest to protect the rights of the child, the Council conducted training for panellists on maintaining consistency in dealing with misconduct cases, managing hearsay evidence in cases involving minors, addressing damages arising from sexual assault cases, and providing guidelines on ULP-Promotion and PILIR cases.

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

Concerning Collective Bargaining Services, Parties to Council demonstrated their commitment to improving education in the public education sector, through the finalisation of two national and two provincial collective agreements. A key focus for the period under review was implementing the Quality Management System (QMS). A QMS colloquium was held to address the challenges identified regarding implementing Collective Agreement No 2 of 2020: "Quality Management System (QMS) for School-Based Educators". Emanating from the colloquium, refresher training was conducted and concluded by the end of the 2023/24 financial year.

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 work-life balance. During the period under review, the primary focus was placed on team-building sessions that promote physical fitness.

Information and Communications Technology (ICT) is an integral support service of the Council. It safeguards the ELRC's business information and ensures that services are uninterrupted. 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 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 developing action plans to address areas of non-compliance.

The Labour Management Partnership Programme for basic education, launched in 2023, was implemented in earnest during the period under review. Facilitators were trained in both the pilot provinces identified for research and the non-piloted provinces. Nationwide implementation is expected to be completed by the end of 2025.

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

A handwritten signature in black ink, appearing to read 'Dr NO Foca', is positioned above a horizontal line.

Dr NO Foca
General Secretary, ELRC





PART B

PERFORMANCE INFORMATION

1. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION

Statement of Responsibility for Performance Information for the year ended 31 March 2024

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 2024.

The performance information of the ELRC set out on page 25 to page 127 has been approved by the Council's EXCO.



Dr NO Foca

General Secretary, ELRC

2. OVERVIEW OF ELRC'S PERFORMANCE

2.1 Dispute Management Services

DMS is committed to continuously rendering an expedited dispute resolution service to all Parties to the Council. The Council continues to schedule its cases using a hybrid methodology, including virtual platforms like Zoom and Microsoft Teams since the 2020/21 financial year, and face-to-face engagements, as per client requirements. However, all conciliations are scheduled as virtual engagements. Over time, Parties have adapted and adjusted seamlessly to the virtual process. Although some arbitration hearings are conducted on a face-to-face basis, a significant number are scheduled virtually as well. The Council has therefore seen a considerable improvement in turn-around time in finalising matters. Commissioners from different provinces can deal with cases without travelling to the different provinces and therefore spend their time more productively in dealing with cases with less time spent on travel.

The use of legal representatives continues to impact the dispute resolution process negatively, as cases are not finalised speedily and efficiently and are often prolonged for more than a year. Legal representatives equate the ELRC arbitration process with that of a court of law, instead of understanding that it conducts proceedings with minimal legal formalities. Legal representation in ELRC arbitration proceedings for alleged misconduct and incapacity hearings is not allowed automatically. Applicants must apply, and after considering the relevant factors associated with an application, a Commissioner either grants or refuses the application.

The ELRC aims to protect children's rights by providing for intermediaries and interpreters during arbitration proceedings. Furthermore, the Council has secured special venues (such as magistrate courts) for hearing disputes that involve learners as either victims or witnesses. Some Provincial Education Departments (PEDs) have also set up similar court-like special venues where these disputes are heard.

2.1.1 Dispute prevention

The objective of 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 put in place by the Council to prevent disputes is a Dispute Prevention Committee in all provincial Chambers, which provides a forum for parties to engage on matters considered to be 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 a considerable number of disputes are referred with learners involved as victims or witnesses. The Council continues to conduct capacity building workshops for panellists to deal with cases efficiently and effectively. Many courts have also allowed our special disputes to be dealt with on their premises. Although the Council struggles to recruit intermediaries, all cases in which a child is involved as a victim or witness are scheduled with an intermediary, who is there to protect the interests of the children. The Council deals with special disputes in terms of Collective Agreement No. 3 of 2018 (Inquiry by the Arbitrator).

Appointments and promotions

The Council has a collective agreement on appointments and promotions as a means of managing these types of disputes. 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 contribute to stability in the labour environment.

Monitoring and enforcement of the implementation of collective agreements

Through its provincial Chambers, the Council continues to ensure that the implementation of collective agreements is monitored. In instances where this 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 to analyse statistics on disputes received monthly from head office in a bid to address these issues and to identify training needs, where necessary.
- The Council continues to conduct training for dispute resolution practitioners and panellists to ensure that they operate effectively and are kept abreast of current labour developments.
- The Council's constitution is aligned with the Commission for Conciliation, Mediation and Arbitration (CCMA) Rules and the LRA.
- The Council recruits panellists, intermediaries and interpreters continuously to manage the growing number of dispute referrals.

2.2 Collective Bargaining Services

2.2.1 Teacher Well-Being

Teacher well-being has always been one of the priorities of the international and domestic education sector, even prior to the outbreak of the pandemic. In terms of the pandemic, UNESCO made the following call:

"We call on governments to protect teachers' safety, health, and well-being, as well as their employment, to continue improving teachers' working conditions, and to involve teachers and their representative organizations in the COVID-19 educational response and recovery." - Audrey Azoulay, Director-General of UNESCO

At the same time, the DBE supports the delivery of public health services and monitors the performance of the educators' health system by providing timely advice, research and administrative support. Education well-being is fundamental to the overall health of an individual, which was affected by the outbreak of the pandemic. In addition to the effects of the pandemic, many teachers have had to deal with challenges that impact their well-being, such as physical or emotional trauma following specific incidents.

Teacher mental health and well-being have long been issues in South African schools, due to teacher workload, overcrowding, to name but a few. This continues to be a cause of concern for all affected educators. The scourge of the Coronavirus disease of 2019 (COVID-19) exacerbated the stress and anxiety that accompanied the school timetable differentiation and other related COVID-19 challenges that affect educators daily. Amid these challenges, the DBE and the teachers' unions – both being a part of the ELRC - realised a need to address the well-being of educators and to capacitate them regarding different methods of dealing with it.

To address these challenges, the DBE collaborated with the South African Democratic Teachers Union (SADTU), the National Professional Teachers Organisation of South Africa (NAPTOSA), Suid-Afrikaanse Onderwysers Unie (SAOU), the National Teachers Union (NATU) and the Professional Educators Union (PEU) in hosting the first Ministerial Virtual Seminar on Teacher Well-Being on 23 July 2021, following the roll-out of the Education Sector National and Provincial vaccination programme, and presented papers on the subject.

In implementing the recommendation emanating from the Ministerial Virtual Seminar on Teacher Well-Being, the Council adopted the following as a way forward:

- Teacher well-being should be a standing item on the agenda of PELRC meetings.

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 per the Collective Agreement No. 3 of 2021. With effect from financial year 2023/24, the annual levy has been increased linked to inflation projection (CPI+0.7%). This has resulted in stable income that is linked to expenses which are impacted by inflation.

2.3.2 Human Capital

The Council plans to be an employer of choice by ensuring that it attracts professional and credible employees. By doing this, the Council will inevitably attract and retain quality staff.

As a way of ensuring compliance with HR policies, appropriate workshops are conducted as and when a need arises.

Staff retention is realised by ensuring that remuneration and benefits are aligned with job profiles and that salaries are market-related.

The Human Resources (HR) Department continues to strive to uplift staff morale by implementing a sound Employee Wellness Programme.

2.3.3 Information and Communication Technology

The Council's ICT strategy is poised to act as a catalyst for change and to effect streamlined processes. By adhering to ICT governance frameworks and embracing best ICT practices across all operations, the Council can elevate productivity. This approach enables the ELRC to concentrate its ICT resources on fulfilling Council requirements and attaining its objectives seamlessly.

Central to ensuring seamless business operations is the imperative for infrastructure modernisation and widespread adoption of cloud-based technologies across the entire value chain. This shift, encompassing end-user connectivity, network hosting, and beyond, is a cornerstone for automation and digitisation efforts.

The Council places utmost importance on ICT governance, seamlessly integrating it into its core operations. Progress towards ICT governance objectives is monitored through regular attendance at quarterly risk review meetings by the ICT Steering Committee and the Audit & Risk Committee.

As custodians of organisational assets and data, ICT is pivotal in safeguarding these resources during the transition to a digital platform. Recognising the evolving landscape of technology, particularly with the proliferation of cloud and mobile computing, our focus lies in fortifying our information security capabilities. We aim to establish a resilient ICT environment capable of thwarting cyber threats effectively by ISO/IEC 27002 standards.

In essence, our ICT strategy is not a roadmap but a dynamic framework designed to propel the Council towards operational excellence, resilience, and adaptability in an increasingly digitised world.

2.3.4 Supply Chain Management

The purpose of the Supply Chain Management (SCM) unit at the ELRC is to support the core functions of the Council (Collective Bargaining and Dispute Management) and all the other support units of the Council.

The SCM unit implements SCM policies and ensures compliance with these policies, which contributes significantly to the Council compliance with procurement processes. The aim is to eliminate irregular, unauthorised, fruitless and wasteful expenditure. These processes ensure that the Council remains a sound, sustainable and accountable organisation. The Council maintains effective and efficient internal control systems, which, in turn, ensures that value-for-money is achieved in all procurement processes and transactions. While enforcing compliance with SCM policies and procedures, the Council ensures that all its dealings are ethical, fair and competitive, and that they promote equity and efficiency.

2.3.5 Internal Audit

Internal Audit (IA) contributes to the strengthening of ELRC's accountability by evaluating and improving the adequacy and effectiveness of governance, risk management and control processes. The unit provides robust and practical strategic advice and recommendations founded on aligning the business with best practice.

The role of IA is to independently assess the efficiency and effectiveness of the controls in place to mitigate and reduce the key risks, which will result in the eventual improvement in the control framework maturity of the Council.

2.4 Key Policy Developments and Legislative Changes

There were no significant changes to the legislative and other mandates.

2.5 Strategic Outcome-Oriented Goals

Strategic Outcome-Oriented 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.
Goal 2 Equal importance is attached to proactive dispute prevention and dispute resolution	Not applicable No facilitation was required during the period under review.
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 2023: <i>Amendment of Part C of the ELRC Constitution: Dispute Resolution Procedures (Basic Education And TVET) as Ratified by the Registrar of Labour Relations.</i> Collective Agreement No. 2 of 2023: <i>Vote Weights for the Trade Unions that are Parties to Council.</i> Council ratified the following provincial collective agreements: Northern Cape Collective Agreement No. 1 of 2023: <i>Recruitment and Placement Procedures for Educators at Educational Institutions.</i> Western Cape Collective Agreement No. 1 of 2023: <i>Collective Agreement 1 of 2023 on the recruitment and appointment procedures for Educators at Education Institutions.</i>

Strategic Outcome-Orientated Goals	Progress
Goal 4 Provide appropriate support and training for all involved in dispute resolution and collective bargaining	Achieved The Council conducted six training sessions for DRPs, as follows: Gauteng and North West - 10 August 2023 Mpumalanga & Limpopo - 11 August 2023 KwaZulu-Natal - 14 to 15 November 2023 Eastern Cape - 17 to 18 October 2023 Western Cape - 4 to 5 March 2024 Northern Cape – 13 to 14 March 2024 The Council conducted four training sessions for Panellists as follows: KwaZulu-Natal - 16 to 17 November 2023 Eastern Cape - 11 to 12 December 2023 Gauteng – 13 to 14 March 2024 Online training - 19 March 2024
Goal 5 Sound communication strategies support and complement the core activities of the Council.	Achieved Marketing on social media platforms Weekly updates were provided on Council developments on the social media platforms. National media coverage Interviews on sexual misconduct cases that relate to Collective Agreement No. 3 of 2018 in the following media: • East Coast Radio: 18 May 2023 • Thobela FM: 18 May 2023 • Sowetan article: 18 May 2023 • UMhlobo Wenene FM: 19 May 2023 • Sunday Times: 13 July 2023 • News24: 16 December 2023 • Daily Sun: 18 December 2023 • Radio 786: 18 December 2023 • Lesedi FM: 18 December 2023 • eNCA: 18 December 2023 • SAfm: 18 December 2023 • Power FM: 18 December 2023 • Newzroom Afrika: 18 December 2023 • News channel 404: 18 December 2023 • SABC TV: 19 December 2023 Marketing of Council services and developments The Council's two external publications on its core functions (Labour Bulletin and New Negotiator) were 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 The ELRC provided promotional material for the DBE's DBE Excellence Awards on 15 September 2023 and the National Education Excellence Awards on 5 October 2023, which celebrated the top districts, schools and teachers in the country.

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. This 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
- 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 an education management service (EMS) for office educators.
- Legal Sub-Committee to finalise the 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.
- Table the management plan for the next bargaining cycle for approval each year.
- To conclude a collective agreement or recommendations submitted to the Minister on standardised conditions of service for Early Childhood Development (ECD) practitioners.
- To facilitate dispute prevention support services by providing an effective administrative function 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 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Information Sharing						
Monitor the implementation of the management plan.	Achieved Matters of mutual interest in public education were identified and tabled at the following Bargaining meetings: • 13 April 2022 • 14 June 2022 • 21 July 2022 • 16 August 2022 (Special) • 19 October 2022 • 23 November 2022 • 15 March 2023	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 June 2023 • 25 July 2023 • 31 August 2023 • 16 November 2023 • 6 March 2024	None		
Facilitate meetings on discussions to conclude a collective agreement on vote weights.	Achieved Collective Agreement 1 of 2022 "Vote Weights for the Trade Unions that are Parties to Council" was adopted at the Bargaining Meeting held on 21 July 2022	Vote Weights collective agreement tabled at Bargaining meeting for conclusion	Achieved Collective Agreement 2 of 2023: "Vote Weights for the Trade Unions that are Parties to Council" was adopted at the Bargaining Meeting held on 25 July 2023	None		
Facilitate meetings on discussions for teacher incentives.	n/a	The matter of teacher incentives was tabled at the Bargaining meeting for discussion	Achieved Matter of teacher incentives tabled at the following bargaining meetings for discussion: • 14 June 2023 • 25 July 2023 • 31 August 2023 • 16 November 2023 • 6 March 2024	None		
Schedule a Colloquium on the Quality Management System (QMS).	n/a	A Colloquium to be conducted on the Quality Management System (QMS)	Achieved Colloquium on the Quality Management System (QMS) was held on 24 and 25 October 2023	None		

Collective Bargaining Services: National						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Facilitate meetings on discussions for the universalisation and institutionalisation of Grade R practitioners.	n/a	Matter on the universalisation and institutionalisation of Grade R practitioners tabled at Bargaining for discussion	Achieved Matter of universalisation and institutionalisation of Grade R practitioners was tabled at the following Bargaining meetings for discussion: • 14 June 2023 • 25 July 2023 • 31 August 2023 • 16 November 2023 • 6 March 2024	None		

Overview of Performance of Collective Bargaining Services (National) for the 2023/24 Financial Year

Council convened a QMS Colloquium on 24 and 25 October 2023 on a hybrid platform. The purpose of the Colloquium was to provide a platform for meaningful engagements on the performance management of school-based educators in basic education and to assess the critical resources required to ensure the effectiveness of QMS at all levels within the sector. The participants at the Colloquium were split into three Commissions that were tasked with coming up with recommendations on the following topics:

- Commission 1: Envisaged value of Educator Appraisals
- Commission 2: Supervisors (SMTs & CMs) as the driving force for QMS implementation
- Commission 3: Supporting schools for successful implementation of QMS

The Commissions reported back to the Colloquium with their recommendations, and the Colloquium paved the way forward. The key recommendations that came out of the Colloquium were as follows:

- 1) Training/Capacity building
- 2) Monitoring and support of QMS implementation (integrated monitoring and support should be informed by the outcomes of the appraisal process)
- 3) Strengthen accountability for performance management of school-based educators
- 4) Strengthen communication at all levels within the sector
- 5) Integrated planning
- 6) Progressive professional development

These recommendations and action plan were adopted at the Bargaining meeting held on 16 November 2023.

As part of implementing the recommendations of the Colloquium, Council convened a Core Training Team (CTT) Task Team meeting on 23 January 2023 to draft the management plan for the QMS training of Provincial Training Teams (PTTs) which was to be implemented and completed by 31 March 2024. The Free State had indicated that they would implement their own in-house QMS training programme in response to the resolutions that emanated from the 2023 provincial QMS Colloquium. The CTT QMS training of PTTs was rolled out to the other eight provinces, with the last province completed on 13 March 2024.

The Basic Education Sector Workshop on Cost Containment Measures was held on 20 and 21 September 2023. The purpose of the workshop was to afford the employer and employee Parties an opportunity to put their heads together to discuss how the sector navigates through the most turbulent times it is going through, owing to the fiscal constraints that the government finds itself in. The budget cuts experienced for this financial year, in-year budget cuts, have a serious impact on the functioning of the sector. The National Treasury issued a letter dated 31 August 2023, indicating what needs to be done by National Departments and by implication signalling to Provincial Treasuries to issue the same letter to Provincial Education Departments. National Treasury also issued guidelines and those guidelines point in one direction: the sector needs to cut costs and there is a drastic reduction in the baseline allocation which impacts profoundly on the way the sector functions.

The Council concluded the following collective agreements:

- Collective Agreement No. 1 of 2023: *Amendment of Part C of the ELRC Constitution: Dispute Resolution Procedures (Basic Education And TVET) as Ratified by the Registrar of Labour Relations*
- Collective Agreement No. 2 of 2023: *Vote Weights for the Trade Unions that are Parties to Council*

Council ratified the following provincial collective agreements:

- Northern Cape Collective Agreement No. 1 of 2023: *Recruitment and Placement Procedures for Educators at Educational Institutions.*
- Western Cape Collective Agreement No. 1 of 2023: *Collective Agreement 1 of 2023 on the recruitment and appointment procedures for Educators at Education Institutions.*

Council convened its Annual General Meeting on 31 August 2023, where Dr L Bono was elected as the Independent Chairperson of Council and Mr M Cele (SADTU); Mr GM Mabuza (CTU-ATU); Mr J M Mogale (Employer) and Mr M G Rafapa (Employer) were elected as Deputy Chairpersons of Council.

Four Special TVET Bargaining meetings (14 April 2023, 9 June 2023, 4 August 2023 and 17 August 2023) were held. A TVET PCAM Workshop was held on 11 October 2023 on a hybrid platform where the draft PCAM document was discussed and the Essential Services Committee (CCMA) delivered a presentation on "Security Services in Education Institutions" in which the Employer was encouraged to draft a Minimum Service Agreement for security services.

The Labour Management Partnership launches in the provinces were concluded successfully. The purpose of the provincial launches was to cascade the National Labour Management launch to all provinces as part of the advocacy programmes to popularise the ELRC national programme and start implementation in the pilot provinces. The ELRC will pilot the programme in four provinces, two coastal and two inland provinces during the first phase: Coastal (KwaZulu-Natal and Western Cape) and inland (Limpopo and Mpumalanga). This does not prohibit other provinces from starting a programme under the guidance of the ELRC. Mr J Rustin, Programme Director, was invited to the STANCO meetings to present the rollout plan and to establish Provincial Leadership Teams (PLT) and then the District Teams.

Virtual facilitator sessions were held with 25 facilitators from the four pilot provinces, namely KwaZulu-Natal, Limpopo, Mpumalanga and the Western Cape, and the training was facilitated by Professor Saul Rubinstein and Charles Heckscher from Rutgers University (USA). The purpose of the training was to train master trainers to empower the South African team to facilitate workshops in the country to foster labour management partnerships in all provinces. The Council selected master trainers from the pilot provinces to attend physical training at Rutgers University from 14-22 March 2024.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 – Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Collective Bargaining Services	R'000	R'000	R'000
National	28 268	31 039	2 770
CBS: Provincial	1 063	1 724	662
Governance Support Services	5 248	6 797	1 548
Total	34 579	39 560	4 980

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 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning Monitoring the reports on consultation processes for post-provisioning are available.	Achieved Reports on the Post-Provisioning were presented at the Consultation and Distribution meetings held on: 01 September 2022 15 September 2022 30 September 2022 28 October 2022 04 November 2022 09 November 2022 Reports were presented at the Chamber meetings held on: 20 September 2022 23 November 2022 12 December 2022 Five (5) Chamber meetings were convened during the period under review where PPN reports were presented. <u>Chamber meeting dates:</u> 15 July 2022 20 September 2022 23 November 2022 12 December 2022 28 March 2023	Reports (4)	Achieved Reports on Post-Provisioning were presented at the Consultation and Distribution meetings held on: 13 July 2023 03 August 2023 13 September 2023 23 October 2023 06 November 2023 Reports were presented at the Chamber meetings held on: 26 September 2023 23 November 2023 Six (6) Chamber meetings were convened during the period under review where PPN reports were presented. <u>Chamber meeting dates:</u> 22 June 2023 26 June 2023 12 September 2023 23 November 2023 29 January 2024 20 March 2024	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Safety in Schools Monitoring reports on schools' safety activities are available.	Achieved Reports on the implementation of safety in schools' activities were presented at the quarterly Chamber meetings on: • 20 September 2022 • 23 November 2022 • 28 March 2023	Reports (4)	Achieved Reports on the implementation of safety in schools' activities were presented at the quarterly Chamber meetings on: • 22 June 2023 • 12 September 2023 • 23 November 2023 • 20 March 2024	None		
Employee Health & Wellness Monitoring reports on the implementation of employee wellness programmes are available.	Achieved Reports on the implementation of Teacher well-being advocacy campaigns were presented at the Chamber meetings on: • 20 September 2022 • 23 November 2022 • 28 March 2023	Reports (4)	Achieved Reports on the implementation of Teacher Well-being advocacy campaigns were presented at the Chamber meetings on: • 22 June 2023 • 12 September 2023 • 23 November 2023 • 20 March 2024	None		
Quality Management System (QMS) Monitoring the implementation of QMS (CA 2 of 2020)	Achieved The Quality Management System (QMS) reports were presented at the Chamber meetings on: • 15 July 2022 • 20 September 2022 • 23 November 2022 • 23 March 2023	Reports (4)	Achieved Quality Management System (QMS) reports were presented at the Chamber meetings on: • 22 June 2023 • 12 September 2023 • 23 November 2023 • 20 March 2024	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Early Childhood Development (ECD) Monitoring report on ECD-related Matters such as training and professional development, conditions, curriculum development, conditions of services, statistical report on supply and demand, and updates around national process is available.	Achieved The ECD-related matters' reports were presented at the Chamber meetings on: • 15 July 2022 • 20 September 2022 • 23 November 2022 • 23 March 2023	Reports (4)	Achieved The ECD-related matters' reports were presented at the Chamber meetings on: • 22 June 2023 • 12 September 2023 • 23 November 2023 • 20 March 2024	None		
Teacher Development Monitoring reports on the introduced Teacher Development programmes are available.	Achieved The task team reports on teacher development were presented at the quarterly Chamber meetings on: • 15 July 2022 • 20 September 2022 • 23 November 2022 • 23 March 2023	Reports (4)	Achieved The task team reports on teacher development were presented at the quarterly Chamber meetings on: • 22 June 2023 • 12 September 2023 • 23 November 2023 • 20 March 2024	None		
Dispute Prevention Monitoring reports on the categories and status of the grievances, misconduct and disputes lodged are available.	Achieved The task team reports on dispute prevention were presented at the quarterly Chamber meetings on: 15 July 2022 20 September 2022 23 November 2022 23 March 2023	Reports (4)	Achieved The task team reports on dispute prevention were presented at the quarterly Chamber meetings on: 22 June 2023 12 September 2023 23 November 2023 20 March 2024	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Recruitment and Filling of Posts Monitoring reports on recruitment and filling of posts are available.	Achieved The task team reports on recruitment and filling of posts were presented at the quarterly Chamber meetings on: • 15 July 2022 • 20 September 2022 • 23 November 2022 • 23 March 2023	Reports (4)	Achieved The task team reports on recruitment and filling of posts were presented at the quarterly Chamber meetings on: • 22 June 2023 • 12 September 2023 • 23 November 2023 • 20 March 2024	None		
Rationalisation, Realignment, Merger and Closure of Small Schools Monitoring reports on the Realignment, Merger and Closure of small Schools and presented to the Chamber Meeting.	Not Achieved The task team reports on the realignment, merger and closure of small schools were presented at the Chamber meetings on: • 15 July 2022 • 20 September 2022 • 23 November 2022	Reports (4)	Achieved The task team reports on the realignment, merger and closure of small schools were presented at the Chamber meetings on: • 22 June 2023 • 12 September 2023 • 23 November 2023 • 20 March 2024	None		

Overview of Performance of the Eastern Cape Chamber for the 2023/24 Financial Year

The Chamber's performance during the 2023/24 financial year was in line with the set targets as contained in the approved Annual Performance Plan. The commitment displayed by Parties contributed to the achievement of all planned targets. All the expected reports were ratified at the quarterly Chamber meetings.

Post-Provisioning Norms: The MEC for Education declared 52 817 posts for the 2024 post basket on 28 September 2023. After the declaration by the MEC, the first distribution workshop by the Head of Department together with PELRC parties and SGB association was held on 23 October 2023. Distribution principles were presented by the Department and parties agreed that the second distribution workshop should be convened. The second distribution workshop was held on the 6 November 2023 and finalised on the 9 November 2024. Labour and SGB associations were not pleased with the 299 Grade R allocations. The Department indicated that extra funding would be sourced to fund Grade R Posts. Parties agreed with the sourcing of funds by the department and further agreed on the establishment and training of structures. The close-up report was adopted at the Chamber meeting on 20 March 2024.

Dispute Prevention: The following programmes were implemented as a measure to minimise disputes during the 2023/24 financial year:

No	Programme	Facilitator	Target group	Training Focus
1	Training of School Principals held on 7-27 September 2023	ECDoE	School Principals	• Abscondment • Sexual Harassment
2	Dispute Resolution Practitioners Training	ELRC	Labour Relation Practitioners and unions	• Promotion matters • Appointments • Pre-Arbitration and joinder
3	Labour Law Seminar that was held on 12-13 February 2024	ELRC	Labour Relation Practitioners and unions	• POPI Act • ULP: Promotion • Collective Agreement No 3 of 2016

Language in Education Policy: The Eastern Cape Department of Education is implementing the Language Policy in Education (LiEP of 1997) through the Incremental Introduction of African Language (IIAL) and Mother Tongue-Based Bilingual Education (MTBBE) strategies. Parties at the Chamber resolved that a workshop on Language in Education Policy implementation should be organised by the department. The Workshop was held on 14 September 2023 and the following topics were presented:

- ECDoE LieP Implementation Plan by Mr Wababa, Director: Education Language Policy Department of Education.
- ECDoE Reading Strategy by Ms P. Vinjevold
- Establishment of DBE Language unit by Prof Makalela of Wits University
- Language policies of universities – Prof Ralarala from the University of the Western Cape
- In-service and Pre-service Teacher Development on Multilingual Pedagogies – Dr Ramadiro from Fort Hare University

The Minister of Basic Education, Hon. Ms Motsekga, launched a Mother Tongue-Based Bilingual Education (MTBBE) on 21 February 2024 at the East London International Convention Centre (EL-ICC).

Labour Management Partnership: The programme was introduced to the province at the provincial launch held at the East London International Convention Centre - EC on 8 June 2023. Mr Jonavon Rustin, presented the framework for Labour Management Collaboration Partnership in South Africa, with examples of initiative structures and webs of support. STANCO members welcomed and appreciated the ELRC initiative. STANCO members also appreciated that the province was granted the responsibility of establishing Labour Management Structures on their own.

Training of Negotiators: The training was held on 17 and 18 August 2023 and was attended by the Chamber negotiators. Topics covered by the training were: An overview of Collective Bargaining; Collective Agreements; Interpretation of Collective Agreements; Application/Enforcement of Collective Agreements; and Draft Skills and Collective Bargaining Skills. The objective of the training was to ensure that each negotiator understands the basic principles of Bargaining, Conflict Management and Negotiation Skills. Parties appreciated the training and indicated that the engagement at the level of Chambers will improve going forward.

A Labour Seminar was conducted taking on board PELRC representatives on the latest developments in the labour law space. Parties at the PELRC realised that ongoing updates on labour law developments, especially the judgments by the various courts, are essential in Dispute Prevention and Management. Parties also realised that the ever-changing labour law requires practitioners who are combat-ready when confronted by complex matters relating to employer-employee relations. Parties agreed that a labour law seminar conducted by competent labour law experts will serve as a good platform wherein the latest developments on dismissals, unfair labour practice and collective bargaining can be discussed. The seminar was conducted on 12 and 13 February 2024.

Strategy to overcome areas of under-performance:

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Eastern Cape	653	848	195
Total	653	848	195

3.1.1.2. Free State

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Free State						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Monitoring the implementation of Free State Collective Agreement (FSCA) 1 of 2019 as amended.	Achieved Reports on posts advertised and filled were presented at Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on recruitment and filling of posts were presented at the quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitoring implementation of Collective Agreement 4 of 2018.	Achieved Reports on the conversion of educators were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on the conversion of temporary educators were presented at Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitoring implementation of Education Management Service (EMS), Performance Management and Development System (PMDS) for Office-Based Educators in terms of Collective Agreement 3 of 2017.	Achieved Reports on the PMS were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Progress reports on the EMS and PMDS were presented at the quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		

Collective Bargaining Services: Free State						Status
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	
Monitoring implementation of Quality Management System (QMS) in terms of Collective Agreement 2 of 2020.	Achieved Reports on the implementation of QMS were presented at the Chamber meetings held on: 3 June 2022 2 September 2022 4 November 2022 17 March 2023	Reports (4)	Achieved Reports on the implementation of QMS were presented at the quarterly Chamber meetings held on: 2 June 2023 8 September 2023 3 November 2023 15 March 2024	None		
Post- Provisioning Consultation process regarding the creation and distribution of posts is convened and concluded within the required and prescribed timelines.	Achieved Post-provisioning reports were presented at the Chamber meetings held on: • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (2)	Achieved Post-provisioning reports were presented at the Chamber meetings held on: • 8 September 2023 • 3 November 2023			
Monitoring the implementation of Collective Agreement 4 of 2016.	Achieved Reports on the placement of educators were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on the placement of educators were presented at quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitor the implementation of 37% in lieu of benefits for educators employed for less than six months.	Achieved A report on 37% was presented in the second and fourth quarter Chamber meetings held on: • 2 September 2022 • 17 March 2023	Reports (2)	Achieved Reports on 37% in lieu of benefits were presented at the Chamber meetings held on: • 8 September 2023 • 15 March 2024	None		

Collective Bargaining Services: Free State						Status
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	
Monitoring reports on the implementation of Employee Wellness Programmes are available.	Achieved EHW reports were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on wellness programmes were presented at quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitoring reports on the implementation of programmes on Safety in schools are available.	Achieved Reports on school safety were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on safety in schools were presented at the quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitoring report on ECD and Grade R related matters such as training and professional development, curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available.	Achieved Reports on ECD-related matters were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Task Team Reports on ECD- and Grade R-related matters were presented at the quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitoring the functionality of the Curriculum Forum.	Achieved Reports on Curriculum Forum were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on Curriculum Forum were presented at the Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		

Collective Bargaining Services: Free State						Status
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	
Monitoring the functionality of Employment Equity Forum.	Not Achieved	Reports (2)	Not Achieved A report on the Equity Forum was presented at the Chamber meeting held on 8 September 2023	Report (1)	The Equity Forum Meeting did not form a quorum. The Employment Equity report was not discussed as expected.	
Monitoring the implementation of Policy on Incapacity Leave and Ill-Health Retirement.	Achieved Reports on PILIR were presented at Chamber meetings held on: • 3 June 2022 • 4 November 2022	Reports (4)	Achieved Reports on PILIR were presented at Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitoring reports on the categories and status of grievances and disputes lodged.	Achieved Reports on dispute prevention were presented at the Chamber meetings held on: • 3 June 2022 • 2 September 2022 • 4 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on dispute prevention were presented at the quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	None		
Monitoring the provisioning of School Infrastructure.	n/a	Reports (3)	Achieved The School Infrastructure Development Plan and progress reports were presented at the Chamber meetings held on: • 2 June 2023 • 3 November 2023 • 15 March 2024	None		

Overview of Performance of the Free State Chamber for the 2023/24 Financial Year

Overall performance by quarterly targets is satisfactory despite challenges encountered concerning the functionality of the Employment Equity Forum, which resulted in the Chamber not achieving one of the performance targets. The period under review ended with this challenge. However, a harmonious working relationship prevailed throughout the year and parties succeeded in maintaining labour peace in the education sector.

Free State Collective Agreement 1 of 2019

The recruitment process relating to Vacancy List 1 of 2023 highlighted progress, with a grand total of 793 posts advertised, 637 filled and 156 not filled. The reasons why some posts were not filled included re-advertisement due to not finding suitable candidates, wrong profiling of posts and requests for independent panels to be established, causing delays in concluding the filling of posts. This had an adverse effect on post provisioning. The Department and Labour's commitment is to work jointly for the enhancement and speedy handling of challenges and grievances arising from the advertisement and filling of posts.

Collective Agreement 4 of 2018

Consistency in the implementation of this agreement resulted in a significant improvement in the conditions of employment of educators. The number increased from 25. This included 49 temporary educators converted into permanent appointments in the first and second quarters, gradually increasing to 60 educators converted in the third quarter and 107 eligible for conversion, but who are awaiting School Governing Body (SGB) recommendations in the fourth quarter of this financial year.

Collective Agreement 2 of 2020

Training was provided to support newly appointed Circuit Managers to understand QMS processes and the use of instruments. Monitoring and support visits were conducted in support of School Management Teams (SMT) for the implementation of the QMS Management Plan. The outcome of the visits showed that ongoing support was needed for the development of SMT work plans and appraisal processes. Management plans were available. There was compliance with mid-year appraisals and a total of 20 410 educators, therapists and psychologists were appraised, with evidence of the use of instruments and timetables.

A QMS indaba was held in three districts to strengthen the implementation of CA 2 of 2020 and 2 of 2022. A QMS Colloquium was also held at a provincial level on 24 - 25 Aug 2023 to strengthen implementation. The following key resolutions were taken:

- District programmes should incorporate the implementation of QMS
- IQMS Sub-directorate and districts to schedule training for Circuit Managers, Subject Advisors and SMTs
- Monitoring the implementation of work plans should be prioritised as a key activity by Circuit Managers and SMTs
- Appraisal processes should be incorporated into schools, district plans and these should be strictly monitored

Collective Agreement 3 of 2017

The agreement has been implemented adequately, with a 1.5% pay progression for the 2022/23 EMS PMDS cycle effected on 12 October 2023 on a supplementary run, with another supplementary on 13 October to bring payments up to date and conclude processes.

The level of compliance concerning the 2023/24 Education Management Service (EMS), Performance Management and Development System (PMDS) for office-based Educators on performance agreements and mid-year assessments was at 682 (93%) and the total number of annual assessments submitted was 646 (88%).

Collective Agreement 4 of 2016

The placement report depicted 628 educators in substantive posts and 361 promotional posts. Progress recorded in the placement of educators to staff establishments revealed that out of 837 excesses, 362 were placed at the end of September 2023, and 475 were outstanding due to distance and curriculum-related issues.

Post Provisioning for 2024

The positive results of concluding post-provisioning consultation processes within prescribed timeframes and issuing final staff establishments to all schools were noticeable, affording school Management Teams ample time to prepare for the new academic year (2024).

Employee Health and Wellness

The second quarter report highlighted 259 employees screened for non-communicable diseases, with awareness campaigns conducted in all the districts. Approximately 347 active cases were reported. Of these, 164 were attended to, 18 finalised and 42 cases were referred externally. The third quarter report showed that of 351 active cases, 99 were attended to. Wellness sports events were held and a wellness gym was launched. A Well-Being Seminar was held, with 32 schools participating.

School Safety

The report highlighted that capacity building was provided and 29 School Safety Committee members were trained on drug testing. District Safety Steering Committees were launched in all the districts and were expected to:

- Develop a comprehensive school safety and violence prevention plan for the district
- Lead the efforts to identify school safety needs and interventions and select appropriate interventions based on identified needs
- Support schools for the implementation of safety plans, monitor and evaluate the effectiveness of school safety initiatives in the district
- Mobilise communities to protect their schools and advise the Provincial School Safety Steering Committee on priority matters relating to safety in schools

A comprehensive report showed the capacity-building initiatives that were provided, the School Safety Committee members who were trained in five districts and other activities focused on a multi-sectoral response to school safety, anti-crime awareness campaigns, Safety Steering Committees launched, schools monitored and supported safety and interventions put in place based on findings.

Dispute Prevention

The task team progress reports presented grievances and disputes that were declared. The report further highlighted training conducted on the implementation of FSCA 1 of 2019 and prevalent challenges on recruitment processes as well as grievances emanating from the published Vacancy List 1 of 2023.

Grade R and ECD related matters

The progress report highlighted that 695 Grade R Practitioners were trained. Documents were submitted to the Education Training and Development Practices - Sector Education and Training Authority (ETDP-SETA) for funding of 300 Grade R practitioners. Monitoring of the curriculum was also conducted in 179 ECD centres that were visited. Roadshows were conducted to address issues related to ETDP-SETA-funded practitioners. Training was provided for Grade R practitioners and also on overall management of Grade R-related issues.

PILIR

Implementation reports were presented at quarterly meetings, and a workshop was conducted to clarify and address policy implementation challenges identified by labour parties, and general problems encountered with the management of sick leave and long incapacity leave.

Provisioning of School Infrastructure

The report highlighted that a survey was conducted to determine, among others, how many schools have Mathematics labs and their utilisation at schools, with 233 schools responding to the survey. Following the survey, 47 secondary schools were identified for Mathematics Lab verification. The verification process started in May 2023, with a detailed report of verified schools provided, and 27 out of 47 schools were verified to date.

Vetting of Educators

A report on the vetting of employees at schools against the National Register for Sex Offenders (NRSO) in line with the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2021 was published. An update on progress made highlighted that:

- 54 021 is the provincial target, with 22 989 forms received from schools thus far, translating to 31 032 still outstanding
- 22 989 forms were captured and submitted to SAPS for SAPS69i and, thus far, 8 707 were handled and returned, translating to 14 282 applications still with SAPS.
- Findings on 8 707 included, among others, 8 058 with no illicit activity and 649 with illicit activities identified for crimes committed between 1985 and 2023.
- Approximately 7 612 were submitted to the Department of Justice, with 218 certificates issued by the Department of Justice, all found to be clean from NRSO as follows:
 - o Motheo 191, Xhariep 1
 - o Lejweleputswa 9 and Fezile Dabi 17; Translating to 7 394 being with the Department of Justice to date.

Strategy to overcome areas of under-performance

STANCO and the Chamber will explore and discuss interventions on how to strengthen the Employment Equity Forum.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Free State	538	795	257
Total	538	795	257

3.1.1.3. Gauteng**KPIs, Planned Targets and Actual Achievements**

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Post-Provisioning and Norms A report on the Medium-Term Expenditure Framework (MTEF) process for post provisioning is available.	n/a	Reports (4)	Not Achieved The Employer presented reports on the indicative budget and creation and distribution of post- provisioning in the four consultative meetings and the reports were presented, adopted, and ratified in Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023	Report (1)	The Employer did not present a report on the MTEF process for post-provisioning to the quarterly Chamber meeting held on 13 March 2024.	
Quality Management System Monitoring implementation of the QMS (CA 2 of 2020).	Achieved The Employer presented reports on the implementation of Collective Agreement No. 2 of 2020 at the Chamber meetings held on: • 22 June 2022 • 21 September 2022 • 7 December 2022 • 23 March 2023	Reports (4)	Achieved The Employer presented five reports on the implementation of Collective Agreement No. 2 of 2020 in the task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Employee Health & Wellness Monitoring reports on the implementation of Employee wellness programmes are available.	Not Achieved	Reports (4)	Achieved The Employer presented five reports on the implementation of employee wellness programmes in the task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	None		
Safety in Schools Monitoring report on the implementation of activities on safety in schools report is available.	Achieved The Employer presented reports on the implementation of programmes on school safety at the Chamber meetings held on: • 22 June 2022 • 21 September 2022 • 7 December 2022 • 23 March 2023	Reports (4)	Achieved The Employer presented four reports on the implementation programmes on school safety in the task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
ECD Monitoring report on ECD related matters such as training and professional development, curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available.	Achieved The Employer presented reports on the implementation of programmes on ECD at the Chamber meetings held on: • 22 June 2022 • 21 September 2022 • 7 December 2022 • 23 March 2023	Reports (4)	Achieved The Employer presented four reports on the implementation of programmes on ECD in the task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	None		
Educator Development Monitoring report on the provision and implementation of teacher development programmes is available.	Achieved The Employer presented reports on providing teacher development programmes at the Chamber meetings held on: • 22 June 2022 • 21 September 2022 • 7 December 2022 • 23 March 2023	Reports (2)	Achieved The Employer presented two reports on providing teacher development programmes in the task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	+4	The Employer presented an additional four reports on providing development programmes in the special task team meeting and the reports were presented, adopted, and ratified in the Chamber meetings on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Dispute Prevention Monitoring report on grievances, misconduct, and disputes is available.	Achieved The Employer presented reports on dispute prevention at the Chamber meetings held on: • 22 June 2002 • 21 September 2022 • 7 December 2022 • 23 March 2023	Reports (4)	Achieved The Employer presented four reports on dispute prevention in the task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	None		
Procedure on incapacity leave and ill-health retirement (PILIR) Monitoring report on the introduction and implementation of programmes on Procedure on Incapacity Leave and Ill-health Retirement (PILIR) is available.	Achieved The Employer presented reports on the introduction and implementation of programmes on PILIR at the Chamber meetings held on: • 22 June 2002 • 21 September 2022 • 7 December 2022 • 23 March 2023	Reports (4)	Achieved The Employer presented four reports on the introduction and implementation of programmes on the Procedure on Incapacity and Ill-health Retirement (PILIR) in the task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Filling of posts and Translation of temporary educators Progress report on the filling of posts and (monitoring Collective Agreement 4 of 2018 is available) the translation of temporary educators is available.	Not Applicable	Reports (4)	Achieved The Employer presented six reports on the implementation reports on the filing of posts and the translation of temporary educators in the Educator Resourcing task team meetings and the reports were presented, adopted, and ratified in the Chamber meetings held on: 20 June 2023 28 September 2023 29 November 2023 13 March 2024	None		

Overview of Performance of the Gauteng Chamber for the 2023/24 Financial Year

Post Provisioning and Norms

During the 2023/24 fiscal year, the Employer presented reports at the quarterly Chamber meetings. However, the Employer failed to present the Medium-Term Expenditure Framework (MTEF), citing challenges due to government planning processes, which negatively affected this activity in the fourth quarter.

Employee Health and Wellness

The employer presented progress reports on the implementation of employee wellness programmes to the task team, and the reports were presented and ratified at the quarterly Chamber meetings. Implementing Occupational Health and Safety (OHS) depended on internal stakeholders such as infrastructure planning, property management, maintenance, asset management and auxiliary services. Furthermore, the Employer reported experiencing a lack of commitment from internal stakeholders to attend OHS meetings.

Safety in Schools

The Employer reported its partnership with the South African Police Service (SAPS), Community Policy Forums, and Community Patrollers to ensure safety in schools in hot-spot areas. In the 2023/24 fiscal year, the employer conducted Guided Prison Tours targeting schools at risk (75) and priority schools (275) to discourage learners from engaging in unlawful activities.

Early Childhood Development

The represented a progress report on the implementation of training and professional development for Early Childhood Development (ECD) practitioners to the task team, and the report was presented at the Chamber meeting for ratification. The employer reported that 358 schools were affected by a decline in learner numbers, resulting in the need for 399 additional teachers in the system.

Educator Development

The Employer presented a report on the New Teacher Induction Phase-in programme (NTIP) to the task team, ratified at the quarterly Chamber meeting. The programme aims to provide support to new teachers in their roles and help them adapt to new workplace culture. The programme will target graduates who have completed their professional qualification (REQV 14) for the first time, foreign teachers who are new to the profession, foreign teachers who served in their country of origin, South Africans who obtained teaching qualifications in other countries, and teachers returning to the profession after not teaching for five years or more. The one-year programme will be piloted in the Sedibeng West district before being rolled out across the province.

Educator Resourcing

The Employer presented a progress report on filling of posts and translation of temporary educators at the task team meetings and the reports were ratified by the quarterly Chamber meetings. Approximately 3 889 qualifying educators were identified for conversion, with 2 382 successfully converted. The employer reported that the remaining 1 507 were carried over to Term 1 of the 2024 academic year. A draft Circular on the recruitment and selection of temporary PL1 educators and therapists was ratified by the Chamber and awaiting approval.

Strategic Planning Workshop

The Gauteng Chamber held its annual strategic planning workshop in Mpumalanga from 22 to 24 November 2023 to develop an annual performance plan and budget for the next fiscal year (2024/25). The budget was adopted and ratified in a special Chamber meeting on 12 January 2024.

Workshops

The Chamber held three capacity-building events during the period under review. A workshop on the Procedure for Incapacity Leave and ill-health Retirement (PILIR) was held on 21 February 2024 for task team members. The employer presented new strategies aimed at dealing with grievances emanating from PILIR cases.

Furthermore, on 29 February 2023, negotiators serving in the Gauteng Chamber attended a workshop on the ELRC constitution.

Lastly, a symposium on Corporal Punishment was held on 15 March 2024. The employer presented a report on the prevalence of corporal punishment in the last five years. The Employer expressed concern that 538 educators were found guilty with ten dismissed, 150 suspended, and 377 fined for administering corporal punishment.

Labour parties committed to working with the Gauteng Department of Education (GDE) to reduce the number of corporal punishment cases. However, there was a general concern about how the GDE dealt with these cases. Labour Parties called on the Department to administer disciplinary actions in a fair and reasonable manner. The Chamber committed to exploring alternative methods for educators to discipline learners without facing charges for corporal punishment (assault).

Strategy to overcome areas of under-performance.

The Chamber plans to implement the annual schedule of meetings, to reschedule, postpone meetings and to convene special meetings for reports not presented at scheduled meetings.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Gauteng	648	872	224
Total	648	872	224

3.1.1.4. KwaZulu-Natal

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	Status
Information Sharing						
Post Provisioning Monitoring reports on the Medium-Term Expenditure Framework (MTEF) process for post provisioning are available.	Achieved Reports on the MTEF process for post provisioning were tabled at the Chamber meetings held on: • 24 June 2022 • Workshop - 1 December 2022 (two reports were presented)	Reports (2)	Achieved Two reports on the MTEF process for post provisioning were tabled at the Chamber meeting held on 30 November 2023	None		
Quality Management System (QMS) Monitoring the implementation of QMS (CA 2 of 2020).	Achieved Monitoring reports on the implementation of the QMS (CA 2 of 2020) were presented at the Chamber meetings held on: • 24 June 2022 • 8 November 2022 • 7 December 2022 • 3 March 2023	Reports (4)	Achieved Monitoring reports on the implementation of QMS (CA 2 of 2020) were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 (two reports) • 14 March 2024	None		
Employee Health & Wellness Monitoring reports on the implementation of Employee Health and Wellness programmes are available.	Achieved The Employer submitted a management plan for the implementation of a teacher well-being advocacy campaign to Chamber on 24 June 2022 The Employer presented monitoring reports on the implementation of teacher well-being at the Chamber meetings held on: • 8 November 2022 • 3 March 2023 (two reports)	Reports (4)	Achieved Monitoring reports on the implementation of Employee Health and Wellness programmes were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 (two reports) • 14 March 2024	None		

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	Status
Safety in Schools Monitor the reporting on the implementation of programmes on safety in schools.	Achieved The Employer presented monitoring reports on the implementation of programmes on safety in schools at the Chamber meetings held on: • 8 November 2022 (2 reports) • 7 December 2022 • 3 March 2023	Reports (4)	Achieved The Employer presented monitoring reports on the implementation of programmes on safety in schools at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 (two reports) • 14 March 2024	None		
Teacher Development Monitoring reports on the implementation of teacher development programme(s) are available.	Achieved Monitoring reports on the Implementation of teacher development programmes were presented at the Chamber meetings held on: • 24 June 2022 • 8 November 2022 • 7 December 2022 • 3 March 2023	Reports (4)	Achieved Monitoring reports on the implementation of Teacher development programmes were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 (two reports) • 14 March 2024	None		
Dispute Prevention Monitoring reports on grievances, misconduct, and disputes are available.	Achieved The Employer presented statistical reports on grievances, disputes, and misconduct cases at the Chamber meetings held on: • 24 June 2022 • 8 November 2022 • 7 December 2022 • 3 March 2023 The Provincial Manager (PM) submitted an HR Summit/Workshop report to Chamber on 8 November 2022	Reports (4)	Achieved Monitoring reports on grievances, disputes, and misconduct cases were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 (two reports) • 14 March 2024	None		

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	Status
ECD Monitoring report on ECD related matters such as training and professional development, curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available.	Achieved The Employer presented reports at the Chamber meetings held on: • 24 June 2022 • 8 November 2022 • 7 December 2022 • 3 March 2023	Reports (4)	Achieved Monitoring reports on ECD-related matters were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 (two reports) • 14 March 2024	None		

Overview of Performance of the KwaZulu-Natal Chamber for the 2023/2024 Financial Year

Post Provisioning

Through extensive engagement between the MEC and Organised Labour, KwaZulu-Natal (KZN) was able to retain 90 057 educator posts in the province for the 2024 academic year, with the MEC further declaring the conversion or permanent appointment of 500 Grade R practitioners into state-paid posts with effect from April 2023.

Teacher Well-Being Seminar

The Chamber convened a successful Teacher Well-Being Seminar in eight districts of the KwaZulu-Natal Department of Education, including uMgungundlovu District, uMzinyathi, iLembe, uGu, Pinetown, Harry Gwala, and Zululand districts. Presentations covered topics that educators highly appreciated, such as the presentation on the Handbook for Teachers Safety and Security in South African Schools presented by SACE, stress management facilitated by a Yeyeye Human Development Consultant, personal financial management facilitated by Old Mutual, and a presentation from Thuthuzela Care Centre. Attendance by both school and office-based educators was very good.

Quality Learning and Teaching Campaign

The KZN Chamber continues to receive Quality Learning and Teaching Campaign reports quarterly. A provincial steering committee is soon to be launched in the province to help address the challenges faced by the QLTC task team. Although stakeholders have not been responding positively to invitations to participate in the QLTC's work, the task team is working hard to mobilise and encourage stakeholder participation.

Staffing Matters

Staffing task team meetings were convened to address staffing issues in ordinary and special schools. Among the issues discussed were the following matters delegated to the task team by the Chamber:

- Vetting of personnel
- Implementation of HRM 46 of 2023
- Conversion of educators CA 4 of 2018
- Guidelines for the conversion of temporary educators CA 4 of 2018
- School rationalisation and re-alignment process (SRRP)

Regarding educator vetting, there has not been much movement due to challenges raised by organised labour regarding the payment for taking fingerprints. The Employer had to seek a mandate as Labour was adamant that they would not allow their members to make these payments from their pockets. The Employer should make payments first and issue a circular confirming that the payment has been made so educators can participate in the process.

For the School Rationalisation and Re-alignment Process (SRRP), the main problem associated with this process is the lack of funding. Schools identified for closure cannot be closed because learner transport is not available to transport learners to the new schools, which may be far from where they live.

Labour Management Partnership

The Chamber had a very successful Labour Management Partnership workshop during the period under review, attended by 50 delegates from the Employer, 30 from SADTU and 20 from CTU-ATU.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: KwaZulu-Natal	717	838	120
Total	717	838	120

3.1.1.5. Limpopo

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement 2023/2024	Comment on Deviation	Status
Information Sharing						
Human Resources Management Monitoring HR reports on the provisioning of Human Resources are available.	Achieved Reports on monitoring HR reports on the provisioning of human resources were discussed and monitored in the Chamber meetings held on: • 27 June 2022 • 23 August 2022 (Special Chamber) • 14 September 2022 (Special Chamber) • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on monitoring HR reports on the provisioning of human resources were discussed and monitored in the Chamber meetings held on: • 22 June 2023 • 19 July 2023 (Special Chamber) • 18 September 2023 (Special Chamber) • 26 September 2023 • 22 November 2023 • 19 March 2024	None		
Quality Management System (QMS) Monitoring the implementation of QMS (CA 2 of 2020).	Achieved Reports on monitoring the implementation of QMS (CA 2 of 2020) were presented and adopted at Chamber meetings as follows: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on monitoring the implementation of QMS (CA 2 of 2020) were presented and adopted at the Chamber meetings as follows: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement 2023/2024	Comment on Deviation	Status
Teacher Well-being Monitoring reports on the implementation of Teacher Well-being are available.	Achieved Reports on monitoring the implementation of Teacher Well-being were presented and adopted at Chamber meetings as follows: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (4)	• Achieved Reports on monitoring the implementation of Teacher Well-being were presented and adopted at the Chamber meetings as follows: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		
Safety in Schools Monitor the reporting on the implementation of programmes on safety in schools.	Achieved Reports on monitoring the implementation of programmes on safety in schools were presented and adopted at Chamber meetings as follows: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on monitoring the implementation of programmes on safety in schools were presented and adopted at Chamber meetings as follows: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		
ECD Monitoring report on ECD related matters such as training and professional development, curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available.	Reports on monitoring ECD-related matters were tabled and adopted in the Chamber meetings held on: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on monitoring ECD-related matters were presented and adopted by the Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement 2023/2024	Comment on Deviation	Status
Capacity-Building Programmes Monitoring reports on parties' workshops and training cascaded to their constituencies at district and circuit levels.	n/a	Reports (4)	Achieved Reports on parties' workshops and training cascaded to their constituencies were tabled and adopted by Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		
Rationalisation of schools Monitoring reports on rationalisation of schools are available.	Achieved Reports on monitoring the rationalisation of schools were tabled and adopted at Chamber meetings held on: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (3)	Achieved Reports on monitoring the rationalisation of schools were presented and adopted at Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		
PILIR (Policy on Incapacity Leave and Ill-health Retirement) Monitoring reports on the processing of PILIR referrals are available.	Achieved Reports on the processing of PILIR referrals were tabled and adopted at the following Chamber meetings: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (3)	Achieved Reports on the processing of PILIR referrals were tabled and adopted at the following Chamber meetings: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement 2023/2024	Comment on Deviation	Status
Dispute Prevention Monitoring reports on the categories and status of grievances and disputes lodged are available.	Achieved Reports on the categories and status of the misconduct cases, grievances and disputes lodged were presented and adopted at the following Chamber meetings: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on the categories and status of the misconduct cases, grievances and disputes lodged were tabled and adopted at the following Chamber meetings: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		
Educators Performance management Monitoring reports on the implementation of performance management instruments are available.	Achieved Reports on the implementation of performance management instruments were tabled and adopted at the following Chamber meetings: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (4)	Achieved Reports on the implementation of performance management instruments were presented and adopted at the following Chamber meetings: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		
Curriculum and examinations Monitoring reports on the implementation of curriculum policies and the management of examinations are available.	Achieved Reports on the implementation of curriculum policies and the management of examinations were presented and adopted at the following Chamber meetings: • 27 June 2022 • 21 September 2022 • 22 November 2022 • 17 March 2023	Reports (3)	Achieved Reports on the implementation of curriculum policies and the management of examinations were tabled and adopted at the following Chamber meetings: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	None		

Overview of Performance of Limpopo Chamber for the 2023/24 Financial Year

The Chamber achieved all its set targets for the financial year. A workshop for negotiators in the Chamber on vetting educators was held and then cascaded to circuits and districts. The provincial training team was also trained on QMS (Collective Agreement No. 2 of 2022). The good working relations among the Parties still prevailed and contributed to the success of the Chamber. There was a reduced rate of postponements of meetings. The cost containment measures on officials' travel served as a performance inhibitor in some instances; for example, the reported delays in the implementation of some programmes on schools' safety.

Summary of activities

Staffing of Schools

A total of 51 752 educators' posts were declared in the 2024 PPN (post basket). Limpopo continued to implement the process of matching and absorption of educators, which was identified as being more than the post establishment. The total number of excess educators had increased to 626 in March 2023 and then to 859 in March 2024. Schools faced challenges regarding the filling of these posts. The implementation of guidelines agreed upon in the Chamber, was gradually helping in achieving the employment equity (EE) targets for people from different demographics. For example, 44% of school principals were females compared to 56% of males; 49,4% of females were in deputy principals' posts, 52,4% of females were departmental heads, 37.6% of females were holding Chief Education Specialist posts, and 49.3% were in Senior Education Specialist posts. The province was monitoring the reinstatement of commercial subjects into the curriculum of affected schools to minimise the number of excess educators who couldn't match some posts' curriculum requirements.

Placement of Funza Lushaka bursary scheme beneficiaries

The Employer continued to place beneficiaries of the Funza Lushaka bursary scheme into the system. Of the qualifying 603 beneficiaries of the 2 022 Funza Lushaka bursary scheme, 99% (i.e. 599) were placed/matched to posts in schools, and 44 of them were outstanding. In the 2023 cohort, 429 (i.e. 73%) out of 584 Funza Lushaka bursary scheme beneficiaries were also placed in different schools, 155 of which were yet to be placed.

Quality Management System

The QMS Provincial Training Team was trained on Collective Agreement No. 2 of 2022. A total of 78 school-based Education therapists, psychologists and counsellors were trained on the QMS Collective Agreement No.2 of 2022. The Chamber went the extra mile to monitor the payment of pay progression for EMS-PMDS and QMS 2022/23. A total of 5 779 school-based educators were said to be negatively affected by promotions, attritions, non-compliance and incorrectly captured PERSAL numbers. A total of 3 992 office-based educators were found to be ineligible for pay progression, and payments were finalised for the 1 877 who qualified in October as scheduled. The LDoE also participated in all fourteen categories of the National Teachers' Awards (NTA) ceremony held on 5 October 2023 and did well in five categories.

Dispute Prevention

The Employer ran a programme for schools to train on grievance and dispute handling to reduce the rate of grievances and disputes. There was a progressive improvement in the finalisation of disputes in the first and second quarters and a decrease in the number of reported grievances as follows:

- In the first quarter, four out of 25 arbitrations were finalised, compared to 14 out of 59 in the previous quarter
- Five out of ten grievances were finalised compared to two out of 10 in the previous quarter
- In the second quarter, one of nine grievances was finalised

Four conciliations of 16 were finalised. A total of ten of 24 arbitrations were finalised. The employer also facilitated two workshops on the employment equity issues as invited by one of the Parties to the Chamber. All these were done to empower educators and reduce the rate of grievances and disputes. Performance on the finalisation of grievances plummeted in the second and fourth quarters. In the third quarter, only one out of 13 grievances were finalised. In the fourth quarter, no grievances were finalised because the designated employee was on sick leave. Most disputes and grievances were generally related to promotions/demotions/probation and appointments.

Safety in Schools

A total of 103 departmental officials trained school representatives on the Provincial Schools Safety Guidelines by the end of March 2023. Approximately 904 schools were linked to police stations as indicated by the monitoring tool of the third quarter. The review of the PSSG (Provincial Schools' Safety Guidelines) manual was to be finalised during the third quarter and be taken to print before distribution to districts. Two districts, namely Sekhukhune South and Waterberg, had not finished their training on the PSSG. Training of the 212 Independent and 35 LSEN schools, Principals, SGB chairpersons and one Board member was set for February and March 2024.

Teacher Well-Being

The employer continued to implement the teacher well-being programmes which included attendance of victims of injuries and diseases on duty victims, reaching employees through medical screenings. A total of 721 employees in five districts attended the STI Condom Week, and the Candlelight Memorial sessions were attended by 749 employees. A total of 4 266 employees were reached with wellness information sessions held during Mental Health, Financial, Reintegration, HIV/AIDS Life Skills, Men's Forum and Sports/Fun days. 1350 employees attended the Cancer awareness sessions. — The employer Coordinated HIV Testing Services (HTS) and motivated employees to test for HIV. A total of 2 360 employees were provided with HCT (HIV testing, Counselling and Treatment), 36 with STI testing, and another 36 did TB testing. Wellness requests and referrals of employees were attended to: 120 for EAP, seven for HIV and five for PILIR. A total of 157 injuries on duty and 40 for diseases on duty were recorded. Approximately 264 Premises were inspected and 162 were compliant with the safety standards whilst 102 were not. Five premises were served with the prohibition notice not to occupy due to multiple contraventions. Five Safety Committee meetings were held and attended by 469 targeted people.

Early Childhood Development

As part of professional development to Gr. R Practitioners, the province provides a bursary for a Diploma in Gr.R and B.Ed in the Foundation Phase with NWU. A total of 50 Grade R practitioners were granted a bursary and accepted to study B.Ed Foundation Phase in 2023 with NWU. They started in the second year of study since they received 180 credits from the Diploma in Grade R which is equivalent to a full year of study. The Department will continue to fund 41 practitioners who performed well. The nine practitioners who did not perform well had to re-register and fund themselves for the 2024 studies, however, they will be considered for funding by the Department in the following year, provided they perform well. NWU was also willing to accept them.

For purposes of Curriculum Development, the Province developed training materials for Grade R that were endorsed by the SACE for the CAPS training. — The issue of conditions of service for Gr. R practitioners was still being taken care of by the HRD work stream at the national level.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Limpopo	527	616	89
Total	527	616	89

3.1.1.6. Mpumalanga

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Post Provisioning A report on the Medium-Term Expenditure Framework (MTEF) process for post provisioning is available.	Achieved A PPN workshop was conducted on 8 June 2022. One indicative budget workshop was conducted on 12 July 2022 and the indicative budget report was further discussed in the Special Chamber meeting held on 27 July 2022. Three reports on post-provisioning norms were presented at the Chamber meetings held on: • 15 September 2022 • 1 December 2022 • 10 March 2023	Reports (4)	Achieved The Employer presented an indicative budget on 15 June 2023 and 10 August 2023 and consulted Parties on the 2024 PPN on 6 and 13 September 2023 and four reports on the Medium-Term Expenditure Framework process for Post-Provisioning Norms were presented to the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		
Quality Management System (QMS) Monitoring the implementation of QMS (Collective Agreement 2 of 2020 and Collective Agreement 2 of 2022).	Achieved Four reports on implementation of the QMS were presented, adopted and ratified at the Chamber meetings held on: • 12 July 2022 • 15 September 2022 • 1 December 2022 • 10 March 2023	Reports (4)	Achieved Four reports on the implementation of QMS (Collective Agreements 2 of 2020 and 2 of 2022) were presented, adopted, and ratified in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Employee Health & Wellness Monitoring reports on the implementation of Employee wellness programmes are available.	Achieved Three reports and one management plan on the implementation of teacher well-being were presented, adopted and ratified at the Chamber meetings held on: • 12 July 2022 • 15 September 2022 • 1 December 2022 • 10 March 2023	Reports (4)	Achieved Four reports on the monitoring and implementation of the Employee wellness programmes were presented, adopted, and ratified in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		
Safety in Schools Monitor the reporting on the implementation of programmes on safety in schools.	Achieved Four reports on the implementation of safety in schools were presented, adopted and ratified at the Chamber meetings held on: • 12 July 2022 • 15 September 2022 • 1 December 2022 • 10 March 2023	Reports (4)	Achieved Four reports on the monitoring of the implementation of safety in schools' programmes were presented, adopted, and ratified in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		
Dispute Prevention Monitoring report on grievances, misconduct, and disputes is available.	Achieved Four reports on monitoring of grievances, misconduct and disputes were presented, adopted and ratified at the Chamber meetings held on: • 12 July 2022 • 15 September 2022 • 1 December 2022 • 10 March 2023	Reports (4)	Achieved Four reports on the monitoring of grievances, misconduct and disputes were presented, adopted, and ratified in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Early Childhood Development (ECD) Monitoring report on training and professional development, curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available.	Achieved Four reports on the training and professionalisation of ECD practitioners were presented, adopted and ratified at the Chamber meetings held on: • 12 July 2022 • 15 September 2022 • 1 December 2022 • 10 March 2023	Reports (4)	Achieved Three reports on the monitoring of the training and professional development, curriculum development, conditions of service, statistical report on supply and demand and updates around national processes of ECD were presented, adopted, and ratified in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		
Filling of post Monitoring report on recruitment, selection, filling of posts, excess educators, Collective Agreement 4 of 2018 (the appointment and conversion of temporary educators to posts on the educator establishment), new entrants, and promotional posts is available.	Achieved Reports on the filling of posts were presented, adopted and ratified at the Chamber meetings held on: • 12 July 2022 • 15 September 2022 • 1 December 2022 • 10 March 2023	Reports (4)	Achieved Four monitoring reports on recruitment, selection, the filling of posts, excess educators, and Collective Agreement 4 of 2018, new entrants and promotional posts were presented, adopted, and ratified in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Maths Science and Technology (MST) Schools Monitoring report on the implementation of the MST project, provision of resources (Human and physical) to the MST schools and the feeder schools, training of educators and performance of MST schools	Not Applicable	Reports (4)	Achieved Four reports on the implementation of the MST project, the provision of resources to the MST school and the feeder schools and the training of educators and performance of MST schools and the feeder schools were presented, adopted, and ratified in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	None		

Overview of Performance of Mpumalanga Chamber for the 2023/24 Financial Year

During the 2023/24 financial year, the Mpumalanga Chamber successfully facilitated its planned Chamber meetings, thereby achieving its set targets.

Post Provisioning and Norms (PPN)

During the period under review, the Employer and the Employee parties had meaningful consultations on the 2024 PPN and the pool of posts to be distributed. Two indicative budget meetings were held on 15 June 2023 and 10 August 2023. The parties held two PPN consultative meetings on 06 September 2023 and 13 September 2023 where they reached consensus on a pool of 32 637 posts approved by the MEC to be distributed to schools by the Head of Department. The Employer presented four reports on the Medium-Term Expenditure Framework processes on post-provisioning norms, which were adopted and ratified by the Chamber meetings held on 21 July 2023, 22 September 2023, 12 December 2023 and 25 March 2024.

Employee Health and Wellness (EHW)

During the period under review, the Employer presented four reports on the implementation of the employee wellness programmes to the task team meetings. The reports covered employee health and wellness/teacher well-being programmes that were implemented, the advocacy campaigns on EHW/Teacher well-being marketing and motivational sessions. The Employer further reported that they addressed cases or problems related to relationships, substance abuse, defaulting in HIV and AIDS, care and support.

Safety in Schools

The Employer presented three reports on the implementation of programmes on safety in schools to the task team meetings and four reports were presented in the Chamber meetings. The Employer reported on partnerships with the

South African Police Services, the Department of Social Development, the Department of Community Safety Security and Liaison, the Department of Justice and Constitutional Development, and the school safety programmes implemented in collaboration with these partners. The Employer reported on schools linked with their nearest police stations, schools reviewing their school safety plans, safety committees trained on their roles and responsibilities, hot-spot schools, and the nature of crimes in schools.

Early Childhood Development (ECD)

During the reporting period, the Employer presented three reports on monitoring, training and professional development, curriculum development, conditions of service, statistical reports on supply and demand and updates around national processes of ECD to the task team meetings and four reports to the quarterly Chamber meetings. The reports indicated that from the 2015 cohort of Grade R practitioners, 1 603 Grade R practitioners had been translated into Grade R educators after obtaining their professional qualifications. Approximately 432 remain Grade R practitioners, 54 are currently studying for a professional qualification, 220 have dropped out and 106 failed to register. The Employer also reported on the progress of training in the Early Childhood Development Institute for ECD practitioners to acquire a NQF Level Four qualification.

Filling of posts

The Employer submitted four reports on recruitment, selection, filling of posts, excess educators, implementing Collective Agreement 4 of 2018 (translation of temporary educators), new entrants, and promotional posts to the task team meetings. The reports indicated that for the 2023/24 financial year 1 840 temporary educators were converted into permanent educators, 45 principals, 115 deputy principals and 290 departmental heads were appointed.

Maths Science and Technology Schools (MST)

The Employer presented four reports on the implementation of the MST project, provision of resources (Human and physical) to the MST schools and feeder schools, training of educators, and performance of MST schools to the task team meetings. The reports were presented and ratified by the Chamber meetings, which were held on 21 July 2023, 22 September 2023, 12 December 2023, and 25 March 2024.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Mpumalanga	484	655	171
Total	484	655	171

3.1.1.7. Northern Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
5.1.2.10 Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning Monitoring reports on the consultation process for post provisioning is available.	Achieved The workshop on Post Provisioning Norms and Standards (PPNS) was held on 24 May 2022 The workshop report was adopted at Chamber on 21 June 2022 Reports on the PPNS process and filling of posts were presented at the Chamber meetings on: • 21 June 2022 • 7 September 2022 (special) • 22 September 2022 • 30 November 2022 • 14 March 2023	Reports (4) Meeting (1)	Achieved A meeting (in the form of a workshop and in preparation for the consultation process) was held on: • 2 May 2023; and • 1 June 2023 (extended) The post provisioning process was adopted at a Special Chamber meeting held on 27 September 2023 The Employer tabled monitoring reports on the consultation process for post-provisioning at the quarterly Chamber meetings held on: • 22 June 2023 • 22 September 2023 • 23 November 2023 • 26 March 2024	None		

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Educator Health & Wellness Monitoring reports on the implementation of Educator wellness programmes are available	Achieved The Employer presented a management plan and progress reports on the implementation of the advocacy campaign. The plan and reports were submitted by the PM and adopted at the quarterly Chamber meetings on: • 21 June 2022 • 22 September 2022 • 30 November 2022 • 14 March 2023	Management Plan (1) Reports (3)	Achieved The Employer tabled a management plan on the implementation of educator wellness programmes at the quarterly Chamber meeting held on 22 June 2023 The Employer tabled monitoring reports on the implementation of the educator wellness programmes at the quarterly Chamber meetings held on: • 22 September 2023 • 23 November 2023 • 26 March 2024	None		
Dispute Prevention Monitoring report on grievances, misconduct, disputes, and training conducted is available	Achieved The Employer presented a provincial comprehensive report on grievances, disputes, and misconduct cases at quarterly Chamber meeting as well as the Dispute Prevention Implementation Programmes at the quarterly Chamber meetings on: • 21 June 2022 • 22 September 2022 • 30 November 2022 • 14 March 2023	Reports (4)	Achieved The Employer tabled monitoring reports on grievances, misconducts, and disputes at the quarterly Chamber meetings held on: • 22 June 2023 • 22 September 2023 • 23 November 2023 • 26 March 2024	None		

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Dispute Prevention Monitoring report on grievances, misconduct, disputes, and training conducted is available	n/a	Reports (2)	Achieved The annual target was two reports to be tabled by labour, during the second and fourth quarters. Labour tabled one report on training interventions conducted by them during the first, second, and third quarters at the quarterly Chamber meeting held on 23 November 2023	None		
Implementation of Collective Agreements: Quality Management System (QMS) Monitoring the implementation of QMS (CA 2 of 2020)	Achieved The Employer presented a report to Chamber on the implementation of QMS at the quarterly Chamber meetings on: • 21 June 2022 • 22 September 2022 • 14 March 2023	Reports (2)	Achieved The annual target was two reports to be tabled by the Employer, during the second and fourth quarters. The Employer tabled one monitoring report, for both quarters, on the implementation of QMS at the quarterly Chamber meeting on 26 March 2024	None		
Performance Management and Development System (PMDS) for office-based educators. Monitoring the implementation of PMDS (CA 1 of 2017)	Achieved The Employer presented a comprehensive report on the implementation and compliance of PMDS for office-based educators at the quarterly Chamber meetings on: • 21 June 2022 • 22 September 2022 • 14 March 2023	Reports (2)	Not Achieved	Reports (2)	The Employer did not table any monitoring reports on the implementation of PMDS.	

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Schools Safety Monitoring and reporting on interventions related to school safety	Achieved A report on safety in schools' activities was presented by the employer at the quarterly Chamber meetings on: • 21 June 2022 • 22 September 2022 • 30 November 2022 • 14 March 2023	Reports (4)	Achieved The Employer tabled monitoring reports on school safety activities at the quarterly Chamber meetings held on: • 22 June 2023 • 22 September 2023 • 23 November 2023 • 26 March 2024	None		
Early Childhood Development (ECD) Monitoring report on ECD-related matters such as training and professional development, curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available	Achieved The Employer presented a progress report on ECD-related matters during information-sharing meetings. Reports were submitted by the PM at the quarterly Chamber meetings on: • 22 June 2022 • 22 September 2022 • 30 November 2022 • 14 March 2023	Reports (4)	Achieved The Employer presented monitoring reports on ECD-related matters, at the quarterly Chamber meetings held on: • 22 June 2023 • 22 September 2023 • 23 November 2023 • 26 March 2024	None		

Overview of Performance of the Northern Cape Chamber for the 2023/24 Financial Year

Post Provisioning Norms and Standards:

The post-provisioning norms and standards process was initiated with a workshop, held over two sessions on 2 May 2023 and 1 June 2023. The importance of capturing data on the South African Schools Administration and Management System (SA-SAMS) was emphasised. The credibility of information determines efficiency, and if data is not captured correctly, inefficiency will result. The budget was divided into an 80/20 ratio, with 80% allocated to employee compensation. Establishments were determined with available funds, aiming to distribute the post basket equally among public schools in the province.

Labour indicated that the Personnel Administrative Measures (PAM) provided a three-year cycle to amend staff establishments. They inquired why the Employer was conducting the process yearly. The Employer responded that provinces were allowed to amend annually or every three years. The current process was agreed upon by the Parties in the Chamber. Changes could be made during the three-year cycle, as required. The appeals process provided the mechanism for changes in schools.

Labour inquired whether the number of weighted learners differed from actual learners. The Employer affirmed that the number of weighted learners was slightly more than the actual learner numbers and was calculated using a pre-determined formula. The formula was applied in all schools.

The Employer indicated that “no-fee schools” were declared and introduced in January 2007. The quintile system in South Africa classified public schools into five groups, ranking them from the poorest (quintile 1) to the least poor (quintile 5). The poverty rankings were determined nationally, according to the poverty of the geographic area where schools were located and infrastructural factors. Schools in quintiles 1, 2, and 3 were declared “no-fee schools”; therefore, no registration or activity fees were payable. There was no difference in the funding of schools in those quintiles. Schools in quintiles 4 and 5 were fee-paying and allowed to charge compulsory school fees.

Labour inquired about the success rate of schools applying to be placed in a different quintile ranking. The Employer responded that applications and supporting documents received from schools were processed without considering the Statistics South Africa data. This was because learners were moving between wards, which could result in a skewed poverty profile. Separate budgets were used to address schools’ specific needs. If all applications for conversion to “non-fee paying” schools were approved, it would cost the Employer approximately R50,000,000.

During the consultation process, the Employer indicated that as of 30 June 2023, the impending over-expenditure of 2.9% was valued at approximately R358 150 million. However, this did not impact the current financial year’s post allocation, which remained at 10 188, as per the previous financial year. Following various discussions, the process was adopted during a special Chamber meeting on 27 September 2023.

Educator Health & Wellness: Labour consistently raised concerns about the limited reach and impact of programmes conducted by the Employer. This prejudiced school-based educators, as they were not benefiting. The Employer responded that the unit was experiencing staff shortages, which hindered the capacity to reach a larger group of educators.

Dispute Prevention:

Categories	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Grievances	8 received 3 finalised	11 received 9 finalised	4 received 4 finalised	2 received 1 finalised
Misconduct cases	23 received 10 finalised	28 received 13 finalised	26 received 10 finalised	20 received 2 finalised
Precautionary suspensions	15 suspensions Cost: R3 290, 953.55	13 suspensions Cost: R3 556 260.30	12 suspensions Cost: R3 067 369.75	12 suspensions Cost: R2 698 655.25
Disputes	Conciliations: 6 received 4 finalised Arbitrations: 26 received 10 finalised	Conciliations: 6 received 6 finalised Arbitrations: 22 received 8 finalised	Conciliations: 1 received 1 finalised. Arbitrations: 20 received 3 finalised	Conciliations: 3 received 1 finalised Arbitrations: 21 received 13 finalised
Labour court cases	2 pending cases	3 pending cases	4 pending cases	4 pending cases
Appeals	1 received, not finalised	2 pending appeals	2 pending appeals	2 pending appeals
Officials conducting business with the State	None	None	None	None

Comment – Labour raised the delay in finalising matters, whilst the Employer undertook to address the delay.

Implementation of Collective Agreements: Due to staff shortages, the unit submitted reports on Collective Agreement 2 of 2020 (quarter four only) and none on Collective Agreement 1 of 2017.

Provincial Collective Agreement 1 of 2023, "Recruitment and appointment procedures of educators at educational institutions", was ratified, being the first for the province.

Safety in Schools: The Employer indicated that 158 school-based incidents of crime, violence and learner ill-discipline were reported and addressed regarding the respective schools' internal disciplinary measures. These incidents included vandalism (13); theft and burglary (24); drugs and other substances (11); bullying (9); assault (59); fighting and intimidation (21); group fights (5); sexual harassment and abuse (10) and possession of dangerous objects (6).

Early Childhood Development (ECD): The Employer, to improve educational foundations developed a concept document to provide pilot home-based ECD services to zero-to-two-year-olds and entered into a service level agreement to provide play groups for 3 400 children. The Employer indicated that for REQV13 and 14 qualifications, the current stipend paid to practitioners was R13 000.00, with a planned conversion to PL1. Practitioners on ECD NQF levels 4 and 5 were currently paid R8 500.00, with a planned increase to R9 137.00.

Strategy to overcome areas of under-performance

Improve communication with the Employer.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Northern Cape	501	659	158
Total	501	659	158

3.1.1.8. North West

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: North West						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Post Provisioning Consolidated reports on the consultation process and distribution of post provisioning for the following financial year are available.	Achieved Three (3) Chamber meetings were held during the period under review, and reports on Post-Provisioning were received. <u>Meeting dates:</u> • 22 June 2022 • 2 September 2022 • 31 March 2023	Reports (3)	Achieved Three Chamber meetings were held during the period under review, and reports on Post-Provisioning were received from the Employer. <u>Meeting dates:</u> • 9 June 2023 • 10 November 2023 • 13 March 2024	None		
Quality Management Systems (QMS) Monitoring the implementation of QMS (CA2 of 2020 and CA2 of 2022)	Achieved Four (4) Chamber meetings were convened during the period under review to receive reports related to QMS activities. <u>Meeting dates:</u> • 3 June 2022 • 2 September 2022 • 18 November 2022 • 3 March 2023	Reports (4)	Achieved Four Chamber meetings were held during the period under review to receive reports related to QMS activities from the Employer. <u>Meeting dates:</u> • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	None		

Collective Bargaining Services: North West						Status
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Employee Health and Wellness Monitoring reports on the implementation of Employee Wellness programmes are available.	Achieved Four (4) Chamber meetings were held during the period under review on programmes related to teacher well-being. <u>Meeting dates:</u> • 22 June 2022 • 2 September 2022 • 18 November 2022 • 3 March 2023	Reports (4)	Achieved Four Chamber meetings were held during the period under review, and reports related to Employee Health and Wellness were received from the Employer. <u>Meeting dates:</u> • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	None		
Early Childhood Development (ECD) Monitoring progress report on the implementation of ECD programmes are available.	Achieved Four (4) Chamber meetings were convened during the period under review to receive reports related to ECD programmes. <u>Meeting dates:</u> • 3 June 2022 • 2 September 2022 • 18 November 2022 • 3 March 2023	Reports (4)	Achieved Four Chamber meetings were held during the period under review to receive reports related to ECD programmes from the task team. <u>Meeting dates:</u> • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	None		
Teacher Development Monitoring progress reports on provisioning of teacher development programmes are available.	Achieved Four (4) Chamber meetings were convened during the period under review on programmes related to teacher development. <u>Meeting dates:</u> • 3 June 2022 • 2 September 2022 • 18 November 2022 • 3 March 2023	Management Plan (1) Reports (3)	Achieved Four Chamber meetings were convened during the period under review on programmes related to teacher development. <u>Meeting dates:</u> • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	None		

Collective Bargaining Services: North West						Status
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Dispute Prevention Analysing reports on the categories and status of the disputes, grievances and misconduct-cases lodged are available	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 <u>Meeting dates:</u> • 3 June 2022 • 2 September 2022 • 18 November 2022 • 3 March 2023	Reports (4)	Achieved Four Chamber meetings were held during the period under review to receive reports on grievances, misconduct cases and disputes from the task team. <u>Meeting dates:</u> • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	None		
Terminations (contract expiry; resignations; retirements; deceased and dismissals). Consolidated reports on the category of terminations are available.	Achieved Two (2) Chamber meetings were convened to receive reports on termination. <u>Meeting dates:</u> • 2 September 2022 • 3 March 2023	Reports (2)	Achieved Two Chamber meetings were held during the period under review to receive reports on terminations from the Employer. <u>Meeting dates:</u> • 8 September 2022 • 13 March 2024	None		
Safety in Schools Monitor the reporting on the implementation of programmes on safety in schools.	Achieved Four (4) Chamber meetings were held during the period under review to receive reports on Safety in Schools. <u>Meeting dates:</u> • 3 June 2022 • 2 September 2022 • 18 November 2022 • 3 March 2023	Reports (4)	Achieved Four Chamber meetings were held during the period under review to receive a management-plan and reports on Safety in Schools from the Employer. <u>Meeting dates:</u> • 8 September 2023 • 10 November 2023 • 13 March 2024	None		

Collective Bargaining Services: North West						Status
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Advertisement and Filling of Posts Monitoring reports on sharing information on the advertisement and filling of posts are available	Achieved Two (2) Chamber meetings were held during the period under review to receive reports on the advertisement and filling of posts. <u>Meeting dates:</u> • 3 June 2022 • 18 November 2022	Reports (2)	Achieved Two Chamber meetings were held during the period under review to receive reports on the advertisement and filling of posts from the Employer. <u>Meeting dates:</u> • 8 September 2023 • 10 November 2023	None		
Workshop on MTEF Concepts. The report on workshop for party-members related to description of MTEF concepts is available.	Achieved One (1) Chamber meeting was convened during the period under review to receive a report on the workshop related to MTEF Concepts <u>Meeting dates:</u> • 31 March 2023	Reports (1)	Achieved One Chamber meeting was held during the period under review to receive a report on the workshop related to MTEF concepts from the provincial manager. <u>Meeting dates:</u> • 13 March 2024	None		
Temporary Educators Monitoring reports on appointment and conversion of temporary educators are available.	Achieved Four (4) Chamber meetings were held during the period under review to receive reports on temporary educators. <u>Meeting dates:</u> • 3 June 2022 • 2 September 2022 • 18 November 2022 • 31 March 2023	Reports (2)	Achieved Two Chamber meetings were held during the period under review to receive reports on temporary educators from the task team. <u>Meeting dates:</u> • 8 September 2023 • 10 November 2023	None		

Collective Bargaining Services: North West						Status
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Performance Management and Development System (PMDS) Consolidated reports on assessed employees are available	Achieved Two (2) Chamber meetings were held during the period under review on programmes relating to PMDS. <u>Meeting dates:</u> • 2 September 2022 • 3 March 2023	Report (2)	Achieved Two Chamber meetings were held during the period under review on PMDS programmes. <u>Meeting dates:</u> • 8 September 2023 • 13 March 2024	None		

Overview of Performance of the North West Chamber for the 2023/24 Financial Year

The Chamber activities convened during 2023/24 shared valuable contributions on North West programmes. The progress reports summarised hereunder seek to support submissions on the said contributions.

The Chamber meetings held during the period under review agreed that:

- The tools aimed at promoting the objectives of the reports on “School Safety” should be designed to minimise grievances related to the reports.
- A campaign seeking to sensitise school principals on the risks of violation of Collective Agreement No. 2 of 2020 should be implemented after acknowledging that principals are not participating in terms of teaching.
- In an attempt to minimise the high rate of disputes, it was agreed that:
 - o Appeals and sanctions should be concluded within reasonable timeframes by the Employer.
 - o Formal grievances related to alleged corruption of officials during disciplinary hearings should be submitted by labour.

The following programmes substantiate mutual support among the Parties:

- The Chamber participated in the Human Resource Summit and Principals Seminar, respectively, convened by the Employer and SADTU.
- The newly established project regarding the Labour Management Partnership Programme is supported by the parties.
- The Chamber conducted workshops related to the conditions of service for SADTU members (office-bearers and school-principals) during August 2023.
- The Chamber was also invited by SADTU to the Matric Excellence Awards function on 15 March 2024.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

During the mid-term review, the North West Chamber made amendments to the 2023/24 APP in respect of the following programme performance indicators:

- Quality Management System (QMS) by including Collective Agreement 2 of 2022.
- Early Childhood Development (ECD) by reviewing the description of quarterly targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: North West	690	711	21
Total	690	711	21

3.1.1.9. Western Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Information Sharing						
Post Provisioning Monitoring reports 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 follow: • 22 June 2022 • 22 September 2022 • 7 December 2022 • 20 March 2023 A consolidated report on the consultation process for post provisioning was tabled at the Chamber meeting on: • 20 March 2023	Reports (4)	Achieved Reports on the consultation process for post-provisioning were tabled at the Chamber meetings as follow: • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	None		
Employee Well-Being Monitoring reports on the implementation of Teacher Well-being are available	Achieved The Employer submitted a Management Plan on the implementation of a teacher well-being advocacy campaign to Chamber on: • 22 June 2022 The Employer presented progress reports on the implementation of the advocacy campaign to the task team on: • 9 June 2022 • 8 September 2022 • 28 November 2022 • 20 March 2023 The PM submitted reports to the Chamber on: • 22 June 2022 • 22 September 2022 • 7 December 2022 • 20 March 2023	Reports (4)	Achieved A report on programmes that the Employer has implemented was presented at the quarterly Chamber meeting: • 9 May 2023 • 29 August 2023 • 9 November 2023 • 14 March 2024 The PM submitted reports to Chamber on: • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	None		

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
ECD (Grade R) Monitoring report on ECD related matters such as training and professional development, curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available.	Achieved The Employer presented progress reports to the task team on ECD-related matters on: • 25 May 2022 • 13 September 2022 • 22 November 2022 • March 2023 The PM submitted reports to the Chamber on: • 22 June 2022 • 22 September 2022 • 7 December 2022 • 14 March 2023	Reports (4)	Achieved The Employer presented progress reports to the task team on ECD-related matters on: • 18 May 2023 • 23 August 2023 • 15 November 2023 • 6 March 2023 The PM submitted reports to the Chamber on: • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	None		
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: • 13 June 2022 • 19 September 2022 • 14 November 2022 • February 2023 The reports from the Dispute Prevention Task Team meetings were tabled at Chamber meetings on the following dates: • 22 June 2022 • 22 September 2022 • 7 December 2022 • March 2023	Reports (3)	Achieved Trend analysis monitoring reports on grievances, misconduct, and disputes were tabled at the Dispute Prevention Task Team Meetings on: • 12 June 2023 • 13 September 2023 • 21 February 2024 The reports from the Dispute Prevention Task Team meetings were tabled at Chamber meetings on the following dates: • 20 June 2023 • 14 September 2023 • 14 March 2024	None		

Collective Bargaining Services: Western Cape						Status
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	
Dispute Prevention Monitoring report on grievances, misconduct, disputes, and training conducted is available.	Achieved Reports on training relating to dispute resolution matters for educators/supervisors/managers were presented jointly to the Chamber meetings on: • 22 September 2022 • March 2023	Reports (2)	Achieved Reports on training relating to dispute resolution matters for educators/supervisors/managers were presented jointly to Chamber meetings on: • 14 September 2023 • 14 March 2024	None		
Quality Management System (QMS) Monitoring the implementation of QMS (CA 2 of 2020)	Achieved The Employer presented reports on the implementation reports of QMS to the (I)QMS task team meetings on: 25 May 2022 31 August 2022 3 November 2022 - February 2023 The reports from the IQMS task team meetings were tabled at Chamber meetings on: 22 June 2022 22 September 2022 07 December 2022 - March 2023	Reports (4)	Achieved The Employer presented reports on the implementation reports of QMS to the task team meetings on: • 30 May 2023 • 5 September 2023 • 26 October 2023 • 14 February 2024 The reports from the (I)QMS task team meetings were tabled at the Chamber meetings on: • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	None		

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Safety in schools Monitoring report on the implementation of the Nine-Point Safe Schools planning process is available	Achieved Reports on school safety activities were presented by the Employer at the quarterly Chamber meetings on: • 22 June 2022 • 22 September 2022 • 7 December 2022 • March 2023 Task team meeting reports were presented to the quarterly Chamber meetings on: • 22 June 2022 • 22 September 2022 • 7 December 2022 • March 2023	Reports (4)	Achieved Reports on school safety activities were presented by the Employer at the quarterly Chamber meetings on: • 13 June 2023 • 15 August 2023 • 27 November 2023 • 4 March 2024 Task team meeting reports were presented at the quarterly Chamber meetings on: • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	None		

Overview of Performance of Western Cape Chamber for the 2023/24 Financial Year

Challenges during the financial year under review related to the late submission of reports from both the employer and employee parties. The late submission was mainly due to the Parties' hectic organisational operations. Notwithstanding this challenge, the Western Cape Chamber achieved all the predetermined targets once again.

Appreciation should be expressed to all the Parties for their steadfast commitment to ensuring that the Chamber's operations were not compromised. During an extremely challenging period, this Chamber successfully navigated to adjust the parties' organisational commitments and that of the Provincial Education Labour Relations Council.

Post Provisioning

The Minister for Education in the Western Cape concluded his consultations on the 2024 Affordable Basket of Posts on 18 August 2023 with Unions and School Governing Body Associations (SGBs) and declared that the 2023 Affordable Basket of Post provisioning of 36 417 educator posts will be retained for the 2024 academic year. The Head of Education consulted on the distribution of the 2024 Affordable Basket of Posts on 22 September 2023. At this consultation meeting all stakeholders were informed of the cost containment measures that would be implemented from 01 April 2024.

To maintain stability at schools for the 2024 academic year, the Department proposed the following: Stop provisioning for substitutes and monitor the impact on the school level. Post-level 1 vacancies can only be filled through following a formal recruitment and selection process. A post-level 1 post will not be allocated for acting positions against vacant substantive Senior Management Team (SMT) posts, except for principal posts. Conversion appointment of PL1 educators on contract against vacant substantive posts will be implemented. A shift of unallocated office-based educator posts to growth provision will also be factored-in. Shift all Grade R posts in the basket of posts to growth provision (manage

Grade R Universalisation in a separate allocation); and freeze the filling of all office-based Public Service posts (only critical posts to be activated).

All parties acknowledged the zero growth in the post-basket for 2024. The parties further noted that the anticipated impact of the no substitute issue needs to be addressed. Learner growth is higher than previously anticipated levels. There is shared thinking on the zero increase in the basket of posts. Employee parties believe that the summary proposals could be prioritised. Employee parties remain concerned about the lack of substitute provisions for post-level 1. PL1 posts that will not be allocated for acting positions against vacant substantive SMT posts, except for principal posts and conversion appointment of PL1 educators on contract against vacant substantive posts proposals.

WCED will issue post establishments to schools by 29 September 2023. The Establishment Circular accompanying the 2024 Educator Establishments will be held back until further notice engagement with employee parties. WCED will schedule another engagement on the proposed fiscal position and cost containment measures with employee parties on a date indicated by the Head of Education. WCED shall delay the issuing of the Conversion Circular. WCED shall obtain the educator unions' input before issuing the circular. The Department would remain committed to bringing relief caused by learner growth. The educator staff establishments for the 2024 academic year for ordinary public and public special schools were released on 29 September 2023. The Head of Education concluded the consultations on outstanding matters deferred from the consultations held on 22 September 2023 and on 16 November 2023. Circular 34 of 2023 was released on 21 November 2024, outlining the cost containment measures to be applicable with effect from 1 April 2024.

Early Childhood Development (ECD) Grade R

The Employer consistently reported throughout the fiscal year the lack of personnel to effectively monitor subsidy spending. ECD managers are not on the WCED organogram, which poses a further risk to effective service delivery in this sector. Labour expressed concern about this challenge, which is reflected in the report consistently, without any intervention strategy in place. The Employer reported that the Organisational Development Directorate was engaged with scoping and Employee Parties would be consulted once the scoping is completed.

Quality Management System (QMS)

Labour indicated they are concerned about the many principals not teaching specifically in Metro East, Metro Central and Metro South Education. Labour wanted to understand what could collectively be done to ensure compliance with the implementation of Collective Agreement 2 of 2020. They inquired what would happen to principals not teaching if consequence management would be applied. The Employer responded that they attempt to manage with the Chief Director: Districts. They envisage training Circuit Managers (CMs) on how to deal with the training of newly appointees that must be trained. They will assess the situation and will implement consequence management if necessary.

Additional Achievements:

- A well-attended Safety webinar was held on 28 July 2023 with more than 800 educators.
- An Employee Health and Wellness (EHW) Webinar was successfully held on 14 October 2023 with 1 911 registered employees and 1 124 YouTube viewers attending the event.
- On 16 February 2024, a capacity-building workshop was convened to capacitate newly appointed representatives to Chamber meetings. This workshop was presented by the Party Leaders, the Chairperson, the Deputy Chairperson, and the Provincial Manager. The workshop concentrated on the history, services, values, Constitution, and committee work procedures of collective bargaining services of the ELRC. Delegates sincerely appreciated all facilitators for a well-informed and well-structured workshop.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

One change was made during the mid-term review period. The Dispute Prevention target of the third quarter was deleted.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Western Cape	490	802	312
Total	490	802	312

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 conflict 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 negotiators.
- Provide professional development to panellists.

KPIs, Planned Targets and Actual Achievements

Overview of the DMS's Performance for the 2023/24 Financial Year

Dispute Management Services						Status
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement for 2023/24	Comment on deviations	
Provision of dispute resolution services						
Administration of cases in jurisdiction for conciliation	Achieved 100% 649 Of the 1 031 cases received, 740 were in the jurisdiction. Of the 740 cases that were in the jurisdiction, 66 were IBA, while 25 were received during the recess period. All 649 cases were conciliated within 30 days of receipt.	Processing of 90% of cases in the jurisdiction within 30 days	Achieved 99.47% 569 899 cases were received for the financial year 2023/2024. Out of 899 cases received, 662 were in the jurisdiction and 237 were out of the jurisdiction Out of 662 cases which were in jurisdiction, 73 were IBA cases All 589 cases were conciliated; 569 were conciliated within 30 days of receipt, and three were conciliated outside 30 days 17 cases were received during the recess period	9.47%	Planned outcomes were exceeded due to the clustering of conciliations.	

Dispute Management Services						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement for 2023/24	Comment on deviations	Status
Administration of request for arbitration	Achieved 99.15% 351 Of the 387 cases received, 386 were in the jurisdiction and 1 was out of jurisdiction Of the 386 cases received, 32 were received during the recess period. Of the 354 cases arbitrated, 351 were arbitrated within 45 days and 3 were arbitrated outside of the 45 days.	To schedule 75% of cases for arbitration within 45 days after receipt of request for arbitration/ certificate of non-resolution	Achieved 99.68% 313 373 cases were received. All 373 cases received were in jurisdiction Of the 373 cases, 313 were arbitrated within 45 days, 1 arbitrated outside 45 days, 1 withdrawn 58 were received during the recess period	24.68%		
Administration of sexual misconduct cases	Achieved 95.45% 66 A total of 82 sexual misconduct cases were received for inquiry by the arbitrator. Of the 82 cases, 66 were in jurisdiction. Of the 66 cases in jurisdiction, 63 were scheduled within 60 days and 3 were outside the 60 days	To schedule 60% of sexual misconduct cases for inquiry by arbitrator within 60 days after receipt of the referral	Achieved 97.29% 72 A total of 82 sexual misconduct cases for inquiry were received by the arbitrator. Of the 82 cases, 73 were in the jurisdiction and 9 were out of jurisdiction All 73 cases were arbitrated, 70 were scheduled within 60 days, 2 were received outside 60 days, and one was received during the recess period	37.29%	Planned outcomes were exceeded due to the efficient scheduling of cases via Zoom and no disruption from school holidays.	
Quality Control (QC) of arbitration awards	Achieved 100% 308 awards received were quality-controlled	100% Quality Control (QC) done in all arbitration awards concluded.	Achieved 100% 292 (236 awards and 56 are special awards) awards received were quality controlled.	None		

Dispute Management Services						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement for 2023/24	Comment on deviations	Status
Facilitation of training sessions for Dispute Resolution Practitioners (DRPs)	Achieved Nine training sessions for professional development of DRPs were conducted and attendance registers were kept	Facilitate six (6) training sessions for DRPs and maintain an attendance register.	Achieved Seven training sessions for DRPs were conducted and attendance registers were kept (including ITCILO Training)	None		
Facilitation of training sessions for Professional Development of Panellists	Achieved Three training sessions were conducted for panellists	Facilitate four (4) training sessions for the professional development of panellists.	Achieved Four training session for the professional development of panellists were conducted	None		

Strategy to overcome areas of under-performance

The Council continues to minimise frivolous requests for postponement and to reduce the high number of adjournments by enforcing Clause 45 of the ELRC constitution. The increase in requests for postponements negatively affects the turn-around time for conciliation and arbitration processes, thus affecting the performance of DMS. The Council also encourages panellists to enforce Clause 54 of the ELRC constitution to discourage inadequate preparation for hearings and requests for postponement.

In hearings where a child is a victim or a witness, the Council ensures that appropriate venues are booked for these special hearings, e.g. Magistrate Court, Children's Court or Teddy Bear Clinic (Johannesburg) and DSD in FS and NC. 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 to improve its efficiency.

As a way of improving efficiency, the Council continues to enforce compliance by ensuring that panellists submit arbitration awards to the ELRC within 14 days of the conclusion of arbitration proceedings, as per Clause 18.5 of the ELRC constitution.

Most disputes referred to the Council are unfair labour practices (ULP) related to promotion, appointments and dismissals. In a bid to address these disputes, the Council continues to rely on the DPTT to resolve these areas of concern. The Council has committed to assist the Provincial District Prevention Task Teams by providing them with statistics on disputes that are referred every month 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

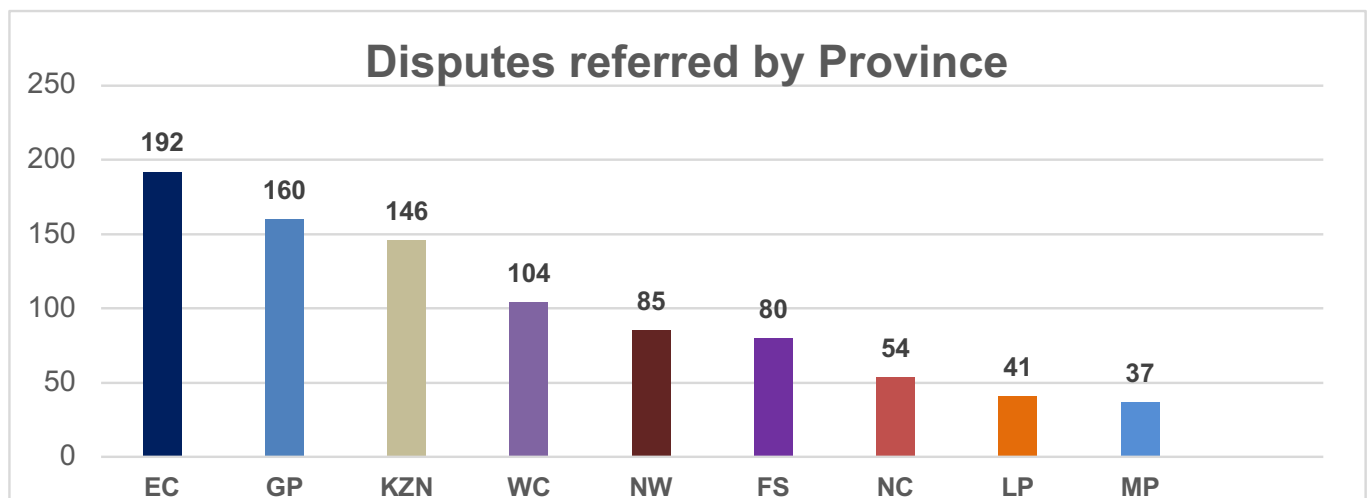
Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Dispute Management Services	R'000	R'000	R'000
Dispute Resolution Services	26 539	33 138	6 599
Total	26 539	33 138	6 599

Overview of the Dispute Management Services Department's Performance for the 2023/24 Financial Year

The ELRC received 899 disputes during the period under review. Of these, 662 were “in jurisdiction,” and 237 were found to be “out of Jurisdiction.”

DISPUTES REFERRED BY PROVINCE

KZN	EC	GP	WC	FS	MP	LP	NC	NW	TOTAL
146	192	160	104	80	37	41	54	85	899



For the period under review, the Eastern Cape was the highest referring province with 192 cases referred. This was followed by Gauteng with 160, KwaZulu-Natal with 146, Western Cape with 104, North West with 85, Free State with 80, Northern Cape with 54, Limpopo with 41 and Mpumalanga with 37 cases referred in the financial year 2023/2024.

Disputes Referred by Nature: April 2023 to March 2024

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of collective agreements	Total
EC	49	59	20	16	33	15	192
GP	26	57	46	14	10	7	160
WC	11	31	27	13	5	17	104
FS	4	29	19	13	6	9	80
MP	7	13	2	8	4	3	37
LP	4	26	10	0	1	0	41
NW	12	52	10	1	5	5	85
NC	9	14	7	6	5	13	54
KZN	47	50	26	11	9	3	146
Total	169	331	167	82	78	72	899

Of the 899 disputes that were referred, 169 related to ULP-Promotion and Appointments; 331 related to Other Unfair Labour Practice; 167 to Alleged Unfair Dismissal; 78 were BCEA; 72 were Interpretation of Collective Agreements, and 82 were referred in terms of Section 188A (Inquiry by Arbitrator) of the Labour Relations Act.

In Jurisdiction as per nature: April 2023 to March 2024

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of collective agreements	Total
EC	41	49	10	14	29	11	154
GP	16	34	30	13	7	4	104
WC	7	20	21	13	3	15	79
FS	2	24	13	11	2	6	58
MP	4	9	2	8	2	2	27
LP	3	19	6	0	1	0	29
NC	6	13	3	6	4	12	44
NW	7	43	7	0	5	5	67
KZN	30	39	13	8	7	3	100
Total	116	250	105	73	60	58	662

Of the 899 disputes that were received, 662 were "In Jurisdiction". Of the 662 that were "In Jurisdiction", 116 related to ULP – Promotion and Appointments; 250 related to Other Unfair Labour Practice; 105 related to Unfair Dismissals; 73 related to Inquiry by Arbitrator (Special disputes), 60 related to BCEA and 58 related to Interpretation and Application of Collective Agreements.

Out of Jurisdiction as per nature: April 2023 to March 2024

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of collective agreements	Total
EC	8	10	10	2	4	4	38
GP	10	23	16	1	3	3	56
WC	4	11	6	0	2	2	25
FS	2	5	6	2	4	3	22
MP	3	4	0	0	2	1	10
LP	1	7	4	0	0	0	12
NC	3	1	4	0	1	1	10
NW	5	9	3	1	0	0	18
KZN	17	11	13	3	2	0	46
Total	53	81	62	9	18	14	237

Out of the 237 disputes found to be out of jurisdiction; 53 related to ULP-Promotion and Appointments; 81 were other ULP's; 62 related to Unfair Dismissals; 18 related to BCEA; 14 were related to Interpretation and Application of Collective Agreements and 9 related to Special Disputes in which children are involved either as witnesses or victims and are dealt with through Inquiry by the Arbitrator. It must be noted that the substantive amounts of disputes that were screened 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 2023 to March 2024

Provinces	Conciliation/Pre Arbitration	Arbitration	Total
EC	142	447	589
GP	79	279	358
WC	59	153	212
FS	44	91	135
MP	16	36	52
LP	23	81	104
NC	32	45	77
NW	67	115	182
KZN	77	441	518
Total	539	1688	2227

A total of 2 227 events were conducted for the period under review. Of these, 2 227 were events/processes, 539 were conciliations and 1 688 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 2023 to March 2024

The ELRC finalised 781 disputes during the period under review. A total of 292 arbitration awards were rendered. A total of 44 disputes were settled at arbitration, while 11 were settled at conciliation. Withdrawn disputes amounted to 165, with 47 being withdrawn at conciliation and 118 withdrawn at arbitration. Seven cases were dismissed at arbitration and 97 rulings were handed down during the period under review.

Outcomes of special disputes: April 2023 to March 2024

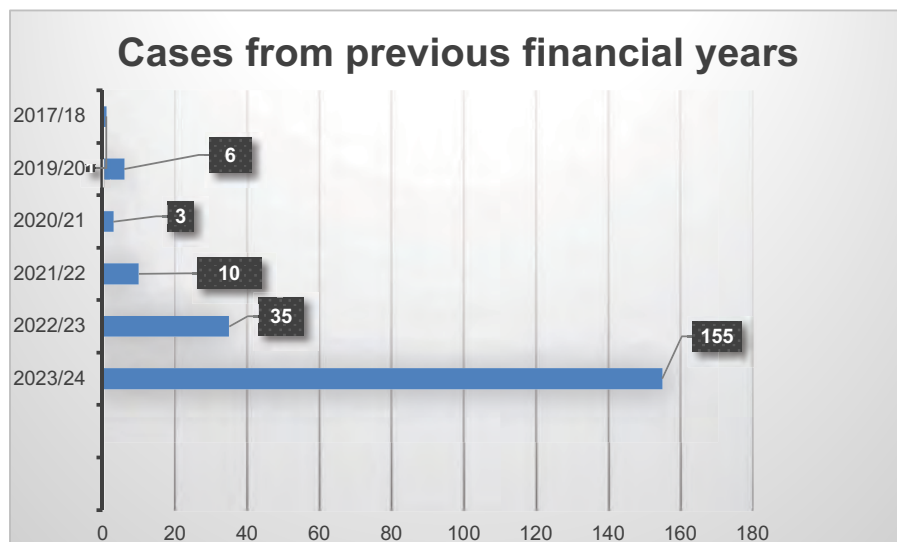
Since the implementation of Collective Agreement No. 3 of 2018, the Council received a considerable number of disputes, which are dealt with through Inquiry by Arbitrators as they relate to alleged sexual misconduct. The Council received 82 cases of allegations of sexual misconduct this year. The Council also issued 56 arbitration awards for special disputes for the period under review. 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 the direct contact between the alleged perpetrator and the victim. The Council is discussing with the Department of Justice to find ways to improve this situation.

Arbitrations heard in the period: April 2023 to March 2024

A total of 1 688 disputes were scheduled for arbitration during the period under review.

Cases carried over from the previous period

A total of 210 cases from previous financial years are to be carried over to the first quarter of the 2024/25 financial year, of which 155 are from the 2023/24 financial year, 35 are from the 2022/23 financial year, and 20 cases are from previous years. This represents a reduction of 74 cases compared to the carried-over cases reported in the 2022/23 financial year.



2017/18

Only one matter remains from the 2017/18 financial year. The Commissioner on the case was recused, and a new Commissioner was appointed. The matter was heard on 18 April 2024.

2019/20

Six cases emanate from the 2019/20 financial year. Two matters were postponed and handled by attorneys for both parties, with numerous witnesses involved.

Three cases were delayed due to changes in Commissioners, and one matter was received from the Labour Court. The cases have been scheduled on the following dates:

- 16 May 2024
- 21 May 2024
- 24 May 2024
- 24 June 2024
- 1 July 2024

2020/21

Three cases emanate from the 2020/21 financial year. One award was issued, and two cases were delayed due to a change of Commissioners and several postponements. One case was received from the Labour Court to start de novo. The two matters have been scheduled for 20 May and 12 June 2024, respectively.

2021/22

Ten cases are carried over for the 2021/22 financial year. Four cases were delayed due to a change of Commissioners. Six cases are proceeding with several postponements, and one award was issued.

The cases have been scheduled on the following dates:

- 31 May 2024
- 10 June 2024
- 12 June 2024
- 19 June 2024
- 24 June 2024
- 25 July 2024

2022/23

A total of 35 cases are carried over for the 2022/23 financial year. All cases have been scheduled for the 2024/25 financial year.

Postponements and adjournments: April 2023 to March 2024

A total of 177 cases were postponed for the period under review.

3.2.1 Training and Development Services

Professional Training and Development of Panellists, Parties and Trade Unions

3.2.1.1 Dispute Resolution Practitioners Professional Development

The Council had six training sessions for dispute resolution practitioners as follows:

1. Gauteng and North West - 10 August 2023
2. Mpumalanga & Limpopo - 11 August 2023
3. KwaZulu-Natal - 14 to 15 November 2023
4. Eastern Cape - 17 to 18 October 2023
5. Western Cape - 4 to 5 March 2024
6. Northern Cape – 13 to 14 March 2024

The training was based on the Law of Evidence, amendments to the ELRC constitution, and Pre-Arbitration.

There was also training of dispute resolution practitioners by ITCILO on managing Labour disputes effectively in the workplace and conciliation and mediation of labour disputes (27 September 2023 to 6 October 2023).

3.2.1.2 Panellist Professional Development

The Council had four training sessions for panellists as follows:

- KwaZulu-Natal - 16 to 17 November 2023
- Eastern Cape - 11 to 12 December 2023
- Gauteng – 13 to 14 March 2024
- Online - 19 March 2024

The training covered the following areas of Law:

- Conciliating Education matters
- Settlement Agreement
- Awards and Rulings
- Recusals
- Jurisdiction
- Interpretation of Collective Agreements
- Deemed Dismissals
- Subpoenas
- Dealing with Consistency in Misconduct
- Dealing with Hearsay Evidence in Cases Involving Minors
- Compensation and Backpay in Unfair Dismissals
- Damages Arising out of Sexual Assault cases
- Guidelines on ULP-Promotion cases
- PILIR cases
- Amendments to the ELRC constitution

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 in terms of 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.
- 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 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Professionalise the ELRC by investing in human capital						
Building capacity by ensuring that employees are trained and developed	Achieved Six employees were trained on the following:- 4 employees on 200EV-Sage 200 Learning Unit 1: Practitioner 2 employees on advanced IT Application Control Identification & Auditing (AACIA)	Four employees to participate in skills development and provide proof of attendance	Achieved 20 employees participated in training and development programmes	+16	More training was necessary and the Council encourages employees to further their studies.	
Monitor and manage the Performance Management System	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	Collate and verify the 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		

Corporate Services: Human Resources						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Professionalise the ELRC by investing in human capital						
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 completed Payroll Masterfile and database	Achieved An accurate and complete payroll Masterfile and database was maintained by ensuring that the payroll processing for all staff was monitored	None		
Provide Wellness programmes to employees	Achieved Nine employee wellness events were conducted as follows:- 1 Biggest Loser challenge. 1 fitness exercise (Shape). 1 Financial Wellness. 1 employee motivation article. 1 Team building event. 1x Men's International Day. 1 Team building. 1 Fun Walk 1 Team Building event in celebration of Human Rights Month	Conduct four (4) employee wellness programmes per annum as per the annual plan and submit the attendance register and/ or proof of communication to the SM:SC	Achieved 5 employee wellness events were conducted	+1	More wellness events were necessary to elevate staff morale.	

Strategy to overcome areas of under-performance

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 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Advertising and marketing to improve the image of the Council	Achieved <u>Marketing on social media platforms</u> Weekly posts were made on the Council's social media pages during the period under review. Of note are the following posts: • Child Protection Week • Good luck to the Class of 2022 • Congratulations Class of 2022 • Labour - Management Partnership launch - address by the Minister of Basic Education <u>Labour Bulletin and New Negotiator</u> published and distributed on 29 March 2023 <u>Promotional material</u> distributed at 11 stakeholder events	Conduct advertising campaign in line with Marketing Plan for 2023/24 to market the Council	Achieved Marketing on social media platforms. Weekly posts were made on the Council's social media pages during the period under review : • Basic Education Sector Workshop on Cost Containment Measures • ELRC General Secretary presenting on sexual offences • ELRC exhibiting at the 10th EI Africa Regional Conference • PELRC QMS training <u>Labour Bulletin and New Negotiator</u> published and distributed on 28 March 2024 <u>Promotional material</u> distributed at 13 stakeholder events <u>Advertising in publications/diaries of Parties to Council:</u> ELRC advertorial in PEU, SADTU and NATU Diaries for 2024 <u>World Teachers' Day celebration:</u> ELRC Colour Run in the Western Cape on 28 October 2023	None		

Corporate Services: Research and Media						
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement for 2023/2024	Comment on deviations	Status
Implementation of a digitised records management solution to preserve Council records	Achieved Reports (2) available on records management system activities for the 2022/23 financial year. Destruction of information in line with the Records Management Policy	Monitoring and management of records management system through bi-annual reports	Achieved Reports (2) produced on records management system activities for the financial year Offsite movement of Finance documents and scanning of information to e-Records system Two requests for old files from the e-Records system from DMS	None		

Overview of the Research and Media Department's Performance for the 2023/24 Financial Year

As part of its marketing campaign, the Council increased its visibility through regular postings on its social media platform throughout the period under review.

Promotional material was distributed at the following events:

- SADTU Western Cape Seminar on 21 July 2023
- NATU Policy Conference on 22 July 2023
- PEU Gender Education Conference on 25 August 2023
- DBE Excellence Awards on 15 September 2023
- Basic Education Sector Workshop on Cost Containment Measures on 20 September 2023
- National Education Excellence Awards on 5 October 2023
- SADTU Northern Cape Principals' Seminar on 18 and 19 October 2023
- Council exhibited at the EI Africa Regional Conference on 21 and 22 November 2023
- NAPTOSA training on 24 January 2024
- PELRC Gauteng Corporal Punishment Symposium on 15 March 2024
- Exhibition at SACE Regulation of Education Misconduct on 19 March 2024

Interviews on sexual misconduct cases that relate to Collective Agreement No. 3 of 2018 in the following media: East Coast Radio: 18 May 2023

- *Thobela FM*: 18 May 2023
- *Sowetan article*: 18 May 2023
- *Umhlohbo Wenene FM*: 19 May 2023
- *Sunday Times*: 13 July 2023
- *News24*: 16 December 2023
- *Daily Sun*: 18 December 2023

- *Radio 786*: 18 December 2023
- *Lesedi FM*: 18 December 2023
- *eNCA*: 18 December 2023
- *SAfm*: 18 December 2023
- *Power FM*: 18 December 2023
- *Newzroom Afrika*: 18 December 2023
- *News channel 404*: 18 December 2023
- *SABC TV*: 19 December 2023

The ELRC advertorial is also featured in the SADTU, PEU and NATU 2024 diaries.

The March edition of the Labour Bulletin and New Negotiator on labour developments and ELRC highlights was published during the period under review.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

No changes to planned targets.

Information Communication Technology (ICT)

KPIs, Planned Targets and Actual Achievements

Corporate Services: ICT						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2023/2024	Actual Achievement 2023/2024	Deviation from Planned Target to Actual Achievement for 2023/2024	Comment on Deviation	Status
Average of 98% of network, server, and virtual private network (VPN) Daily disaster recovery testing of critical systems and VPN connection of servers uptime and issue a Monthly report	ICT servers and VPN were monitored and a report was produced	Ensure that ICT servers and VPN are monitored and produce a report	Achieved ICT successfully achieved 100% availability of VPN and servers and a report was produced	None		
	All ICT critical servers were backed up	Ensure that all ICT critical servers are backed up	Achieved ICT achieved 100% on all backup systems, and a report was produced	None		
	ICT Disaster Recovery Testing was done in case of downtime, and a report was produced	ICT Disaster Recovery Test Plan in case of downtime and produce a report	Achieved ICT conducted a disaster recovery test for all critical systems (Sage Evolution, Emails and Sage People), and it was successful. A report was also produced	None		
Monitoring of the ICT governance framework to ensure compliance with best practices, e.g. COBIT, ISO 2700 and ITIL, as adopted by the Council	The effectiveness of the ICT governance frameworks was monitored on a quarterly basis, and a report was issued	Monitor the effectiveness of the ICT governance frameworks quarterly and issue a report	Achieved ICT conducted an annual assessment and review of ICT governance to ensure compliance with COBIT, ISO 2700 and the ITIL framework and a report was issued	None		
Ensure that all ICT systems are well protected and maintained	Ensured 95% end-point protection and email content filtering	Ensure 95% end-point protection and email content filtering	Achieved ICT ensured 100% protection of all end-point and email content filtering and a report was issued	None		
	Ensured 100% of all malicious viruses were quarantined and cleaned	Ensure 100% of all malicious viruses are quarantined and cleaned	Achieved 100% of all malicious viruses were quarantined, cleaned, and a quarterly report was issued	None		

Overview of the ICT Department's Performance for the 2023/24 Financial Year

- The Disaster Recovery Plan (DRP) for the financial year was tested to ensure Business Continuity
- The VIP People and ESS were updated to the latest version during the financial year
- A backup system was deployed and is managed within the Council for easy recovery
- Multi-factor authentication was enabled for additional security

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Corporate Services	R'000	R'000	R'000
Human Resources	9 752	9 904	152
Information Technology	3 029	4 102	1 073
Communication Services	1 282	1 597	315
Total	14 063	15 603	1 540

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 concluded in accordance with a system that 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 turn-around times and improve the efficiency and effectiveness of our procurement spend.
- Provide a sound asset management service that 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 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement for 2023/24	Comment on deviations	Status
To provide a compliant internal control and sound financial management service						
Achieve an unqualified audit opinion from external audit at year end	Achieved Council received an unqualified audit opinion for the FY2022/23	Achieve unqualified audit opinion of the audited annual financial statement from external audit at year-end	Achieved Achieved unqualified audit opinion of the audited annual financial statement from external audit at year-end	None		
Compliant and accurate budget management aligned to the annual performance plan						
An approved accurate and comprehensive MTEF Budget FY2024/25 and Mid-Year review of the budget FY2023/24	Achieved An accurate and comprehensive MTEF budget FY 2023/24 approved by EXCO on 27 Mar 2023 Mid-Year review of the budget FY2022/23 approved on 2 November 2022	Receive approval of an accurate and comprehensive FY2024/25 MTEF Budget and Mid-Year review of the budget FY2023/24 from EXCO	Achieved An accurate and comprehensive MTEF Budget FY2024/25 was approved by EXCO on 4 March 2024 FY2023/24 Mid-Year budget was approved by EXCO on 6 November 2023	None		

Overview of the Finance Department's Performance for the 2023/24 Financial Year

The Finance unit produced annual financial statements for 2023/24. After review by the Chief Financial Officer (CFO) and the Internal Audit unit (IA), these were submitted for audit by the external auditors. The external auditors issued an unqualified audit opinion on the financial statements.

During the financial year, the unit produced monthly, quarterly and annual financial reports (financial statements and budget vs actual spending reports).

The Finance unit conducted a budget management refresher workshop for the Council's management team on 7 September 2023. This workshop assists in preparing mid-year budget adjustments and sets the tone for annual budget preparations. The mid-year budget for the 2022/23 financial year was prepared and approved by EXCO on 6 November 2023.

In the meeting of 4 March 2024, EXCO approved the FY2024/25 budget, which is linked to the APP, as presented by management.

Strategy to overcome areas of under-performance

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						Status
Programme Performance Indicator	Actual Achievement 2022/2023	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from planned target to Actual Achievement for 2023/24	Comment on deviations	
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 for reporting purposes	Achieved The FAR was updated and shared with Finance for reporting purposes	None		
Number of irregular, unauthorised, fruitless and wasteful expenditure reports produced	Achieved Report on irregular, unauthorised, fruitless and wasteful expenditure was produced	Four (4) reports on monitoring of irregular, unauthorised, fruitless and wasteful expenditure produced and submitted to management and Finance unit for disclosure purposes in the financial statements	Achieved Four reports on irregular, unauthorised, fruitless and wasteful expenditure were produced	None		
Number of Contract Management reports are produced	Achieved Produced an annual contract management report	Four (4) reports produced on contract management system activities	Achieved Four reports on contract management were produced	None		
Number of procured projects executed in line with the approved 2023/24 Organisational Procurement Plan	Achieved The departmental Procurement Plan was executed in accordance with the timelines	Four (4) reports on executing the approved 2023/24 Procurement Plan were produced. Two (2) approved Procurement Plans	Achieved Four reports on the execution of the approved 2023/24 Procurement Plan were produced Two (2) Procurement Plans were consolidated and approved	None		

Overview of the Supply Chain Management Services Department's Performance for the 2023/24 Financial Year

Supply Chain Management supports the Council by ensuring that goods and services are procured through a process that is fair, transparent, cost-effective and efficient. The Supply Chain Management (SCM) unit reviewed its policies to ensure they remained relevant and considered any developments within the environment for the Council and 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 one tender and was finalised within the financial year 2023-24.

The SCM unit keeps a database of prospective suppliers of goods and services that may be used to procure the Council's requirements through formal written price quotations. This database is updated continuously as and when required or when applications are received. During the cleanup process, a number of suppliers not used for over five years and with no transactional history were deregistered.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

Not applicable.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Finance and Supply Chain Management Services	R'000	R'000	R'000
Supply Chain Management	4 226	5 068	842
Finance Administration	10 795	10 988	192
Total	15 021	16 056	1 034

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 ensure fiscal discipline, sound corporate governance and compliance with the regulatory framework.

KPIs, Planned Targets and Actual Achievements

Executive Services						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Internal Audit						
Approved FY2024/25 Internal Audit Coverage Plan	Achieved The 2023/24 Audit Coverage Plan was approved by the ARC Chairperson on 29 March 2023	The Internal Audit Coverage Plan developed and approved by the Audit and Risk Committee (ARC) by end March 2024	Achieved The 2024/25 Annual Internal Audit Plan and Three-Year Strategic Plan documents were approved by the Audit and Risk Committee on 27 March 2024	None		
Quarterly reporting to Management and ARC on the status on internal controls of audited areas	Achieved 100% of the 2022/23 Audit Plan was achieved, and all audit reports were shared with the ARC at the quarterly meetings: • 12 assurance audit engagements • 14 mandatory reviews • 4 follow-up engagements • 7 ad-hoc reports	Perform 100% of planned risk-based audits and reporting to Management and the ARC	Achieved The 2023/24 Audit Plan was 100% achieved. All planned projects were completed and reports were issued to Management and tabled at the ARC quarterly meetings: • 7 assurance audits • 13 mandatory reviews • 2 ad-hoc engagements	None		

Executive Services						
Programme Performance Indicator	Actual Achievement 2022/23	Planned Target 2023/24	Actual Achievement 2023/24	Deviation from Planned Target to Actual Achievement for 2023/24	Comment on Deviation	Status
Internal Audit						
Quarterly reporting to Management and ARC on the status of implementing management agreed corrective action plans from prior audit reports	n/a	Quarterly evaluation of the implementation of corrective action for prior audit findings and reporting the outcome to Management and ARC	Achieved Quarterly follow-up of prior audit reports (monitoring of actions taken by management in response to audit recommendations agreed action plans): • 4 follow-up engagements	None		
Approved 2024/25 annual Enterprise Risk Register (ERR)	Achieved The 2023/24 Risk Assessment Report was approved by the ARC Chairperson on 29 March 2023	Facilitation of the annual risk register development process and submission of the Enterprise Risk Register to the ARC for approval by end of March 2024	Achieved The 2024/25 Enterprise Risk Register was approved by the Audit and Risk Committee on the 27 March 2024	None		
Quarterly reporting to Management and ARC on the Enterprise Risk Register	Achieved The Risk Monitoring report was issued and tabled at the quarterly ARC meetings	Evaluate the ERR and report the outcome to Management and table the report at the ARC quarterly meeting	Achieved 4 Risk Register Monitoring Reports were issued and tabled at the quarterly Audit and Risk Committee meetings	None		

Overview of the Executive Services Programme's Performance of the 2023/24 financial year

Internal Audit resources were effectively utilised to perform risk-based audits, follow up on prior audits, monitor management's implementation of corrective action plans, conduct mandatory reviews, provide support to management activities, serve in-house committees, and assist with administration activities.

The Internal Audit function conducted audit engagements and issued reports in accordance with the approved 2023/24 Audit Plan, as per the table below:

Description	Q1	Q2	Q3	Q4
Assurance Audits	Performance Management System (HR) PELRC Gauteng (CBS)	IT General and Application Controls (ICT)	Asset Management (SCM) Procurement Management (SCM)	Dispute Resolution (DMS) Internal Financial Controls
Follow-up Reviews	Follow-up of Prior Audit Reports	Follow-up of prior Audit Reports	Follow-up of prior Audit Reports	Follow-up of prior Audit Reports
Ad-hoc Reviews	Not applicable	External Audit tender: closing process and compliance checking process	Not applicable	Not applicable
Mandatory Reviews	Quarterly Compliance Checklist Quarterly Enterprise Risk Registers Quarterly Report (Performance Information and Financial Statements) Annual Report (Performance Information and Financial Statements)	Quarterly Compliance Checklist Quarterly Enterprise Risk Registers Quarterly Report (Performance Information and Financial Statements)	Quarterly Compliance Checklist Quarterly Enterprise Risk Registers Quarterly Report (Performance Information and Financial Statements)	Quarterly Compliance Checklist Quarterly Enterprise Risk Registers Quarterly Report (Performance Information and Financial Statements)
Internal Audit Planning	Not applicable	Not applicable	Not applicable	2024/25 Annual Audit Plan 2024/25 Risk Assessment Survey (Enterprise Risk Register)
Review of Charters	Not applicable	Not applicable	Not applicable	2024/25 Audit and Risk Committee Charter 2024/25 Internal Audit Charter

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

No changes were made to planned targets.

Linking performance to budget

Apr 2023 - Mar 2024			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Executive Services	R'000	R'000	R'000
Financial Management and Compliance Services	9 433	9 906	473
Total	9 433	9 906	473

4. SUMMARY OF FINANCIAL INFORMATION

4.1 Revenue Collection

March 2024			
Source of revenue	Actual	Estimate	Under collection
	R'000	R'000	R'000
Levies	106 193	108 214	(2 021)
Total	106 193	108 214	(2 021)

March 2023		
Actual	Estimate	Over collection
R'000	R'000	R'000
115 422	106 328	9 094
115 422	106 328	9 094

5. PROGRAMME EXPENDITURE

March 2024			
Source of revenue	Actual	Estimate	Under expenditure
	R'000	R'000	R'000
Dispute management services	26 539	33 138	(6 599)
Collective Bargaining Services	34 579	39 560	(4 980)
Corporate services	14 063	15 603	(1 540)
Finance and Supply Chain Management	15 021	16 056	(1 034)
Executive Services	9 433	9 906	(473)
Capital Expenditure	788	1 711	(923)
Total	100 424	115 974	(15 550)

March 2023		
Actual	Estimate	Under expenditure
R'000	R'000	R'000
21 214	26 627	(5 413)
26 003	37 290	(11 287)
11 143	13 404	(2 261)
13 332	14 470	(1 138)
7 634	10 227	(2 593)
2 202	2 883	(681)
81 528	104 902	(23 373)

5.1. Capital Investment, Maintenance and Asset Management Plan

Not applicable.

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

Not applicable.



PART C

GOVERNANCE

1. INTRODUCTION

The overall performance of the Council for the 2023/24 financial year is consistent with the performance recorded in the 2022/23 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 the Council played a major role in ensuring the smooth operations of the ELRC. Consequently, 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	8	10	DBE Mr S Faker Ms M Mogale Mr S Mnguni Mr G Rafapa SADTU Mr M Maluleke Ms KC Matome (deceased December 2023) Mr A Zungu Mr D Phala (27 February 2024) CTU-ATU Mr G Masondo Mr D Lerm (left December 2023) Mr P Sauer (01 January 2024) Chairperson Dr L Bono
Audit & Risk Committee	6	5	Mr SA Ngobeni (Chairperson) Ms J Masite Dr C Motau Mr M Maluleke Ms K Matjiu (31 August 2023) Mr O G Serache (31 August 2023)

Committee	No. of meetings held	No. of members	Name of members
Finance Sub-Committee	5	12	DBE Ms M Mogale Mr H Karimulla (left 31 August 2023) Mr C Esau Mr H Ngwenya Mr N Hlongwane (from 31 August 2023) Mr S Mnguni (from 31 August 2023) Mr D Ntloana (from 31 August 2023) SADTU Mr A Zungu Mr S Ngubane Mr S Thwala (left 31 August 2023) Mr K Lekitlane (from 27 February 2024) CTU-ATU Mr D Lerm (left December 2023) Mr P Sauer (from December 2023) Mr M K Mohlatole (from 31 August 2023) Chairperson Mr M Cele

Committee	No. of meetings held	No. of members	Name of members
Human Resources Sub-Committee	4	10	DBE Ms L Munday Mr H Ngwenya (left 31 August 2023) Mr V Zali Mr D Moreothata (left January 2024) Mr O Motang Ms M Mogale Mr T van Staden (from January 2024) Adv P Chakela (from 31 August 2023) SADTU Ms K Matome (Deceased December 2023) Mr T Khoboko Mr S Peter CTU-ATU Mr K Mohlatlole (left 31 August 2023) Mr M Mabija (from 31 August 2023) Chairperson Mr G M Mabuza
Legal Sub-Committee	0	9	DBE Mr S Faker Adv P Chakela Mr C Esau Ms P Masekela Mr D Ntloana (from 31 August 2023) SADTU Mr S Mogapi Ms N Mzizi CTU-ATU Mr G Masondo Chairperson Dr L Bono

3. RISK MANAGEMENT

The Internal Audit Function is responsible for facilitating the process of identifying, reviewing, managing, and monitoring risks. This involves performing risk identification and assessment at strategic and operational levels. Through these processes, the ELRC's top risk profile is developed, divisional and operational risk registers are compiled with mitigation strategies, and these are implemented and monitored quarterly.

The ELRC recognises that risk management is the responsibility of everyone within the Council. Risk management is therefore integrated into all business and decision-making processes, including strategy formulation, business planning, financial allocation, internal control, and day-to-day operations.

Key risks considered and addressed during the year

The following are the key Strategic Risks for ELRC that were considered and addressed during the year:

- Failure by parties to efficiently conclude on issues of mutual interest.
- Non-implementation of signed collective agreements.
- Failure to expedite inquiry by the Arbitrator for sexual misconduct cases relating to minors.

At the beginning of the financial year, several risks that could potentially influence the operation of the Council were identified. Due to the deliberations at Risk Management meetings, mitigation measures were put in place. Tracking the implementation of these measures allowed the Council to minimise these risks, and the Council was able to achieve its goals and objectives as set out in its APP.

4. INTERNAL CONTROL

The Internal Audit Function performed the following tasks during the year under review:

- Reviewed the Quarterly Reports (performance information and financial statements) and relevant portfolio of evidence.
- Provided the support function to the ELRC business unit, including quality checking of the monthly payroll master file, reviewing policies and SOPs amendments, deviation submissions and attending management meetings and in-house committee meetings.
- Followed up on the outstanding Internal Audit findings and pursued them in liaison with the relevant managers. Feedback was provided to the Accounting Officer and the Audit and Risk Committee.
- Observed the tender closing session, the compliance checking and the evaluation processes.
- Performed random physical assets verification against the FAR.
- Investigated transactions of fruitless and wasteful expenditure.
- Coordinated the annual audit between management and the external auditor.
- Provided the secretariat functions of the Executive:
- Delegation of Authority Policy was updated and signed off accordingly.
- The Terms of Reference of the Audit Committee were updated and signed off accordingly.
- The Operational Risk Register and Strategic Risk Register were updated and tabled at the quarterly Audit and Risk Committee meetings.

5. INTERNAL AUDIT AND AUDIT & RISK COMMITTEE

Internal Audit provides management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the ELRC. It assists the Council to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management and Control processes.

The following key activities are performed in this regard: Assess and make appropriate recommendations for improving the governance processes in achieving the Council's objectives; Evaluate the adequacy and effectiveness and contribute to the improvement of the risk management process; and Assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and developing recommendations for enhancement or improvement.

Internal Audit work completed during the year under review for ELRC included twelve assurance engagements, fourteen mandatory reviews and four follow-up audits.

The Audit Committee is established as an oversight body, providing independent oversight over governance, risk management and control processes in the ELRC, which include oversight and review of the following:

- Internal Audit function;
- External Audit function (Ngubane & Co Inc.);
- Accounting and Reporting;
- Accounting Policies;
- External Auditor Management and Audit Report;
- In-year Monitoring;
- Risk Management; Internal Control; Pre-determined Objectives; ICT Governance and SHE activities

6. ICT GOVERNANCE

ICT governance remains essential for the Council to effectively manage its IT resources, align technology with business goals, mitigate risks, and ensure compliance with regulations. It also assists in fostering transparency, accountability, and strategic decision-making, ultimately contributing to the Council's success in a technology-driven business landscape. The Council reports this compliance in the ICT Steering Committee and Audit and Risk Committee meetings.

7. COMPLIANCE WITH LAWS AND REGULATIONS

The IA function oversees employee compliance with laws and regulations. IA ensured that the Council conformed to the applicable organisational laws. Guidance was provided through audit reports where there were shortcomings, and action plans were put in place to remedy the identified challenges.

Compliance with the Protection of Personal Information Act (POPIA) of 2013 ensures enhanced data security, improved customer trust and loyalty, and reduced legal and financial risks. The Council is fully compliant with the provisions of the Act, as set by the Information Regulator. Adherence to the Act is monitored quarterly.

8. FRAUD AND CORRUPTION

Council continuously encourages staff to report fraud and corruption issues via the National Anti-Corruption Hotline. The IA department assists with monitoring the execution of duties in line with Council policies.

9. OCCUPATIONAL, SAFETY, HEALTH AND ENVIRONMENT

The Occupational Health and Safety Act (OHAS), 1993 (Act 85 of 1993) requires the employer to provide and maintain, as far as is reasonably practical, a healthy working environment that is safe and without risk to the health of its employees.

The Council ensured that it remained as far as possible compliant with the OHAS Act and thus ensured statutory appointments. It maintained a functional SHE Committee that monitored activities around occupational safety and health and reported to governance structures on a quarterly basis.

10. CODE OF CONDUCT

The Council's Code of Conduct and Ethics Policy articulates the values the Council wishes to foster in its employees and clarifies the desired behaviour.

The Council has not experienced any non-compliance with the policy to date.

11. SOCIAL RESPONSIBILITY

As part of its social responsibility activities, the Council donated non-perishable foods, blankets and a microwave oven to The Inn Old Age Home in Pretoria.



12. AUDIT AND RISK COMMITTEE REPORT: 2023/24 ANNUAL FINANCIAL YEAR

12.1 Background

The Audit and Risk Committee (ARC) 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 the Council.

The primary role of the Committee is to assist the Executive Committee in fulfilling its oversight responsibilities in areas such as the integrity of financial reporting, the effectiveness of the risk management framework and system of internal controls, as well as consideration of ethics and compliance matters.

The Committee presents its report for the financial year ended 31 March 2024.

12.2 Membership and Attendance for 2023/24

The Committee comprises five representatives, with three being independent of the parties to the Council. In terms of the Committee's mandate, at least four meetings should be held annually, although additional special meetings may be called as the need arises.

The following meetings were held during the 2023/24 financial year:

- 5 May 2023
- 25 May 2023 (Special)
- 27 July 2023
- 15 August 2023 (Special)
- 1 November 2023
- 2 February 2024

The ARC members and meeting attendance were as follows:

Name of Member	Changes during 2023/24	Number of Meetings Attended
Mr. Ngobeni SA (Chairperson)		6
Dr Motau C		6
Ms. Masite J		5
Mr. Maluleke M		4
Ms. Matjiu K	Terminated on 31 August 2023	0
Mr. Serache OG	Elected on 31 August 2023	1

The General Secretary/Chief Executive Officer, Chief Financial Officer, head of internal audit, other members of senior management and representatives of the external auditor of the ELRC attend the committee meetings by invitation. Committee agendas provide for confidential meetings between committee members and the internal and external auditors, as well as management.

12.3 Audit and Risk Committee Responsibility

The Committee reports that it has:

- Complied with its responsibilities arising from Section 16.2. of the ELRC Constitution.
- Adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, in light of the principles and recommended practices of King IV.
- Regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, Internal Audit; the Control Environment; Risk Management; External Audit; Compliance with laws and regulations; Fraud Management, Information Communication Technology and related Governance; and Combined Assurance.
- Reviewed the Annual Financial Statements and Performance Report prepared by the ELRC, including:
 - o Management's assessment of going concern and longer-term viability.
 - o Compliance with International Financial Reporting Standards (IFRS for SMEs) and that the ELRC's accounting policies and practices used are appropriate.
 - o Evaluation of reports on the effectiveness of the systems of internal financial controls conducted by the internal audit function, considered information provided by management and held discussions with the external auditor on the results of their audit. Hence, the committee is of the opinion that the systems of internal financial controls are effective and form a basis for the preparation of reliable financial statements.
 - o Review and consideration of the Annual Report (Financial Statements and Performance Report) with the External Auditor and management staff.
 - o Review and respond to the Auditor's Report and the Management Report with the External Auditor and management staff.
- Considered other matters as deemed appropriate.
- No complaints about the financial and non-financial reporting were brought to the attention of the Audit and Risk Committee.

The Annual Financial Statements and Annual Performance Report form a basis for the Committee to concur with the conclusion made by the External Auditor.

12.4 Internal Controls

To maintain an overall positive perception of the Council and confidence, well planned goals and objectives should be coordinated and achieved within the Council. Section 14(3) of the ELRC constitution stipulates that the General Secretary shall maintain sound management and administration of the Council.

The Committee:

- Has reviewed the Internal Audit Reports; the Auditor's Report; the Management Report, the Annual Financial Statements (AFS); and the Annual Performance Report (APR) of the Council. Based on these reports the committee believes that the significant internal controls are in place and noted the value-add recommendation on the enhancement of the cyber security controls as identified by the External Auditor.
- Continues with the monitoring of the existing and additional controls, the progress made by Management towards the improvement of their internal control environment.

12.5 Risk Management

The Committee has:

- Assisted the Executive Committee in fulfilling its responsibilities in relation to risk management and internal control.
- Reviewed the risk management processes implemented by management during the financial year and is satisfied with the progress made with the implementation of risk management within the Council.
- Noted responsibility for coordinating the risk register resorts with the Internal Audit Function and that the Risk Management team meetings were held quarterly during the reporting year.

Activities performed	Frequency
Risk Management and Internal Control	Q
Review of policies	P
Review of financial and non-financial performance information	Q and A
Assess management's responses to significant audit findings, recommendations and notable control weaknesses, including potential improvements and agreed actions.	Q
Review of risk assessment	A
Discuss significant matters arising from completed internal audits with the Internal Auditor, management and the external auditors.	Q

Q – Quarterly

P – Periodically

A – Annually

The Committee is of the view that the framework in place for combined assurance is adequate and is achieving the objective of an effective, integrated approach across the disciplines of risk management, compliance and audit.

12.6 Information and Communication Technology

The Committee has:

- Received and interacted with the quarterly ICT Governance Reports; ICT Steering Committee Reports and Audit Reports; and will continue with the monitoring of control measures put in over ICT systems including user access, security management and disaster recovery.
- Accepted the implemented multi-factor authentication for the email system to ensure that there is added security on the system.
- Noted that the Council is in the process of upgrading the provincial infrastructure from the old technology which is ADSL to the fibre platform that will allow better integration to the fourth industrial revolution.
- Noted the value-add recommendation on cyber security enhancement to improve the security posture of the ELRC, given the current threat landscape in South Africa.

12.7 Compliance and Governance

The Committee has:

- Has reviewed the functioning of the ELRC and reports arising from its operation.
- Oversaw compliance with applicable legal and regulatory requirements, including monitoring ethics and compliance risks.

12.8 Internal Audit

The Committee:

- Considered and recommended the internal audit charter for approval by the Executive Committee.
- Approved the annual internal audit plan to ensure alignment with the key risks of the business.
- Reviewed the significant matters arising from internal audit reports, assessed management's response to significant internal audit findings and notable control weaknesses. This included discussing with management potential improvements and agreed actions, and the efficiency by management on the implementation of the audit recommendations and/or corrective action plans .
- Interacted with the in-year internal audit progress reports , including, the assurance audits, follow-up of prior audit reports (resolution status of issues raised during the year) and mandatory quarterly reviews (performance information report, financial statements, compliance checklist and risk register) and the annual report.
- Is satisfied that the Internal Audit Function is operating effectively and that it has addressed the risks pertinent to the ELRC and accomplished its annual operational plan.
- Has satisfied itself that the internal audit function was appropriately independent.
- Internal audit has access to the Committee, primarily through its chairperson.
- Internal Audit was effective during the financial year.

12.9 External Audit

The Committee:

- Is satisfied that the Council's external auditor, RSM South Africa, is independent of the Council and is therefore able to conduct its audit functions without any influence from the Council. The designated external audit partner rotates every five years.
- Interacted and considered the Annual Audit Memorandum (APM), approved the audit fees.
- Assessed the performance of the External Auditor, the audit process, and the quality of the audit.
- Reviewed the Auditor's Report and Management Report.
- Met with the External Auditor to ensure that there are no unresolved issues that emanated from the audit.

RSM South Africa has confirmed its compliance with the ethical requirements regarding independence and is considered independent with respect to the ELRC as required by the codes endorsed and administered by the Independent Regulatory Board for Auditors (IRBA),

12.10 Compliance with Laws and Regulations

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

12.11 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.
- Reviewed the current performance and future requirements for the financial management of ELRC and concluded that the current team has the appropriate skills, experience and expertise required to fulfil their fiduciary responsibilities.

12.12 GOING CONCERN

The Committee critically reviewed the documents prepared by management in which they assessed the going concern status of ELRC. Management has concluded that ELRC is a going concern. The Committee concurred with management's assessment and recommended acceptance of this conclusion to the Exco and AGM.

12.13 CONCLUSION

The Committee is pleased with the continuous progress made by the Council in improving the overall governance, internal control, and risk management environment.

The Committee concurs and accepts the External Auditor's opinion on the annual financial statements, the performance information and compliance with applicable laws governing the Council and recommends that the audited 2023/24 Annual Report be accepted and read together with the Auditor's Report.

The Committee commends the ELRC for maintaining an unqualified audit opinion.

A handwritten signature in black ink, appearing to read 'ASB', enclosed within a hand-drawn oval.

Mr SAB Ngobeni

Chairperson of the ELRC Audit and Risk Committee

15 August 2024





PART D

HUMAN RESOURCES MANAGEMENT

1. INTRODUCTION

RECRUITMENT/APPOINTMENTS

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

- Provincial Office Administrator: NW- commenced in May 2023
- Supply Chain Management Officer – commenced in May 2023
- Provincial Manager: GP - commenced in June 2023

EMPLOYEE RELATIONS MATTERS

- One employee received a written warning letter for double payment.

FURTHER STUDIES AND SKILLS DEVELOPMENT

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

- 13 employees attended SHE training
- 1 employee attended Minutes Taking training
- 1 employee attended Contract Management and Service Level Agreement training

During the period under review, the Council provided financial assistance for further studies to five employees who enrolled for the following qualifications:

- MCom Computer Auditing
- Advanced Computer Short Course
- MCom Information System Technology
- BCom Hons- Industrial and Organisational Psychology
- Master of Laws – LLM (Labour Law)

PERFORMANCE MANAGEMENT

All staff signed performance agreements. Managers and employees for each department concluded performance assessments for all quarters. The Moderation Committee convened its meetings, and the PMS reports were submitted to the General Secretary on time.

EMPLOYEE WELLNESS

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

- Team building in commemoration of Youth Day (June 16). Employees were given performance roles and TikTok challenges. The performance roles were relevant to Youth Day.
- Employee Wellness Day. The Council sourced a service provider that came on-site to conduct various health tests for employees. This type of event assists employees to stay updated with their health status. Provincial employees also participated in the same activity with assistance from Dischem and Clicks. The Council further celebrated Spring Day.
- Team Building. This was a strategic planning event conducted by an external service provider. The activities that were covered were quad biking, zip-lining, and game driving. There was also a handing out of funny awards based on an employee's character. These events yield good results as they improve communication with staff and help them get to know each other better.

- Breast Cancer Awareness. We further shared an email about Breast Cancer awareness to all staff.
- Employee Fitness Day. A fitness trainer was invited to train employees on cardio exercises. This event was conducted to assist employees with a fitness routine and mental health.

RESIGNATIONS/RETIREMENT

No employees resigned or retired during the period under review.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

Personnel cost by programme

Programme	Personnel Expenditure (R'000)	Total Expenditure for the Entity (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average Cost per Employee (R'000)
Collective Bargaining	R16 863	R34 579	49%	20	R 843
Dispute Management Services	R7 197	R26 539	27%	8	R 900
Corporate Services	R8 127	R14 063	58%	9	R 903
Finance and Supply Chain Management Services	R10 665	R15 021	71%	16	R 667
Executive Services	R8 149	R9 433	86%	5	R 1 630
Total	R51 001	R99 636	51%	58	

Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of Personnel exp. to Total Personnel Cost	No. of Employees	Average Cost per Employee (R'000)
Top Management	R5 185	10%	2	R2 592
Senior Management	R5 098	10%	3	R1 699
Professional Qualified / Managers	R19 603	38%	16	R1 225
Skilled / Officers	R19 016	37%	31	R613
Semi-skilled / Clerks	R1 109	2%	3	R370
Unskilled / General	R990	2%	3	R330
Total	R51 001	100%	58	

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	R16 863	R17	0,0%	20	R1
Dispute Resolution	R7 197	R1	0,0%	8	R0
Corporate Services	R8 127	R48	0,1%	9	R5
Finance and Supply Chain Management Services	R10 665	R11	0,0%	16	R1
Executive Services	R8 149	R28	0,1%	5	R6
Total	R51 001	R106	0,2%	58	

Employment levels per programme

Programme	2023/2024 Approved Posts	2023/2024 No. of Employees	2023/2024 Vacancies	% of vacancies
Executive Office	5	5	0	0%
Collective Bargaining	21	20	1	5%
Corporate Services	9	9	0	0%
Finance and Supply Chain Management Services	16	16	0	0%
Dispute Resolution & Prevention	8	8	0	0%
Total	59	58	1	2%

Employment and vacancies per level

Programme	2023/2024 Approved Posts	2023/2024 No. of Employees	2023/2024 Vacancies	% of vacancies
Top Management	2	2	0	0%
Senior Management	4	3	1	25%
Professional Qualified	16	16	0	0%
Skilled	31	31	0	0%
Semi-skilled	3	3	0	0%
Unskilled	3	3	0	0%
Total	59	58	1	2%

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	16	0	0	0	16
Skilled	31	0	0	0	31
Semi-skilled	3	0	0	0	3
Unskilled	3	0	0	0	3
Total	58	0	0	0	58

Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	0	0%
Resignation	0	0%
Dismissal	0	0%
Retirement	0	0%
Ill health	0	0%
Expiry of contract	0	0%
Other (Termination by mutual agreement)	0	0%
Total	0	0%

Labour relations Issues

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

Equity targets

Levels	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	1	0	0	0	0	0	0	0
Professional qualified	8	0	0	0	0	0	0	0
Skilled	12	0	0	0	0	0	0	0
Semi-skilled	3	0	0	0	0	0	0	0
Unskilled	2	0	0	0	0	0	0	0
Total	26	0	0	0	0	0	0	0

Levels	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	2	0	0	0	0	0	0	0
Senior Management	2	0	0	0	0	0	0	0
Professional qualified	4	0	3	0	0	0	1	0
Skilled	16	0	1	0	1	0	1	0
Semi-skilled	0	0	0	0	0	0	0	0
Unskilled	1	0	0	0	0	0	0	0
Total	25	0	4	0	1	0	2	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



PART E

FINANCIAL INFORMATION

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2016/324649/21

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1. INDEPENDENT AUDITORS' REPORT

To the Members of the Education Labour Relations Council

Opinion

We have audited the financial statements of the Education Labour Relations Council set out on pages 135 to 159, which comprise the statement of financial position as at 31 March 2024, and the statement of comprehensive income, the statement of changes in funds and the statement of cash flows for the year then ended; as well as notes to the financial statements, including material accounting policy information.

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 2024, 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), the Council's constitution and in a manner required by the Labour Relations Act (LRA) 66 of 1995.

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

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or 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. We have nothing to report in this regard.

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CEO N L Ashom Regional CEO PD Schulze Directors E Bergh, C D Betty, E Chapanduka, M G Q de Faria, M S Dolamo, B J Eaton, B Frey, A C Galloway, J Gondo, M Greisdorfer, H B Heymans, N C Hughes, J Jones, J Kitching, M P Malematsa, J P Mgiba, M M Ndlovu, R Rawoot, E K Ruiters, T P Singo, M Steenkamp, A D Young

RSM South Africa Inc. Registration No. 2016/324649/21, Practice No. 900435 is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

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 IFRS for SMEs and the LRA, and for such internal controls as the Accounting Officer determines as 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, misrepresentations, 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 union's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- Conclude on the appropriateness of the Council'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 Council 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.

Report on Other Legal and Regulatory Requirements

There were no material instances of non-compliance that came to our attention during the course of the audit.

DocuSigned by:
RSM South Africa Inc.
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RSM South Africa Inc.

Keamogetswe Ruiters
Chartered Accountant (SA)
Registered Auditor
Director

23 August 2024

EDUCATION LABOUR RELATIONS COUNCIL

(Registration number LR2/6/6/110)

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

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Notes to the Annual Financial Statements 144-159

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

Fruitless and Wasteful Expenditure 160

Statement of Comparison of Budget and Actual Amounts 161

The financial statements set out on pages 135 to 159, which have been prepared on the going concern basis, were approved on 30 August 2024 and were signed on its behalf by:



Dr NO Foca
Accounting Officer



Dr L Bono
Chairperson of Council

STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

The Accounting Authority is required to maintain adequate accounting records and is 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 Standards for (IFRS for SMEs®). The external auditor is engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with the reporting Framework of SMEs Accounting Standard 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 2024.

The Education Labour Relations Council's annual financial statements for the year ended 31 March 2024 have been audited by the external auditors and their report is presented on page 129.

The Annual Financial Statements of the entity set out on page 135 to page 159 have been approved.

A handwritten signature in black ink, appearing to be 'Dr NO Foca', written over a horizontal line.

Dr NO Foca
Accounting Officer

A handwritten signature in black ink, appearing to be 'Dr L Bono', written over a horizontal line.

Dr L Bono
Chairperson of Council

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

		March 2024	March 2023
	Notes	R	R
Assets			
Non-Current Assets		22 779 319	24 059 750
Property and equipment	2	22 472 774	23 739 296
Intangible assets	3	306 545	320 454
Current Assets		279 079 763	248 063 034
Trade and other receivables	4	2 300 524	1 416 993
Cash and cash equivalents	5	276 779 239	246 646 041
Total Assets		301 859 082	272 122 784
Equity and Liabilities			
Equity			
Retained surplus		291 308 370	264 397 942
Liabilities			
Current Liabilities		10 550 712	7 724 842
Trade and other payables	6	5 434 572	3 241 064
Provisions	7	5 116 140	4 483 778
Total Equity and Liabilities		301 859 082	272 122 784

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

Description	Notes	March 2024	March 2023
		R	R
Revenue	8	106 192 887	101 301 969
Other Income	9	22 570 872	15 137 130
Depreciation, amortisation and impairment loss	2&3	(2 145 297)	(1 844 748)
Employee related costs	10	(51 806 068)	(46 612 391)
Operating Expenditure	19	(47 901 967)	(34 350 998)
Operating surplus for the year		26 910 428	33 630 962
Other comprehensive income		-	-
Total comprehensive income for the year		26 910 428	33 630 962

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2024

	Retained surplus R	Total equity R
Balance at 01 April 2022	230 766 980	230 766 980
Total comprehensive surplus for the year	33 630 962	33 630 962
Balance at 01 April 2023	264 397 942	264 397 942
Total comprehensive surplus for the year	26 910 428	26 910 428
Balance at 31 March 2024	291 308 370	291 308 370

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

		March 2024	March 2023
	Notes	R	R
Cash flows from operating activities			
Cash received from customers		106 145 142	102 384 527
Cash paid to suppliers and employees		(95 826 187)	(78 760 152)
Net cash from operating activities	14	10 318 954	23 624 375
Cash flows from investing activities			
Purchase of property and equipment	2	(788 189)	(2 201 634)
Disposal of property and equipment	2	2 859	55 830
Purchase of intangible assets	3	(118 065)	-
Cash received from investment	9	20 717 639	13 445 815
Net cash from investing activities		19 814 244	11 300 011
Increase in cash and cash equivalents for the year		30 133 198	34 924 386
Cash at the beginning of the year		246 646 041	211 721 656
Total cash at the end of the year	5	276 779 239	246 646 041

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2024

1. PRESENTATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the reporting Framework of SMEs Accounting Standard 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 SME's Accounting Standard.

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. A change in the estimate of useful lives of property and equipment is based on past experience, pattern of use and asset condition.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. These estimates are disclosed further in 1.8 and 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 is 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 2024 (cont.)

Item	Depreciation method	Average useful life in years
Buildings	Straight line	25
Lifts		25
Generators		25
Furniture and fittings		10
Motor vehicles		7
Office equipment		8 to 10
Computer equipment		3
Leasehold improvements		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.

Property and equipment are subsequently stated at cost less accumulated depreciation and any accumulated impairment losses.

Land is not depreciated, and it is stated at cost.

Property and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use. Any gain or loss arising from the derecognition of an item of property and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in surplus or deficit when the item is derecognised.

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		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.

An intangible asset is derecognised when no future economic benefits are expected from its continued use. Any gain or loss arising from the derecognition of an item of intangibles, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in surplus or deficit when the item is derecognised.

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

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.

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; or
- 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.

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

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.

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

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; and 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.

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

1.9 Revenue

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for services rendered in the normal course of business.

Council's revenue is determined based on the Collective Agreement on Levies.

1.10 Interest income

Interest income is earned from the Council's call accounts. It is recognised, in surplus or deficit, using the effective interest rate method.

1.11 Other income

Other income comprises all other receipts that are not from the normal course of business. This includes mainly receipts for mandatory grants from EDTPSETA, subsidies for arbitration awards from CCMA, recovery of municipal charges from the Council's tenant at the national office, and unknown receipts.

1.12 Penalty income

Penalty income is penalty charged for late receipt of panellist claims. It is determined based on the Panellist Fee Policy.

1.13 Rental income

Comprises of income from use of the unoccupied office space which is let out to NECT.

1.14 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 Executive Committee (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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Note 2

Property and equipment	March 2024			March 2023		
	Cost	Accumulated depreciation	Carrying Value	Cost	Accumulated depreciation	Carrying Value
Land	1 000 000	-	1 000 000	1 000 000	-	1 000 000
Buildings	33 630 323	(15 585 835)	18 044 488	33 541 323	(14 504 215)	19 037 108
Generators	599 576	(207 390)	392 186	599 576	(183 326)	416 250
Lifts	702 669	(228 028)	474 641	702 669	(199 831)	502 838
Furniture and fittings	2 183 321	(1 844 787)	338 534	2 159 662	(1 837 812)	321 850
Motor vehicles	499 000	(488 546)	10 454	499 000	(484 271)	14 729
Office equipment	1 040 002	(577 611)	462 391	947 241	(498 246)	448 995
Computer equipment	5 616 914	(3 866 834)	1 750 080	5 575 583	(3 578 056)	1 997 527
	45 271 805	(22 799 031)	22 472 774	45 025 054	(21 285 758)	23 739 296

Reconciliation of property and equipment: 31 March 2024

	Opening Balance	Additions	Disposals	Depreciation	Total
Land	1 000 000	-	-	-	1 000 000
Buildings	19 037 108	89 000	-	(1 081 620)	18 044 488
Generators	416 250	-	-	(24 064)	392 186
Lifts	502 838	-	-	(28 197)	474 641
Furniture and fittings	321 850	121 663	(21 956)	(83 023)	338 534
Motor vehicles	14 729	-	-	(4 275)	10 454
Office equipment	448 995	110 122	(2 528)	(94 198)	462 391
Computer equipment	1 997 527	467 404	(16 905)	(697 946)	1 750 080
	23 739 296	788 189	(41 389)	(2 013 323)	22 472 774

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)**Note 2** (cont.)*Reconciliation of property and equipment: 31 March 2023*

	Opening Balance	Additions	Disposals	Depreciation	Total
Land	1 000 000	-	-	-	1 000 000
Buildings	20 041 705	-	-	(1 004 598)	19 037 108
Generator	440 248	-	-	(23 998)	416 250
Lifts	530 957	-	-	(28 120)	502 838
Furniture and fittings	407 841	6 605	(6 488)	(86 108)	321 850
Motor vehicles	47 115	-	-	(32 386)	14 729
Office equipment	397 840	131 976	(32)	(80 789)	448 995
Computer equipment	407 662	2 063 053	(38 595)	(434 593)	1 997 527
	23 273 368	2 201 634	(45 115)	(1 690 592)	23 739 296

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 and the latest available information. This resulted in an increase of R122,437 to the surplus.

Computer, office 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 3 years. The building had 3 years remaining useful life at the beginning of the financial year, it has been increased by an additional 22 years.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

Note 3

Intangible assets	March 2024			March 2023		
	Cost	Accumulated amortisation	Carrying Value	Cost	Accumulated amortisation	Carrying Value
Application Software	4 785 213	(4 487 829)	297 384	4 667 148	(4 358 909)	308 240
System Software	634 129	(624 968)	9 161	634 129	(621 916)	12 214
	5 419 342	(5 112 797)	306 545	5 301 277	(4 980 825)	320 454

Reconciliation of intangible assets: 31 March 2024

	Opening Balance	Additions	Amortisation	Total
Application Software	308 240	118 065	(128 921)	297 384
System Software	12 214	-	(3 053)	9 161
	320 454	118 065	(131 974)	306 545

Reconciliation of intangible assets: 31 March 2023

	Opening Balance	Additions	Amortisation	Total
Application Software	451 613	-	(143 374)	308 240
System Software	22 996	-	(10 782)	12 214
	474 609	-	(154 156)	320 454

During the prior financial year the Council noticed that its major intangible asset would reach the end of its useful life in the year 2024, this resulted in reassessment of its useful life and a reduced amortisation during this financial year.

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 18 Intangible Assets. These assessments are based on historic analysis, benchmarking, and the latest available and reliable information. This resulted to an increase of R22,123 to the surplus.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

Note 4

Trade and other receivables

31 March 2024	Financial Assets at Amortised Cost	Non Financial Assets	Total
Deposits	453 470	-	453 470
Other receivables	37	-	37
Prepayments	-	1 736 699	1 736 699
Trade receivables	110 318	-	110 318
	563 825	1 736 699	2 300 524

31 March 2023	Financial Assets at Amortised Cost	Non Financial Assets	Total
Accrued income	44 855	-	44 855
Deposits	308 860	-	308 860
Flight ticket refunds *	37 488	-	37 488
Other receivables	5 203	-	5 203
Prepayments	-	954 579	954 579
Receivable from employees	-	3 435	3 435
Trade receivables	62 573	-	62 573
	458 979	958 014	1 416 993

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

Note 5

Cash and cash equivalents	2024	2023
	R	R
Cash and cash equivalents consist of:		
Cash on hand	18 281	20 200
Current account	17 011 178	12 605 107
Short term deposits *	259 749 780	234 020 734
	276 779 239	246 646 041

*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 commercial banks. These are made available immediately on call or request.

Note 6

Trade and other payables	2024	2023
	R	R
Trade payables	5 078 822	2 175 538
Operating lease liability	46 371	-
Accrued expenses	309 378	1 065 526
	5 434 572	3 241 064

Trade and other payables are all financial instruments carried at amortised cost.

Note 7

Provisions	2024	2023
	R	R
Provision for 13th cheque	749 461	668 190
Provision for performance bonus	2 679 632	2 200 984
Provision for annual leave	1 680 047	1 542 261
Provision for SADTU	7 000	72 343
	5 116 140	4 483 778

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)**Note 7** (cont.)*Reconciliation of provisions: 31 March 2024*

	Opening Balance	Additions	Reversed	Paid	Total
Provision for 13th cheque	668 190	3 070 202	-	(2 988 931)	749 461
Provision for performance bonus*	2 200 984	2 679 632	-	(2 200 984)	2 679 632
Provision for annual leave*	1 542 261	472 553	(334 767)	-	1 680 047
Provision for SADTU	72 343	-	(44 450)	(20 893)	7 000
	4 483 778	6 222 387	(379 217)	(5 210 808)	5 116 140

Reconciliation of provisions: 31 March 2023

	Opening Balance	Additions	Reversed	Paid	Total
Provision for 13th cheque	564 810	2 706 838	-	(2 603 458)	668 190
Provision for performance bonus*	1 813 577	2 200 984	-	(1 813 577)	2 200 984
Provision for annual leave*	1 390 843	462 616	(155 136)	(156 063)	1 542 261
Provision for SADTU	653 754	-	(581 411)	-	72 343
	4 422 984	5 370 438	(736 547)	(4 573 098)	4 483 778

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.

Note 8

Revenue	2024 R	2023 R
Levies – FETC	3 022 090	5 001 354
Levies – DBE	103 170 797	96 300 615
	106 192 887	101 301 969

All levies received bear no credit risk and are paid from salary deductions from educators and an equal contribution by employer.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

Note 9

Other income	2024 R	2023 R
Interest income	20 717 639	13 445 815
Penalty income	220 902	516 142
Gains on disposal of assets	-	10 715
Other income	1 242 683	803 672
Rental income	389 648	360 786
	22 570 872	15 137 130

Note 10

Employee costs	2024 R	2023 R
Basic earnings	38 818 546	34 946 159
13 th Cheque	2 995 461	2 692 758
Medical Aid	1 065 917	965 837
Unemployment Insurance Fund (UIF)	124 692	119 450
Skills Development Levy (SDL)	430 697	384 461
Leave pay accrual charge	137 787	306 015
Performance bonus	2 597 638	2 200 984
Housing allowance	662 654	643 985
Post retirement benefits	4 972 676	4 352 742
Total cost	51 806 068	46 612 391

Total number of employees 58 (2023: 58)

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 2024 (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	2024 R	2023 R
Consulting fees	96 645	79 037
Disbursements	33 730	14 312
Statutory audit fees	812 322	528 393
	942 697	621 742

Note 13

Commitments	2024 R	2023 R
Already contracted, but not provided for:		
Operating expenditure	8 217 760	4 631 191

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	2 203 563	1 859 750
Total minimum lease payments		
Not later than one year	1 741 973	1 022 484
Later than one year and not later than five years	2 543 136	558 845
	4 285 109	1 581 329

Operating lease payments represent rentals payable by the ELRC for rentals of premises in the nine provincial offices. 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 2024 (cont.)

Note 14

Cash generated from operations	2024 R	2023 R
Surplus for the year	26 910 428	33 630 963
Adjustments for:		
Depreciation and amortisation	2 145 297	1 844 748
Movement in accruals	(756 148)	225 267
Movement in provisions	632 362	60 794
(Gains) Loss on disposal of assets	38 530	(10 715)
Interest income	(20 717 639)	(13 445 815)
Changes in working capital:		
Trade and other receivables	(883 531)	553 488
Trade and other payables	2 949 654	765 644
	10 318 954	23 624 375

Note 15

Related parties	
Employer party	Department of Basic Education
Chairperson of Council	Dr Luvuyo Bono
Members of key management	Dr 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 2024 (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	1
Senior management	Management	4

Related party transactions

Fees paid to related parties in respect of services rendered

	2024 R	2023 R
Dr L. Bono*	347 460	318 918

*This relates to the fees paid for services rendered by the independent Chairperson as a panellist in matters of arbitration or dispute resolution and for legal opinion issued on consultation basis. The Chairperson's decisions in dispute resolution and arbitration matters do not affect the financial position of the Council.

Executive emoluments (Chairperson's fees)

	2024 R	2023 R
Dr L. Bono	171 000	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 R171,000 and were only paid to Advocate L. Bono.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

Note 15 (cont.)

Audit Committee Fees

	2024 R	2023 R
Mr SA Ngobeni	64 822	73 389
Ms J Masite	27 770	26 190
Dr C Motau	28 165	39 285
	120 757	138 864

Non-Executive members serve in the audit committee of the ELRC. The Audit Committee sits for four meetings annually and any other special meetings. The fee reflected above is a consolidation of the total fees paid for the year.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)**Note 15 (cont.)****Key Management Personnel (cont.)****Executive management emoluments**

	Basic salary	13 th cheque	Provident and Retirement Fund Contribution	Performance bonus	Other Allowances*	Total
31 March 2024						
Dr NO Foca	1 793 471	186 721	322 257	256 075	515 953	3 074 477
Ms U Ndobeni	1 287 624	134 046	115 673	144 049	429 388	2 110 781
	3 081 095	320 767	437 930	400 124	945 341	5 185 258
	Basic salary	13 th cheque	Provident and Retirement Fund Contribution	Performance bonus	Other Allowances*	Total
31 March 2023						
Dr NO Foca	1 674 702	173 466	295 792	237 897	383 485	2 765 341
Ms U Ndobeni	1 203 076	124 511	106 157	89 202	394 795	1 917 741
	2 877 778	297 977	401 949	327 099	778 280	4 683 082

* Other allowances comprise travel allowance, *per diem*, medical aid fringe benefit, SDL and UIF.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (cont.)

Note 15 (cont.)

Key Management Personnel (cont.)

Senior management emoluments

	Basic salary	13 th cheque	Provident and Retirement Fund Contribution	Performance bonus	Other Allowances*	Total
31 March 2024						
Ms LO Makofane	1 038 008	108 069	93 257	148 209	288 112	1 675 655
Ms NA Bongco	1 023 805	106 519	91 919	152 625	342 985	1 717 853
Mr MP Moela	1 048 260	103 011	188 355	112 254	253 264	1 705 144
	3 110 073	317 599	373 531	413 088	884 361	5 098 652

	Basic salary	13 th cheque	Provident and Retirement Fund Contribution	Performance bonus	Other Allowances*	Total
31 March 2023						
Ms LO Makofane	968 938	100 363	85 568	137 641	257 726	1 550 236
Ms NA Bongco	955 865	88 926	84 343	141 745	314 985	1 585 864
Mr MP Moela	978 508	81 083	172 827	139 000	172 972	1 544 390
	2 903 311	270 372	342 738	418 386	745 683	4 680 490

* Other allowances comprise cash allowance, medical aid fringe benefit, SDL and UIF.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

Note 16

Fulltime Shopsteward expenses	2024 R	2023 R
International expenses	2 630 571	663 676
Employee cost	1 524 170	381 078
Local expenses	5 771 668	4 024 355
	9 926 409	5 069 109

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 2024 (cont.)

Note 19

Administration expenses	Notes	2024 R	2023 R
Accommodation expenses		23 452	12 573
Administration and management fees		644 627	730 488
Advertising and Recruitment		1 041 431	336 575
Arbitration		10 810 988	11 448 659
Assets below R5000		23 672	45 453
Auditors fees	12	846 052	542 705
Bad debts written off		1 535	-
Bank charges		58 040	63 936
Chairperson's fees	15	171 000	175 000
Cleaning and sanitation		163 325	137 608
Computer expenses		788 297	491 064
Conciliation		660 920	731 215
Condonation		72 500	94 000
Consulting and professional fees		242 712	170 638
Consumables		89 923	85 345
Cost of quality control		150 000	157 500
Delivery expenses		35 586	29 607
Facilitation and Dispute prevention		25 382	4 330
Governance and provincial chambers		3 259 696	1 732 316
Employee wellness and SHE expenses		383 253	244 770
Implementation of Acts and Agreements		858 403	214 889
Insurance		538 218	611 845
Fulltime Shopstewards	16	9 926 409	5 069 109

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (cont.)

Note 19 (cont.)

Administration expenses (cont.)	Notes	2024 R	2023 R
Legal Expenses		1 295 372	1 137 537
Loss on disposal of assets	2	38 530	-
Motor vehicle expenses		57 917	57 408
Municipal expenses		1 807 728	1 715 026
Printing and stationery		607 176	534 242
Refreshments		66 016	32 524
Rentals		2 203 563	1 859 750
Repairs and maintenance		943 890	571 280
Research and Development		-	1 915 286
Security		1 072 506	967 798
Storage and removal		68 674	7 236
Subscriptions and license fees		1 301 862	893 957
Telecommunication costs and postal fees		408 742	593 125
Training		6 586 985	687 998
Travelling costs		554 441	185 768
Workman's compensation		73 143	62 439
		47 901 967	34 350 998

Supplementary information to the Annual Financial Statements for the year ended 31 March 2024

ANNEXURE 1

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 or party 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 is accounted for in terms of the Council's Supply Chain Management Policy.

Fruitless and wasteful expenditure	2024 R	2023 R
Opening balance	12 837	-
Add: Fruitless and wasteful expenditure incurred during the year	12 035	23 171
Less: Recovered during the year	(7 340)	(7 281)
Less: Condoned	(17 532)	(3 053)
Closing balance	-	12 837

The Council implements improved controls and where fruitless expenditure is incurred; such is recovered from the relevant official or party member.

ANNEXURE 2

Statement of Comparison of Budget and Actual amounts for the year ended 31 March 2024



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	March-24			March 2023		
	Actual	Budget	Variance	Budget	Variance	Variance %
INCOME	128,736,051	129,826,609	1,090,558	113,626,798	15,931,854	14%
Revenue	106,192,886	108,214,385	2,021,499	106,327,966	9,093,556	9%
Other income	22,543,165	21,612,224	(930,941)	7,298,832	6,838,298	94%
OPERATING EXPENSES	99,636,155	114,263,052	14,626,897	102,018,480	22,691,896	22%
DISPUTE MANAGEMENT SERVICES	26,539,440	33,138,128	6,598,688	26,627,149	5,412,866	20%
COLLECTIVE BARGAINING SERVICES	34,579,287	39,559,652	4,980,366	37,290,014	11,286,663	30%
CBS (NATIONAL)	28,268,416	31,038,814	2,770,398	29,172,957	7,374,396	25%
Governance And Support Services	1,062,756	1,724,283	661,527	2,518,746	2,297,132	91%
Chamber Expenses	5,248,114	6,796,555	1,548,441	5,598,311	1,615,135	29%
Gauteng	648,012	872,244	224,232	855,601	337,492	39%
Free State	538,297	795,207	256,910	771,318	304,601	39%
Eastern Cape	653,025	848,447	195,422	549,910	123,946	23%
Western Cape	490,374	802,308	311,934	599,311	149,166	25%
Limpopo	526,606	615,804	89,198	592,866	173,747	29%
Mpumalanga	483,557	654,965	171,408	402,269	51,184	13%
Northern Cape	500,755	659,152	158,397	638,583	280,219	44%
North West Province	690,134	710,824	20,690	591,989	116,447	20%
KwaZulu Natal	717,355	837,604	120,249	596,464	78,333	13%
CORPORATE SERVICES	14,062,971	15,603,383	1,540,413	13,403,974	2,261,263	17%
Media & Communications	1,282,071	1,597,077	315,006	496,806	121,099	24%
Information Communication Technology	3,028,904	4,102,242	1,073,338	3,790,408	1,395,139	37%
Human Resource	9,751,995	9,904,064	152,069	9,116,760	745,025	8%
FINANCE AND SUPPLY CHAIN MANAGEMENT SERVICES	15,021,477	16,055,506	1,034,029	14,469,991	1,137,934	8%
Supply Chain Management	4,226,283	5,067,980	841,697	4,361,014	362,703	8%
Financial Accounting Services	10,795,195	10,987,526	192,331	10,108,977	775,231	8%
EXECUTIVE SERVICES	9,432,981	9,906,383	473,402	10,227,352	2,593,170	25%
SURPLUS/DEFICIT BEFORE CAPEX	29,099,895					
CAPITAL EXPENDITURE (CAPEX)	788,190	1,710,920	922,730	2,883,060	681,426	24%
SURPLUS/DEFICIT AFTER CAPEX	28,311,706					

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Education Labour Relations Council

REGISTRATION NUMBER:

LR2/6/6/110

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