

ANNUAL REPORT 2024/5



“

Reinforcing the importance of collaboration and sustained labour peace in a changing society.

”



Education Labour Relations Council (ELRC) ANNUAL REPORT 2024/25



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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
CEM	Council of Education Ministers
CFO	Chief Financial Officer
CM	Circuit Manager
CMTT	Circuit Management Task Team
COID	Compensation for Occupational Injuries and Diseases
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
DBST	District-Based Support Team
DHET	Department of Higher Education and Training
DMS	Dispute Management Services
DoJ&CD	Department of Justice and Constitutional Development
DPTT	Dispute Prevention Task Team
DRP	Dispute Resolution Practitioner
DSD	Department of Social Development
DTT	District Task Team
EAP	Employee Assistance Programme
EC	Eastern Cape
ECD_{DoE}	Eastern Cape Department of Education
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
GDE	Gauteng Department of Education
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
LD&SSS	Learner Development and Social Support Services
LDoE	Limpopo Department of Education
LMP	Learning and Mediation Programme
LMPP	Labour-Management Partnership Programme
LP	Limpopo Province
LRA	Labour Relations Act
MEC	Member of the Executive Council
MP	Mpumalanga Province
MRTEQ	

MTEF	Medium-Term Expenditure Framework
NAPTOSA	National Professional Teachers' Organisation of South Africa
NASGB	National Association of School Governing Bodies
NATU	National Teachers' Union
NC	Northern Cape Province
NCSGB	National Congress of School Governing Body
NEEA	National Education Excellence Awards
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
PBST	Provincial-Based Support Team
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
POPIA	Protection of Personal Information Act
PPM	Post Provisioning Model
PPN	Post Provisioning Norms
PPNS	Post Provisioning Norms and Standards
Prof.	Professor
PSCBC	Public Service Coordinating Bargaining Council
PSSG	Provincial Schools Safety Guidelines

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
SAJEI	South African Judicial Education Institute
SANASE	South African National Association for Special Education
SAOU	Suid-Afrikaanse Onderwysersunie
SAPS	South African Police Service
SASA	South African Schools Act
SBST	School-Based Support Team
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
UNESCO	United Nations Educational, Scientific and Cultural Organisation
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 delivering an expedited dispute resolution service to all parties within the Council.

The involvement of legal representatives can hinder the efficiency of the dispute resolution process, often resulting in cases being prolonged for over 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 formalities. Legal representation in ELRC arbitrations concerning alleged misconduct or incapacity is not granted automatically; instead, applicants must submit a formal request. The presiding Commissioner then considers relevant factors before granting or denying the application.

In its efforts to uphold the rights of children, the ELRC provides intermediaries and interpreters during arbitration proceedings. Furthermore, the Council has also secured appropriate venues, such as magistrate courts, for cases 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 directly impact the performance of the organisation. The agenda and programme for bargaining is entirely dependent on the Parties, therefore the achievement of the Council's objectives on 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 Department of Higher Education and Training (DHET) as the Employer, alongside the admitted teachers' unions.

Operating within the public education labour relations environment, the Council has, over the years, contributed significantly to labour peace in the public education sector. To enhance service delivery, the ELRC implemented measures aimed at improving its efficiency in addressing matters of mutual interest and individual rights disputes.

During the 2024/2025 financial year, the Council addressed several factors that were identified as negatively affecting its performance. These interventions were undertaken with the goal of strengthening areas that contribute 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).

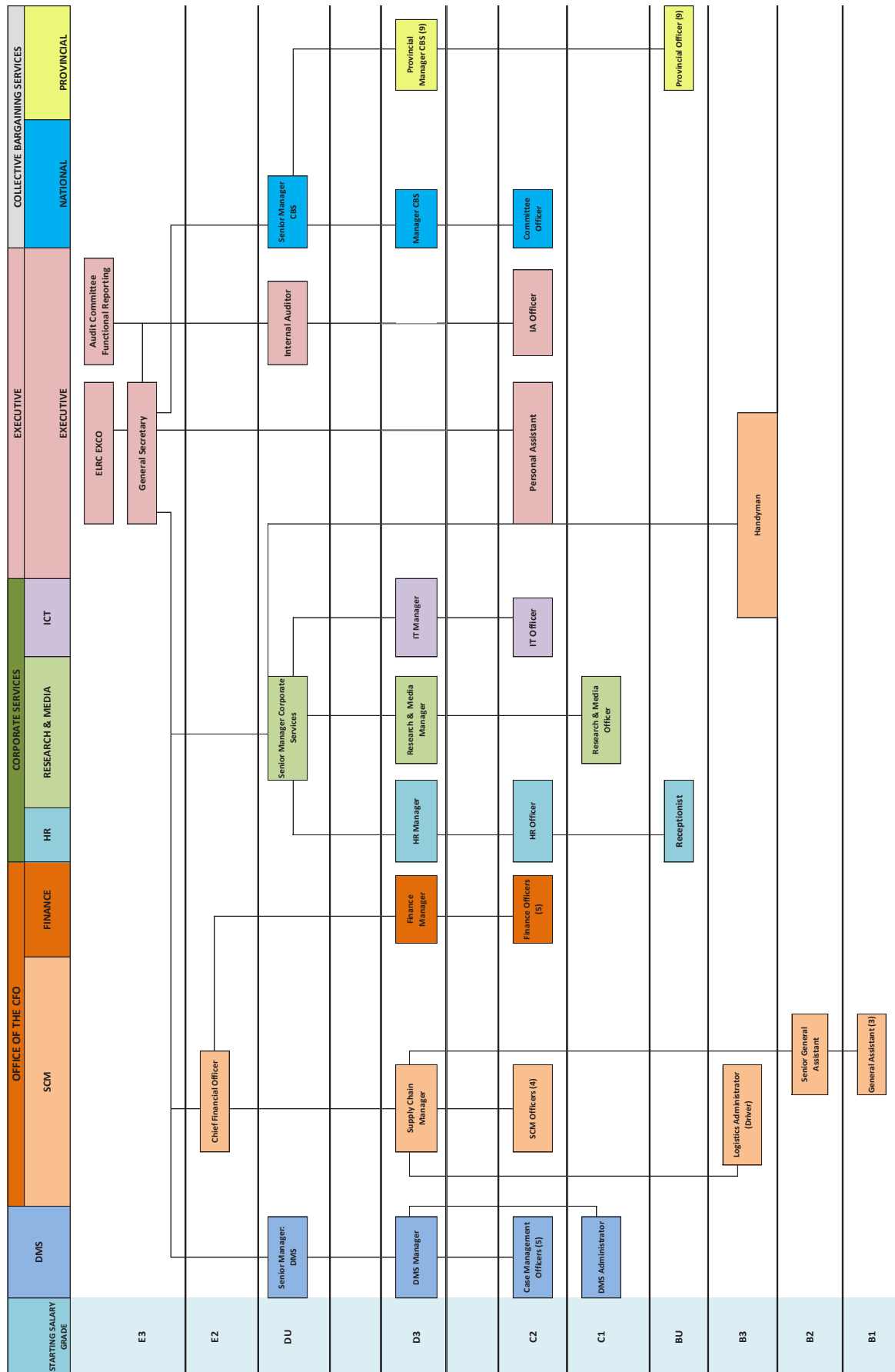
4. LEGISLATIVE AND OTHER MANDATES

The ELRC operates in terms of the Labour Relations Act, No. 66 of 1995 (as amended), 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

ELRC - 2024/25





6. FOREWORD BY THE CHAIRPERSON

It is with great pleasure that I, on behalf of the Executive Committee (EXCO), present the Education Labour Relations Council's Annual Report for the financial year 1 April 2024 to 31 March 2025. The report demonstrates our commitment to quality education in the public education sector.

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

The Council celebrated a great feat during the period under review, as it successfully hosted its first Labour Law Seminar from 28 to 30 August 2024 under the theme, *"30 years in the making: Reconciling triumphs and losses in the labour relations landscape to carve a future path of success"*.

The Seminar reflected on developments in labour law within the public services sector and beyond, covering the 30-year span of the Council's existence. This collaborative effort once again demonstrated the spirit of camaraderie among Parties to Council and the broader education and labour landscape in the country.

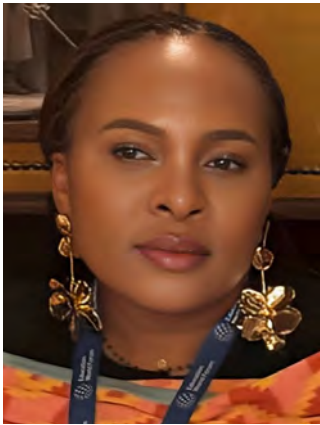
The Labour Management Partnership Programme (LMPP) for basic education, which was launched in 2023, was implemented in earnest in the reporting period. Provincial Leadership Teams were established to facilitate training in all nine provinces. The process was initiated during the period under review to conduct research in the country on the implementation of the LMPP, in collaboration with Rutgers and Kean University.

The Programme extends the spirit of collaboration that the Parties have maintained over the years, beyond the scope of the ELRC to the broader sector, to ultimately reach the school level and 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 2024/25 financial period to achieve the objectives of the Council.



Dr L Bono
Chairperson, ELRC



7. ACCOUNTING OFFICER'S OVERVIEW

It gives me great pleasure to present the Annual Report and achievements of the Council for the financial year 1 April 2024 to 31 March 2025.

The Council recorded an overall performance of 97% during the period under review. Noteworthy achievements were recorded in relation to the Council's core operations, Dispute Management Services (DMS) and Collective Bargaining Services. At provincial level, eight Chambers recorded a 100% performance, reflecting an improvement compared to the 2023/24 financial year. All support services units achieved 100% 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 giving effect to our intention to provide continuous training for Dispute Resolution Practitioners (DRPs), six training sessions were conducted on Collective Agreement No. 3 of 2018, from September 2024 to March 2025. In its quest to protect the paramountcy of 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 efficiencies of the Council in terms of the quality of the outcomes, arbitration awards, settlement agreements and rulings rendered.

In relation to Collective Bargaining Services, Parties to Council demonstrated their commitment to improving education in the public education sector, through the finalisation of three national agreements and one provincial agreement. A key focus for the period under review was on the implementation of Collective Agreement No. 2 of 2024: The Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment.

Information and Communications Technology (ICT) is an essential support service of the Council as it ensures the protection of the ELRC's business information and the continuity of services without interruptions. ICT controls were strengthened during the period under review. This includes regular disaster recovery testing and server health checks.

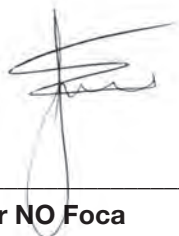
The Office of the General Secretary continues to strengthen financial management, including reviewing and updating the business policies and standard operating procedures. These are anticipated to improve the internal control environment.

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 a key aspect of our strategic planning process. Quarterly meetings were convened to review and discuss the strategic and operational risks contained in the Council's risk register. This helped to validate the identified risks and reflect on progress made to monitor these risks.

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

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

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 2025

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 2025.

The performance information of the ELRC set out on page 20 to page 129 has been approved by the EXCO of the Council.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke, positioned above a solid horizontal line.

Dr NO Foca

General Secretary, ELRC

2. OVERVIEW OF ELRC'S PERFORMANCE

2.1 Dispute Management Services

Dispute Management Services (DMS) remains committed to consistently providing an expedited dispute resolution service to all Parties to the Council. Since the 2020/21 financial year, the Council has adopted a hybrid case scheduling methodology, combining virtual platforms like Zoom and Microsoft Teams with face-to-face engagements, depending on client requirements. All conciliation proceedings are conducted virtually. Over time, Parties have adapted seamlessly to the virtual process.

While some arbitration hearings are still conducted in person, a significant number are scheduled virtually. This shift has led to a marked improvement in the turn-around time for finalising matters. Commissioners are now able to manage cases across provinces without the need for travel, allowing them to focus more effectively on resolving disputes and less on logistical arrangements.

The continued use of legal representatives negatively affects the dispute resolution process, as cases are often delayed and can extend beyond a year. Legal representatives tend to treat ELRC arbitration proceedings as equivalent to court processes, rather than recognising the Council's intent to conduct hearings with minimal legal formality. Legal representation in arbitration proceedings related to alleged misconduct and incapacity is not automatically permitted; applicants must submit a request, which is considered by a Commissioner based on relevant factors before approval or refusal.

To protect the rights of children, the ELRC provides intermediaries and interpreters during arbitration proceedings. Furthermore, the Council has also secured appropriate venues, such as magistrates' courts, for cases involving learners as victims or witnesses. In addition, some Provincial Education Departments (PEDs) have also set up similar specialised venues to ensure a more suitable environment for handling such disputes.

2.1.1 Dispute prevention

The Council's objective in terms of dispute prevention is to adopt a proactive approach by intervening to resolve grievances before they escalated into disputes. To support this, the Council provides training for practitioners, including both panellists and parties. Another key preventative mechanism is the establishment of Dispute Prevention Committees in all provincial chambers, which serve as forums for Parties to engage on matters that have the potential to become 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 noted a significant number of disputes involving learners as victims or witnesses. To ensure such cases are handled efficiently and effectively, the Council continues to conduct capacity-building workshops for panellist. In support of this work, many courts have granted the Council permission to use their premises for hearing these special disputes.

Although the recruitment of intermediaries remains a challenge, the Council ensures that all cases involving children as a victims or witnesses are scheduled with an intermediary present to safeguard the interests of the child. These special disputes are managed in accordance with Collective Agreement No. 3 of 2018 (Inquiry by the Arbitrator).

Appointments and promotions

The Council has adopted a collective agreement on appointments and promotions to manage disputes of this nature. This agreement serves as a guideline for Departments, Commissioners, and practitioners when addressing appointment and promotion matters in the education sector. It promotes the consistent application of relevant legislation and contributes to stability within the labour environment.

Monitoring and enforcement of 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 identify training needs, where necessary.
- The Council continues to provide 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 continuously recruits panellists, intermediaries and interpreters, in order to manage the growing number of dispute referrals.

2.2. Collective Bargaining Services

2.2.1. Teacher Wellbeing

Teacher wellbeing has long been a priority in both the international and domestic education sectors, even prior to the outbreak of the COVID-19 pandemic. In response to the pandemic, the United Nations Educational, Scientific and Cultural Organisation (UNESCO) issued the following call:

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

At the same time, the Department of Basic Education (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. Educator wellbeing is fundamental to overall individual health and was significantly affected by the outbreak of the COVID-19 pandemic. Beyond the pandemic, many teachers continue to face challenges that impact their wellbeing, including physical and emotional trauma resulting from specific incidents.

Teacher mental health and wellbeing have long been areas of concern in South African schools, largely due to factors such as heavy workloads, overcrowded classrooms, and resource constraints. These issues continue to affect educators across the country. The outbreak of COVID-19 further intensified the stress and anxiety experienced by teachers, particularly in relation to school timetable differentiation and other pandemic-related challenges. In response, the DBE and teachers' unions, both admitted parties to the ELRC, recognised the urgent need to support educator wellbeing. As a result, initiatives were introduced to equip teachers with practical methods for managing stress and promoting their mental health.

To address these challenges, the DBE collaborated with the South African Democratic Teachers Union (SADTU), the National Professional Teachers Organisation of South Africa (NAPTOSA), the Suid-Afrikaanse Onderwysers Unie (SAOU), the National Teachers Union (NATU), and the Professional Educators Union (PEU) to host the first Ministerial Virtual Seminar on Teacher Wellbeing on 23 July 2021. The seminar followed the roll-out of the Education Sector's National and Provincial Vaccination Programme and included the presentation of papers on the topic.

At its Bargaining Meeting held on 29 November 2021, the Council, received the Close-Out Report on the DBE's Ministerial Virtual Seminar on Teacher Wellbeing.

Following this, ELRC provincial chambers were requested to include a standing agenda item titled "Teacher Wellbeing" to track and report on progress regarding the implementation of the seminar's recommendations.

2.3. Organisational Environment

2.3.1 Funding Model

The Council's income is generated through contributions from the Employer and deductions from educators, in accordance with Collective Agreement No. 3 of 2021. Effective from the 2023/24 financial year, the annual levy will be adjusted in line with the inflation projection (CPI+0.7%). This approach ensures a stable income stream that aligns with inflation-driven increases in operational expenses.

2.3.2 Human Capital

The Council prides itself on being an employer of choice by attracting professional and credible employees, thereby supporting the recruitment and retention of high-quality staff.

To ensure compliance with human resource policies, the Council conducts workshops as needed to address specific HR matters. Staff retention is further supported by aligning remuneration and benefits with job profiles, ensuring that salaries remain market related.

The Human Resources (HR) Department also continues to promote staff wellbeing by maintaining a robust Employee Wellness Programme aimed at uplifting morale and fostering a supportive work environment.

2.3.3 Information and Communication Technology

The Council's ICT strategy serves as a catalyst for change and process optimisation, enhancing productivity through adherence to ICT governance frameworks and the adoption of best practices across all operations. This approach ensures that the ELRC's ICT resources are strategically aligned with the Council's priorities, enabling the effective achievement of its objectives.

Infrastructure modernisation and the widespread adoption of cloud-based technologies across the entire value chain are central to ensuring seamless business operations. This shift, covering end-user connectivity, network hosting, and related areas, forms the foundation for the Council's ongoing automation and digitisation efforts.

The Council places strong emphasis on IT governance, seamlessly integrating it into its core operations. Progress towards IT governance objectives is monitored through regular participation in quarterly risk review meetings by both the ICT Steering Committee and the Audit and Risk Committee.

As custodians of the Council's assets and data, the ICT function plays a critical role in safeguarding these resources during the transition to a digital environment. In response to the evolving technological landscape, particularly the rise of cloud and mobile computing, the Council is focused on strengthening its information security capabilities. The goal is to establish a resilient ICT environment that can effectively mitigate cyber threats, in alignment with ISO/IEC 27002 standards.

Ultimately, the Council's ICT strategy is not merely a static roadmap, but a dynamic framework designed to drive operational excellence, enhance resilience, and ensure adaptability in an increasingly digitised world.

2.3.4 Supply Chain Management

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

The unit is responsible for implementing and ensuring compliance with SCM policies, thereby supporting the Council's adherence to procurement processes. This contributes significantly to the elimination of irregular, unauthorised, fruitless, and wasteful expenditure.

These processes help ensure that the Council remains a sound, sustainable, and accountable organisation. The Council maintains effective and efficient internal control systems, which support the achievement of value for money in all procurement processes and transactions. While enforcing compliance with SCM policies and procedures, the Council is committed to conducting all its dealings in an ethical, fair, and competitive manner that promotes both equity and efficiency.

2.3.5 Internal Audit

Internal Audit (IA) plays a vital role in strengthening the ELRC's accountability by evaluating and enhancing the adequacy and effectiveness of governance, risk management, and control processes. The unit provides robust and practical strategic advice and recommendations, ensuring alignment with industry best practices.

IA's role is to independently assess the efficiency and effectiveness of the controls designed to mitigate key risks, ultimately contributing to the ongoing improvement and maturity of the Council's control framework.

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-Orientated Goals	Progress
Goal 1 Research, monitoring and evaluation activities provide an evidence base for improved policies and policy implementation in basic education	Not applicable No research was undertaken during the period under review.
Goal 2 Equal importance is attached to proactive dispute prevention and dispute resolution	Not applicable No facilitation was required during the period under review.

Strategic Outcome-Orientated Goals	Progress
Goal 3 Collective bargaining processes maximise the scope of the Parties' shared interest	Achieved The following collective agreements were concluded during the period under review: • Collective Agreement No. 1 of 2024: <i>Vote Weights for the Trade Unions that are Parties to Council.</i> • Collective Agreement No. 2 of 2024: <i>The Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment.</i> • Collective Agreement No. 3 of 2024: <i>Addendum to Collective Agreement Number 2 of 2022: Quality Management System (QMS) for School-Based Education Therapists, Counsellors, and Psychologists Employed in Terms of the Employment of Educators Act.</i> Council ratified the following provincial collective agreement: • Eastern Cape Collective Agreement No. 1 of 2024: <i>Guidelines for advertising and filling of Educator Posts at Institutions.</i>
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: 18 – 19 September 2024 • Eastern Cape: 26 – 27 November 2024 • Limpopo: 21 – 22 November 2024 • Western Cape: 10 – 11 December 2024 • KwaZulu-Natal: 25 – 26 March 2025 • Mpumalanga: 24 – 25 February 2025 The Council conducted one training session for Panellists from 4 – 5 September 2024.
Goal 5 Sound communication strategies support and complement the core activities of the Council.	Achieved Marketing on social media platforms Weekly updates on Council developments were made on social media platforms. National media coverage Interviews on sexual misconduct cases that relate to Collective Agreement No. 3 of 2018 were conducted via the following media: • The Citizen and Newzroom Afrika – 17 October 2024 • Phalaphala FM – 18 October 2024 • Power FM – 21 October 2024 • SAFM – 22 October 2024 • Ukhosi FM – 23 October 2024 • East Coast Radio – 25 October 2024 • News24 – 6 November 2024 • Newzroom Afrika – 11 November 2024 • Daily Maverick – 26 November 2024 • News24 – 20 March 2025 • Newzroom Afrika – 21 March 2025 • Newzroom Afrika – 25 March 2025 • Citizen – 31 March 2025 Marketing of Council services and developments During the period under review, the Council published and disseminated two external publications focused on its core functions: Labour Bulletin and New Negotiator).
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 National Education Excellence Awards (NEEA) on 11 October 2024 and the National Education Excellence Awards on 5 October 2024, 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 advance the Council's vision of a strengthened social contract between government, teacher unions, and civil society, fostering a conducive environment for improved quality in teaching and learning. This is achieved by promoting collective bargaining at both national and provincial levels, ensuring the development of effective policies that support quality public education within a non-disruptive teaching and learning environment.

Sub-programmes:

- Collective Bargaining
- Research Services
- Dispute Prevention Support Services

Strategic Objectives

- To facilitate bargaining on identified matters of mutual interest within the public education sector.
- To facilitate consultation and information sharing on policy matters in accordance 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 the Education Management Service (EMS) for office-based educators.
- Legal Sub-Committee to finalise the draft Collective Agreement on the 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 DBE 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.
- To implement collective agreements/policies.

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

Collective Bargaining Services: National						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	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: • 14 June 2023 • 25 July 2023 • 31 August 2023 • 16 November 2023 • 6 March 2024	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: • 11 June 2024 • 17 September 2024 • 3 December 2024 • 19 March 2025	None		
Facilitate meetings on discussions to conclude a collective agreement on vote weights	Achieved Collective Agreement No. 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	Conclusion of Collective Agreement on Vote Weights	Achieved Collective Agreement No. 1 of 2024 "Vote Weights for the Trade Unions that are Parties to Council" was adopted at the Bargaining meeting held on 11 June 2024	None		
Administration of resources allocated to approved education programmes	Not Applicable	Report on the undertaken education programme	Achieved ELRC attended the 20th ILERA World Congress 2024 and the 10th Education International World Congress as part of the EXCO approved educational programmes for the financial year. Administration reports were made available to EXCO	None		

Collective Bargaining Services: National						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Facilitate meetings to monitor the implementation of the recommendations from the QMS Colloquium	Not Applicable	Monitor the implementation of the recommendations from the QMS Colloquium	Achieved Reports on the implementation of the QMS Colloquium recommendations were tabled at the following Bargaining Meetings: • 11 June 2024 • 17 September 2024 • 3 December 2024 • 19 March 2025	None		
Facilitate meetings on discussions for the universalisation and institutionalisation of Grade R practitioners.	Matter of universalisation and institutionalisation of Grade R Practitioners tabled at the following Bargaining meetings for discussion: • 14 June 2023 • 25 July 2023 • 31 August 2023 • 16 November 2023 • 6 March 2024	Matter on the universalisation and institutionalisation of Grade R Practitioners tabled at Bargaining for discussion	Achieved Matter on the universalisation and institutionalisation of Grade R Practitioners was tabled at the following Bargaining meetings for discussion: • 11 June 2024 • 17 September 2024 • 3 December 2024 • 19 March 2025	None		
Monitoring the implementation of ELRC national agreements: • CA 2 of 2024 • CA 2 of 2020 • CA 2 of 2022	Not Applicable	Table a consolidated report on the implementation of national collective agreements at Bargaining meeting	Achieved Reports on the implementation of national collective agreements were tabled at the following Bargaining meetings: • 17 September 2024 • 3 December 2024 • 19 March 2025	None		
Schedule a Labour Law Seminar for practitioners in the public service and teacher unions' labour relations environment to explore best practices and adapt to evolving labour legislation	Not Applicable	Labour Law Seminar convened for practitioners in the labour relations environment within the public service and teacher unions	Achieved Labour Law Seminar for practitioners in the public service and teacher unions' labour relations environment was held from 28 to 30 August 2024	None		

Overview of Performance of Collective Bargaining Services (National) for the 2024/25 Financial Year

Council adopted the Management Plan for 2024/25 wherein matters of mutual interest were identified, including the conditions of service for Grade R Practitioners.

A Labour Law Seminar, themed “30 years in the making: Reconciling triumphs and losses in the labour relations landscape to carve a future path of success”, was held from 28 to 30 August 2024. The seminar offered a valuable platform for labour relations practitioners from the public service and teacher unions to engage, collaborate, and strengthen alliances in addressing the challenges of an ever-evolving labour landscape shaped by global economic shifts. Distinguished speakers included the Honourable Ms N Meth, Minister of Employment and Labour; former Chief Justice Raymond Zondo; Justice Albie Sachs; and Judge Basheer Waglay.

The Council convened its Annual General Meeting on 30 August 2024, during which Dr L. Bono was elected as the Independent Chairperson of Council. The following individuals were elected as Deputy Chairpersons: and Mr M Cele (SADTU); Mr GM Mabuza (CTU-ATU); Ms JM Mogale (Employer), and Mr MG Rafapa (Employer).

In addition, a webinar on Collective Agreement No. 1 of 2012, titled “Occupation Specific Dispensation (OSD) for Education Therapists, Counsellors and Psychologists Employed in the Public Education”, was held on 23 September 2024. During the session, the Employer presented on key topics, including career pathing opportunities based on competence, experience, and performance; grade progression; and pay progression.

The ELRC hosted a National Budget and Post Provisioning Workshop, held on 9 and 10 October 2024, where presentations were made by Provincial Education Departments.

The following collective agreements were concluded during the period under review:

- Collective Agreement No. 1 of 2024: *Vote Weights for the Trade Unions that are Parties to Council.*
- Collective Agreement No. 2 of 2024: *The Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment.*
- Collective Agreement No. 3 of 2024: *Addendum to Collective Agreement Number 2 of 2022: Quality Management System (QMS) for School-Based Education Therapists, Counsellors and Psychologists Employed in Terms of the Employment of Educators Act.*

Council ratified the following provincial collective agreement:

- Eastern Cape Collective Agreement No. 1 of 2024: Guidelines for advertising and filling of Educator Posts at Institutions.

At the TVET Bargaining meeting held on 26 March 2025, Mr L Buku was elected as Chairperson, and Mr S Mogapi (SADTU) and Mr R Ahmed (CTU-ATU) were elected as Deputy Chairpersons.

Labour Management Partnership Programme

The programme was launched in February 2023, followed by provincial launches between March and June of the same year.

Facilitator Training

The ELRC established a team of master facilitators who attended training under the leadership of Professors Rubinstein and Heckscher.

Provincial Leadership Teams were established in all nine provinces.

National facilitator training was conducted in April 2024 for 50 provincial facilitators. Provincial facilitators constitute part of the core teams in all nine provinces and conducted district facilitator training for 268 facilitators.

A total of 92 pilot schools were identified across the country for the introduction of the Labour-Management Partnership Programme (LMPP), including primary, high, and special schools.

Research

A team of researchers from various South African universities has been assembled to conduct research in collaboration with Rutgers University and Kean University in the United States. They include:

- University of the Western Cape
- University of KwaZulu-Natal
- University of Zululand
- University of Limpopo
- Ali Mazrui Centre for Higher Education Studies (Faculty of Education)

Strategy to overcome areas of under-performance

Not applicable.

Changes to planned targets

Three changes were made during the mid-term review period:

- 1) **Removed Target:** The target under Research Programmes, “Council to attend relevant education programmes (International Study Visits/Conferences/Research) to gain best practices to improve the public education system,” has been removed.
- 2) **Wording Amendment:** *Monitoring implementation of ELRC national agreements – Collective Agreement No. 2 of 2024.*
- 3) **Amended Targets – Q3 and Q4:** Bargaining meeting scheduled to receive Task Team Report on the universalisation and institutionalisation of Grade R Practitioners.

Linking performance to budget

Apr 2024 – Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Collective Bargaining Services	R'000	R'000	R'000
National	30 223	37 228	7 005
Governance Support Services	2 018	3 255	1 237
CBS: Provincial	5 136	6 965	1 829
Total	37 378	47 449	10 071

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 teaching and learning environment .

3.1.1.1. Eastern Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2025/26) and a report is received by Chamber	Not Applicable	Report (1)	Achieved The strategic Planning Workshop for the development of the APP and Budget for the 2025/26 financial year was held on 21 and 22 October 2024 and the report was presented at the Chamber meeting on 28 November 2024			
Post Provisioning Monitoring the reporting on consultation process for post provisioning	Achieved Reports on the post provisioning were presented at the Chamber Meetings held on: • 22 June 2023 • 26 June 2023 • 26 September 2023 • 23 November 2023 • 29 January 2023 • 20 March 2024	Reports (4)	Achieved Reports on post provisioning were presented at the Chamber Meetings held on: • 19 September 2024 • 28 November 2024 • 17 March 2025	None		
Safety in Schools Monitoring reports on the implementation of school safety programmes	Achieved • Reports on the implementation school safety activities were presented at the quarterly Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved • Reports on the implementation of school safety activities were presented at the quarterly Chamber meetings held on: • 20 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Employee Health & Wellness (EHW) Monitoring reports on the implementation of employee wellness programmes are available	Achieved Reports on the implementation of EHW programmes were presented at the Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved Reports on the implementation of EHW programmes were presented at the Chamber meetings held on: • 20 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		
Quality Management System (QMS) Monitoring the implementation of QMS (CA No. 2 of 2020)	Achieved The Quality Management System (QMS) reports were presented at the Chamber meetings held on: • 22 June 2023 • 26th September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved The Quality Management System (QMS) reports were presented at the Chamber meetings held on: • 28 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		
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 held on: • 22 June 2023 • 26 September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved The ECD related matters' reports were presented at the Chamber meetings held on: • 20 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Teacher Development Monitoring reports on provision of teacher development programmes and reports presented to the Chamber meeting	Achieved The Task Team reports on Teacher development reports were presented at the quarterly chamber meetings held on: • 22 June 2023 • 26 September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved The Task Team reports on Teacher development reports were presented at the quarterly Chamber meetings held on: • 20 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		
Dispute Prevention Monitoring reports on the categories and status of the grievances, misconduct, and disputes lodged are available and presented to the Chamber meeting	Achieved The Task Team reports on dispute prevention were presented at the quarterly Chamber Meetings held on: • 22 June 2023 • 26 September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved The Task Team reports on dispute prevention were presented at the quarterly Chamber Meetings on: • 20 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		
Recruitment and Filling of Posts Monitoring reports on the recruitment and filling of posts presented to Chamber	Achieved The Task Team reports on recruitment and filling of posts were presented at the quarterly Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved The Task Team reports on recruitment and filling of posts were presented at the quarterly Chamber meetings held on: • 20 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
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 held on: • 22 June 2023 • 26 September 2023 • 23 November 2023 • 20 March 2024	Reports (4)	Achieved The Task Team reports on the realignment, merger, and closure of small schools were presented at the Chamber meetings held on: • 20 June 2024 • 19 September 2024 • 28 November 2024 • 17 March 2025	None		
Training and Workshops Monitoring reports on training and workshops for Parties to Chamber.	Not Applicable	Reports (4)	Achieved Induction of task team member was held on 6 September 2024 and the report was tabled at the quarterly Chamber meeting on 19 September 2024. A Workshop on Safety in Schools was conducted on 23 October 2024 and the report was tabled at the quarterly Chamber meeting on 28 November 2024	None		

Collective Bargaining Services: Eastern Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Monitoring Implementation of National Collective Agreements Monitor implementation of ELRC national agreements - CA No. 4 of 2018 - CA No. 2 of 2022	Not Applicable	Reports (4)	Achieved The reports on monitoring the implementation of National Agreements No. 4 of 2018 and No. 2 of 2022 were presented at the quarterly Chamber meetings held on: 20 June 2024 28 June 2024 19 September 2024 28 November 2024 17 March 2025	None		

Overview of Performance of the Eastern Cape Chamber for the 2024/25 Financial Year

The performance of the Eastern Cape Chamber during the 2024/25 financial year was in line with the set targets as contained in the approved Annual Performance Plan (APP). The Chamber achieved 100% of the quarterly targets and the commitment displayed by Parties contributed towards this success.

Post Provisioning Norms: The Eastern Cape MEC for Education declared 52 817 posts for the 2025 Post Basket. Parties also reached consensus on a multi-term declaration. Following the MEC's declaration, the first distribution workshop, led by the Head of Department together with Provincial Education Labour Relations Council's (PELRC) Parties and School Governing Body (SGB) associations, was held on 3 October 2024. The second distribution workshop took place on 24 October 2024, during which Labour and SGB associations raised serious concerns regarding the allocation of Grade R post. At the third distribution workshop, held on 7 October 2024, the technical task team presented its report, and scenario A1.2 was agreed upon by all stakeholders. The Department also indicated that additional funding would be sourced to support the allocation of Grade R posts.

Vetting of Educators

The Eastern Cape Department of Education (ECDoE) received a total of 3 324 applications from schools, of which 1 057 were still pending data capture. The South African Police Services (SAPS) generated 1 131 applications; however, due to budget constraints, no further submissions could be made to the SAPS. The ECDoE is in the process of sourcing additional funding to continue the process. In addition, the Department submitted 1 416 vetting forms to the Department of Justice and Constitutional Development (DoJ&CD), of which 68 were rejected due to duplication.

A total of 709 certificates remained outstanding from the DoJ&CD. Three officials with existing records were identified and requested to complete Form 10.

Challenges encountered during the process included incomplete or incorrectly completed forms submitted schools, as well as budget constraints.

To raise awareness, the ECDoE issued an internal memorandum on 28 November 2024 to all school-based educators and non-teaching staff, outlining the importance and rationale for vetting. A further directive was sent to all District Directors, Cluster Chief Directors, SGBs, and School Principals to ensure compliance with criminal law procedures. The Department also produced informational videos in IsiXhosa, English and, Afrikaans, to support these efforts.

School Safety Summit

Schools in the Eastern Cape, like many others in South Africa, face unique challenges when it comes to crime, including issues of gang violence, bullying, vandalism, and more recently, the rising threat of extortion.

The Chamber meeting held on 20 June 2024 concluded that the Department should convene a School Safety Summit by the end of the third term. The Summit took place on 8 and 9 October 2024 in Gqeberha, with the aim of charting a way forward on issues affecting school safety in the Eastern Cape. It was recognised education is a societal responsibility and that society as a whole must play a role in restoring stability by ensuring safety and security in schools. The Summit also acknowledged that well-designed school infrastructure contributes to a positive learning environment, enhances school quality, improves the educational experience, delivers better outcomes, and creates a sense of belonging and pride.

Following discussions in various commissions, the Summit adopted with the following resolutions.

Topic	Resolutions
The role of infrastructure in mitigating crime in schools	• Provision of sufficient personnel in schools • Panic buttons linked to police stations • Schools have emergency numbers displayed • Stricter law and enforcement measures must be applied by the Department of Transport (DOT), including the scholar transport policy and code of conduct for learners • Development of new infrastructure with sick bays and counselling areas designed for more confidentiality • Modernise facilities to improve school infrastructure towards making schools safer
School-based security and safety measures to curb criminal behaviour in schools	• Removing dark or isolated areas and create open spaces that are easier to monitor • Use smart school designs in architectural planning to minimise blind spots and promote natural surveillance for a safer environment • Security fencing in all schools should be robust and access to the school should be limited • Install alarm systems in key school areas such as administration blocks and computer labs. • Forge partnerships with private security companies and establish remote police stations
Cyber bullying	• To use the Three Ms of Countering Risky Online Behaviour: ◊ Mentor: Educate children about online ethics, password safety, and avoiding the sharing of personal information ◊ Mitigate: Implement technical protection ◊ Monitor: Use monitoring software to review children's browsing history and online behaviour to address issues proactively
Prevention of crime and violence in schools	• Strengthening school security, anti-crime policies and zero tolerance • Emergency response training • Bullying and gang prevention programmes, and the establishment of a call centre
Partnership and collaboration programme between DoE and the SAPS	• Regular inter-departmental meetings • Regular meetings with the school SGB and community • Scheduling of annual meetings • Improve the response time according to standard practice by the SAPS. The urban response time is 15 minutes and in rural areas it is 30 minutes after an incident is reported • Promote community police forums • Hold quarterly meetings at police stations with CPFs and principals to discuss school safety issues, drug abuse, enhancement of operations, etc. • Learner Development and Social Support Services (LD&SSS) to develop a yearly schedule of meetings in collaboration with affected departments. Develop a monitoring tool for progress on the implementation of the calendar activities

Topic	Resolutions
Prevention of drugs and substance abuse in schools	• Social Cohesion includes active participation by traditional leaders, churches, NGOs, NPOs, and the sector department • Strengthen Provincial-Based Support Teams (PBSTs), School-Based Support Team (SBSTs), District-Based Support Team (DBSTs), and Youth Formations • Appointment of youth officers • Use of initiation schools to empower and capacitate young men about ethical conduct and positive life choices • Compulsory participation of learners in peer education programmes – a minimum of two Learner Enrichment Programmes

The Summit concluded that strengthening security and safety measures in schools is essential to curbing criminal behaviour, preventing drug and substance abuse, and addressing issues such as extortion and crime within Eastern Cape schools. Achieving this requires a comprehensive approach that combines:

- improved security
- stakeholder collaboration
- education
- support services,
- collaboration with sister departments
- policy enforcement

By addressing the root causes of these social ills, providing robust support systems, and equipping learners and educators with the tools to identify and prevent crime and violence, schools can create safer, more supportive environments conducive to learning. Each strategy must be tailored to the unique context of each school and its surrounding community to ensure that crime prevention efforts are both effective and sustainable.

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 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Eastern Cape	697	859	162
Total	697	859	162

3.1.1.2. Free State

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Free State						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Strategic Planning Workshop and Induction Strategic planning coupled with induction of Chamber representatives and negotiators on the ELRC Constitution is convened	Achieved The APP and Budget 2024/25 financial year was developed at the Strategic Planning Workshop held on 16 and 17 November 2023	Report (1)	Achieved The Strategic Planning Workshop was convened on 21 and 22 November 2024. The APP and Budget 2025/2026 was tabled for approval at the Chamber meeting on 17 December 2024	None		
Free State Collective Agreement No. 1 of 2019, as Amended Monitoring the implementation of FSCA No. 1 of 2019, as amended	Achieved Reports on recruitment and filling of posts were presented at the Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Implementation reports on FSCA No. 1 of 2019 were presented to the Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
Collective Agreement No. 2 of 2024 Monitoring implementation of CA No. 2 of 2024 on the Appointment and Conversion of Temporary Educators to Posts on the educator establishment	Achieved Reports on the conversion of educators were presented at the Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Reports on conversion of temporary educators were presented at the Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		

Collective Bargaining Services: Free State						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Collective Agreement No. 3 of 2017 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: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Progress reports on the Performance Management and Development System were presented at the quarterly Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
Collective Agreements on QMS Monitoring implementation of Quality Management System (QMS for School Based Educators in terms of Collective Agreement 2 of 2020 and 2 of 2022	Achieved Reports on implementation of QMS were presented at the Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Reports on the implementation of QMS were presented at the quarterly Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
Post Provisioning 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: • 8 September 2023 • 3 November 2023	Reports (2)	Achieved Post provisioning consultation meeting on the creation and distribution of posts was convened and reports were presented at the Chamber meetings held on: • 2 August 2024 • 30 August 2024	None		

Collective Bargaining Services: Free State						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Collective Agreement 4 of 2016 Monitoring the implementation of Collective Agreement 4 of 2016	Achieved Reports on the placement of educators were presented at the quarterly Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Reports on placement of educators were presented at the quarterly Chamber meetings on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
Employee Health and Wellness (EHW) Monitoring reports on the implementation of Employee Wellness Programmes are available	Achieved EHW reports were presented at the Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Reports on EHW programmes were presented at the quarterly Chamber meetings on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
Safety in Schools Monitoring reports on the implementation of programmes on Safety in schools are available	Achieved Reports on school safety presented at Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Reports on school safety programmes were presented at the quarterly Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		

Collective Bargaining Services: Free State						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Grade R Monitoring report on 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 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	Reports (4)	Achieved Task Team reports on ECD and Grade R-related matters were presented at the quarterly Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
Curriculum Forum Monitoring the functionality of the Curriculum Forum	Achieved Curriculum Forum report presented at the Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Reports from Curriculum Forum presented at the Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
PILIR Monitoring the implementation of i Policy on Incapacity Leave and III-Health Retirement	Achieved Reports on PILIR were presented at the Chamber meetings held on: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved PILIR reports were presented at the Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		

Collective Bargaining Services: Free State						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Dispute Prevention 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: • 2 June 2023 • 8 September 2023 • 3 November 2023 • 15 March 2024	Reports (4)	Achieved Dispute Prevention Task Team reports were presented at the quarterly Chamber meetings held on: • 14 June 2024 • 13 September 2024 • 15 November 2024 • 20 March 2025	None		
School Infrastructure Monitoring the provisioning of school infrastructure	Achieved School Infrastructure Development Plan and progress reports presented at Chamber meetings held on: 2 June 2023 3 November 2023 15 March 2024	Reports (3)	Achieved School Infrastructure Development Plan and reports presented at Chamber meetings held on: 14 June 2024 15 November 2024 20 March 2025	None		
Training and Workshops Monitoring reports on training and workshops for Parties to Chamber	Not Applicable	Report (1)	Achieved A workshop on the procedure for the recruitment and filling of posts was convened on 20 September 2024	None		

Overview of Performance of the Free State Chamber for the 2024/25 Financial Year

The period under review culminated with the Chamber having successfully implemented all Annual Performance Plan (APP) targets. This achievement is attributed to the harmonious working relations among Parties and the concerted efforts in pursuit of labour peace. Overall performance has been satisfactory, despite challenges observed in the handling of grievances in certain districts, which may lead to an increase in disputes or pose as threat to labour stability.

Free State Collective Agreement 1 of 2019

The monitoring and implementation of this collective agreement have remained consistent throughout all quarters, reflecting steady progress in the recruitment process. Reports detailed the state of posts – those advertised, filled, and still outstanding. Outstanding posts were attributed to factors such as the need for re-advertisement due to a lack of suitable candidates, and incorrect profiling, which delayed finalisation and negatively impacted post provisioning. Reports tabled in the fourth quarter confirmed that the remaining vacancies from the previous list have been published in Vacancy List 1 of 2025, with a closing date of 24 February 2025.

Collective Agreement 2 of 2024

The full implementation of the agreement led to a significant improvement in the conditions of employment for educators, with the number of temporary educators converted to permanent appointments gradually increasing from 102 to 138 over the four quarters of the financial year.

Collective Agreement No. 2 of 2020 and No. 2 of 2022

There has been consistent compliance with the implementation of the Quality Management System (QMS) across the Free State province. This was evidenced by comprehensive reports presented at all quarterly Chamber meetings during the period under review. Ongoing training has been provided to support newly appointed educators and School Management Teams (SMTs) in understanding QMS processes and the effective use of relevant instruments. Monitoring and support visits were conducted to assist SMTs in enhancing QMS implementation. According to PERSAL data, 18 288 qualifying educators, therapists and psychologists received their 1.5% pay progression on 20 July 2024.

Collective Agreement No. 4 of 2016

The placement report indicated that, by the end of the third quarter, there were 595 temporary educators occupying vacant substantive posts and 499 in promotional posts. By the end of the fourth quarter, significant progress had been made, with the number of temporary educators on substantive posts reduced to 32.

Post Provisioning for 2024

The post provisioning consultation processes were concluded within the set timeframes, and staff establishments were issued accordingly. This positively contributed to preparations for the 2025 academic year.

Employee Health and Wellness

The EHW programmes have been implemented, with a total of 360 cases reported under the wellness management pillar in the second quarter, of which 115 were attended to. Additional cases referred to EHW related to incapacity and ill health retirement, mental illness, occupational illnesses, and substance abuse. In the third quarter, 273 active cases were recorded, with 151 attended to.

School Safety

A detailed report on school safety was presented, highlighting the following:

- Capacity building provided to School Safety Committee members
- Multisectoral response to school safety
- Anti-Crime Awareness Campaigns
- Safety Steering Committees launched
- Schools monitored and supported on safety and interventions put in place based on findings

Challenges that were highlighted include gangsterism, bullying, drugs, vandalism, and ill-discipline among learners as well as non-functioning District School Safety Committees.

Intervention strategies included the convening of the the Provincial School Safety Steering Committee to revitalise the District Safety Steering Committees, with the aim of ensuring the safety of learners, educators and support staff in all schools.

Strategy to overcome areas of under-performance

Not applicable.

Changes to Planned Targets

Third and fourth quarter targets were removed under training and workshops.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Free State	516	683	167
Total	516	683	167

3.1.1.3. Gauteng

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2025/26)	Achieved Strategic Planning Workshop for Parties to Chamber for the development of an APP and Budget for the next financial year (2024/25). A report was presented and adopted in the Chamber meeting held on 29 November 2024	Report (1)	Achieved A Strategic Planning Workshop was convened for the development of an APP and Budget for the 2025/26 financial year and a report was presented and adopted in the Chamber meeting held on 14 November 2024	None		
Post Provisioning and Norms A report on the Medium-Term Expenditure Framework (MTEF) process for post provisioning is available	Not Achieved The Employer presented reports on the indicative budget, as well as the creation and distribution of post provisioning, during the four consultative meetings. These reports were presented and ratified at Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023	Reports (3)	Achieved The Employer presented reports on the MTEF process for post provisioning in three consultative meetings. These reports were presented and adopted at Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024	None		
Safety in Schools Monitoring report on the implementation of activities on safety in schools report is available	Achieved The Employer presented four reports on the implementation of school safety programmes in task team meetings. The reports were presented and ratified at the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Reports (4)	Achieved The Employer presented four reports on the implementation school safety programmes in task team meetings. The reports were presented and ratified at Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Teacher Development Monitoring progress reports on provisioning of teacher development programs are available	Achieved The Employer presented two reports on providing teacher development programmes in the task team meetings. The reports were presented and ratified at the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Management Plan (1) Reports (3)	Achieved The Employer presented one management plan and three reports on provisioning of teacher development programmes in task team meetings. The reports were presented and ratified at the Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		
Quality Management System (QMS) Monitoring report on the implementation of QMS (CA No. 2 of 2020 and CA No. 2 of 2022)	Achieved The Employer presented five reports on the implementation of CA No. 2 of 2020 in the task team meetings. The reports were presented and ratified at the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Reports (4)	Achieved The Employer presented four reports on the implementation of QMS (CA No. 2 of 2020 and CA No. 2 of 2022) in the task team meetings. The reports were presented and ratified at the Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		
Employee Health & Wellness Monitoring reports on the implementation of Employee wellness programmes are available	Achieved The Employer presented five reports on the implementation of EHW programmes in task team meetings that were presented and ratified at the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Reports (4)	Achieved The Employer presented four reports on the implementation of EHW programmes in task team meetings that were presented and ratified at the Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Dispute Prevention Monitoring report on grievances, misconduct, and disputes is available	Achieved The Employer presented four reports on dispute prevention in the task team meetings that were presented and ratified at the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Reports (4)	Achieved The Employer presented four reports on dispute prevention in the task team meetings that were presented and ratified in the Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		
Filling of posts and Translation of temporary educators - Educator Resourcing Progress report on the filling of posts and (monitoring Collective Agreement 4 of 2018 is available) the translation of temporary educators is available	Achieved The Employer presented six reports on the implementation reports on the filing of posts and the translation of temporary educators in the Educator Educator Resourcing Task Team meetings and the reports were presented and ratified at the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Reports (4)	Achieved The Employer presented four reports on the implementation reports on the filing of posts and the translation of temporary educators -Educator Resourcing Task Team meetings and the reports were presented and ratified at the Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		
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 four reports on the implementation of ECD programmes in task team meetings that were presented and ratified at the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Reports (4)	Achieved The Employer presented four reports on the implementation of ECD programmes in task team meetings that were presented and ratified at the Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		

Collective Bargaining Services: Gauteng						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
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 four reports on the introduction and implementation of programmes on the Procedure on Incapacity and Ill-health Retirement (PILIR) in the task team meetings, reports were presented and ratified in the Chamber meetings held on: • 20 June 2023 • 28 September 2023 • 29 November 2023 • 13 March 2024	Reports (4)	Achieved The Employer presented four reports on the introduction and implementation of PILIR programmes in task team meetings. These reports were presented and ratified in the Chamber meetings held on: • 22 May 2024 • 17 September 2024 • 14 November 2024 • 12 March 2025	None		
Training and Workshops Monitoring reports on training and workshops for Parties to Chamber	Not Applicable	Report (1)	Achieved Workshop on negotiations skills for task team members conducted in Chamber on 2 and 3 September 2024 A report was also presented and adopted at the quarterly Chamber meeting held on 17 September 2024	None		

Overview of Performance of the Gauteng Chamber for the 2024/25 Financial Year

During the period under review, the Gauteng Chamber achieved all the set quarterly targets as set out in the approved Annual Performance Plan (APP) for the 2024/25 financial year.

In its endeavour to promote quality public education, the Gauteng Chamber engaged on various important matters, which resulted in the adoption of the following:

- A memo on transfer of Grade R educators and an extension of contracts
- The redevelopment of the Gauteng Department of Education (GDE) unemployed educators' database
- Draft Collective Agreement No. 1 of 2025, titled Grievance Procedure Related to The Interviewing Process for Appointments and Promotion of Office-Based Educators, was ratified at a special Chamber meeting held on 25 March 2025.

Vetting of Educators

The Department, in its efforts to vet educators, targeted checks against the National Register for Sex Offenders (NRSO) in accordance with the Criminal Law (Sexual Offenders and Related Matters) Amendment Act, 2021. This process focused on special schools, primary schools, and secondary schools.

The Department reported that the vetting process was disrupted by challenges from the South African Police Service (SAPS) and the Department of Justice and Constitutional Development (DoJ&CD), citing a lack of capacity to handle the volume of data submitted by the GDE. Despite these difficulties, the vetting identified two general assistants, one food handler, and four primary school educators with sexual offence criminal records. The Department acted promptly, referring these cases to its Labour Relations Unit, which ultimately resulted in the dismissal of the individuals involved.

Furthermore, the Chamber ratified a memorandum on 25 March 2025 concerning the expungement of convicted sexual offenders from the NRSO, as part of a strategy strengthen its advocacy programme.

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 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Gauteng	568	902	334
Total	568	902	334

3.1.1.4. KwaZulu-Natal

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Information Sharing						
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2025/26) and a report is received by Chamber	Not Applicable	Report (1)	Achieved A report on the development of an APP and budget for the next financial year (2025/26) was received by Chamber on 29 November 2024	None		
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 30 November 2024 (two reports)	Reports (2)	Achieved Reports on the MTEF process for post provisioning were tabled at the Chamber meetings held on 10 September 2024 (two reports)	None		
Quality Management System (QMS) Monitoring the implementation of QMS (CA No. 2 of 2020) and (CA No. 2 of 2022)	Achieved Monitoring reports on the implementation of QMS (CA No. 2 of 2020) and (CA No. 2 of 2022) were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 (two reports) • 14 March 2024	Reports (4)	Achieved Monitoring reports on the implementation of QMS (CA No. 2 of 2020) and (CA No. 2 of 2022) were presented at the quarterly Chamber meetings held on: • 24 June 2024 • 10 September 2024 • 29 November 2024 • 14 March 2025	None		

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Employee Health & Wellness Monitoring reports on the implementation of Employee Health and Wellness programmes are available	Achieved Monitoring reports on the implementation of EHW programmes were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 • 14 March 2024	Reports (4)	Achieved Monitoring reports on the implementation of EHW programmes were presented at the quarterly Chamber meetings held on: • 24 June 2024 • 10 September 2024 • 29 November 2024 • 14 March 2025	None		
Safety in Schools Monitor the reporting on the implementation of programmes on safety in schools	Achieved The Employer presented monitoring reports on the implementation school safety programmes at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 • 14 March 2024	Reports (4)	Achieved The Employer presented monitoring reports on the implementation of school safety programmes at the quarterly Chamber meetings held on: • 24 June 2024 • 10 September 2024 • 29 November 2024 • 14 March 2025	None		
Teacher Development Monitoring reports on the implementation of teacher development programmes are available	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 • 14 March 2024	Reports (4)	Achieved Monitoring reports on the implementation of teacher development programmes were presented at the quarterly Chamber meetings held on: • 24 June 2024 • 10 September 2024 • 29 November 2024 • 14 March 2025	None		

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Dispute Prevention Monitoring reports on misconduct, grievances, dispute and implementation of dispute prevention programmes	Achieved Monitoring reports on grievances, disputes, and misconduct cases were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 • 14 March 2024	Reports (4)	Achieved Monitoring reports on misconduct, grievances, disputes and implementation of dispute prevention programmes were presented at the quarterly Chamber meetings held on: • 24 June 2024 • 10 September 2024 • 29 November 2024 • 14 March 2025	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 Monitoring report on ECD-related matters were presented at the quarterly Chamber meetings held on: • 15 June 2023 • 30 November 2023 • 14 March 2024	Reports (4)	Achieved Monitoring report on ECD-related matters were presented at the quarterly Chamber meetings held on: • 24 June 2024 • 10 September 2024 • 29 November 2024 • 14 March 2025	None		

Collective Bargaining Services: KwaZulu-Natal						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Collective Agreement No. 2 of 2024 Monitoring implementation of CA No. 2 of 2024 on the Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment	Not Applicable	Reports (4)	Achieved Monitoring reports on the implementation of the Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment (CA No. 2 of 2024) were presented at the quarterly Chamber meetings held on: • 24 June 2024 • 10 September 2024 • 29 November 2024 • 14 March 2025	None		

Overview of Performance of the KwaZulu-Natal Chamber for the 2024/2025 Financial Year

Teacher Wellbeing Seminar

A teacher wellbeing seminar was held in the uThukela and uMkhanyakude education districts. The seminar was highly successful and well attended by educators. Sponsors, Service Providers, and Parties to ELRC, including SACE, were also in attendance.

Labour Management Partnership (LMP)

There are four pilot districts in the province, with two pilot schools per district. The Learning and Mediation Programme (LMP) was successfully launched on 18 July 2024 at Clarence Primary School in Durban. The event was well attended by representatives from the pilot districts, pilot schools, and unions. Several preparatory meetings were held ahead of the launch to mobilise support and secure buy-in from key stakeholders. The province conducted a successful training session for district facilitators on 28 October 2024 at the Professional Teacher Development Institute in Durban. As directed by the Programme Director, the Chamber successfully established the District Leadership Teams (DLTs). Preparations for the second phase of training for district facilitators are currently underway.

Quality Management Systems (QMS)

The Chamber has concluded the training for School Management Teams (SMT) on QMS. The retraining programme is ongoing and is implemented as new appointments are made to managerial positions. Monitoring and support of QMS implementation will continue as newly appointed SMTs assume office.

Vetting of Educators

The KwaZulu-Natal Chamber has reached consensus on the process for covering fingerprinting costs at police stations during the employee vetting process. It was agreed that educators will initially pay for their fingerprints out of pocket and retain the receipt for reimbursement, which will be facilitated at school level. Principals are responsible for compiling a list of educators eligible for reimbursement and submitting it, along with the required supporting documents, to the relevant district office.

Vetting of educators is an ongoing process; however, the pace has been notably slow across all 12 education districts. The Employer reported various challenges experienced by educators and officials at South African Police Service (SAPS) stations, where fingerprinting must be conducted.

The Employer also presented a claim form to Chamber parties, which educators and/or schools will use to submit reimbursement requests for fingerprinting payments.

Staffing of Schools

The Employer issued HRM Circular No. 26 of 2024 to advertise over 700 school-based post level 1 educator vacancies. While recruitment processes are ongoing, parties agreed on the urgent need to ensure the presence of educators in all Grade 12 classes, given learners' preparation for the final NSC examinations. Newly appointed teachers are expected to assume duty in January 2025, in line with the approved management plan.

The school-based promotional post bulletin, issued under HRM Circular No. 20 of 2024, was distributed to districts and schools, with a closing date of 4 October 2024. Successful candidates are also expected to assume duty in January 2025.

Provincial Task team (PTT) meetings were convened to finalise on the processes outlined in Collective Agreement No. 4 of 2016, relating to the matching and placement of surplus educators. Circuit Management Task Team (CMTT) and District Task Team (DTT) meetings were successfully held across all circuits and districts.

Quality Learning and Teaching campaign (QLTC)

The following programmes were successfully implemented by the Employer during the 2024/25 financial year:

- District Steering Committee meetings
- Adopt-a-School Programme
- Adopt-a-Cop Programme
- QLTC Collaboration

The Employer shared emerging trends observed in schools with Chamber Parties, highlighting the risks associated with search and seizure operations. It was reported that school principals and educators have faced threats from certain community groups when such operations are carried out.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

The training and workshops target for the fourth quarter was removed during the mid-term review process.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: KwaZulu-Natal	615	771	156
Total	615	771	156

3.1.1.5. Limpopo

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement 2024/2025	Comment on Deviation	Status
Information Sharing						
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2025/26) and a report is received by Chamber	Not Applicable	Report (1)	Achieved Report on the development of an APP and Budget for the next financial year (2025/26) was discussed and adopted at the Special Chamber meeting held on 24 January 2025	None		
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 adopted 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 2023	Reports (4)	Achieved Reports on monitoring HR reports on the provisioning of human resources were discussed and adopted at the Chamber meetings held on: • 25 June 2024 • 30 July 2024 (Special Chamber) • 23 September 2024 • 28 November 2024 • 18 March 2025	None		
Quality Management System (QMS) Monitoring the implementation of QMS (CA 2 of 2020)	Achieved Reports on monitoring the implementation of QMS (CA No. 2 of 2020) were presented and adopted at the Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	Reports (4)	Achieved Reports on monitoring the implementation of QMS (CA No. 2 of 2020) were presented and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement 2024/2025	Comment on Deviation	Status
Teacher Wellbeing Monitoring reports on the implementation of Teacher Wellbeing are available	Achieved Reports on monitoring the implementation of Teacher Wellbeing were presented and adopted at the Chamber meetings as follows: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	Reports (4)	Achieved Reports on monitoring the implementation of Teacher Wellbeing were presented and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	None		
Safety in Schools Monitor the reporting on the implementation of school safety programmes	Achieved Reports on monitoring the implementation school safety programmes were presented and adopted at Chamber meetings as follows: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	Reports (4)	Achieved Reports on monitoring the implementation of school safety programmes were presented and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	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 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	Reports (4)	Achieved Reports on monitoring ECD related matters were presented and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement 2024/2025	Comment on Deviation	Status
Capacity Building Programmes Monitoring reports on parties' workshops and training cascaded to their constituencies at district and circuit levels	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	Reports (3)	Achieved Reports on parties' workshops and training cascaded to their constituencies were tabled and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	None		
Rationalisation of schools Monitoring reports on rationalisation of schools are available	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	Reports (3)	Achieved Reports on monitoring the rationalisation of schools were presented and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 18 March 2025	None		
Policy on Incapacity Leave and Ill-health Retirement (PILIR) 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: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	Reports (3)	Achieved Reports on the processing of PILIR referrals were tabled and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 18 March 2025	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement 2024/2025	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 tabled and adopted at the Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	Reports (4)	Achieved Reports on the categories and status of the misconduct cases, grievances, and disputes lodged were tabled and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	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 presented and adopted at the following Chamber meetings: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	Reports (4)	Achieved Reports on the implementation of performance management instruments were presented and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	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 tabled and adopted at the Chamber meetings held on: • 22 June 2023 • 26 September 2023 • 22 November 2023 • 19 March 2024	Reports (3)	Achieved Reports on the implementation of curriculum policies and the management of examinations were tabled and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 18 March 2025	None		

Collective Bargaining Services: Limpopo						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement 2024/2025	Comment on Deviation	Status
Collective Agreement No. 4 of 2018 Monitoring implementation of CA No. 4 of 2018 on the Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment	Not Applicable	Reports (4)	Achieved Reports on monitoring implementation of CA No. 4 of 2018 on the Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment were tabled and adopted at the Chamber meetings held on: • 25 June 2024 • 23 September 2024 • 28 November 2024 • 18 March 2025	None		

Overview of Performance of Limpopo Chamber for the 2024/25 Financial Year

The Chamber successfully achieved all its set targets for the 2024/25 financial year. Notably, during the period under review, consensus was reached on measures for the restoration of commercial subjects in schools, with implementation referred to the Curriculum and Examinations Subcommittee.

The process of merging schools was put on hold in some cases where increased enrolment were recorded. A total of 511 schools had been merged, with 255 relocated to their new sites.

The Rural Education Framework was officially launched by the Limpopo MEC for Education on 18 May 2023 at MASTEC in Seshego. The spirit of collegiality among Parties characterised the overall functioning of the Chamber and contributed significantly to the achievement of its targets.

Summary of Activities

Dispute Prevention

Most of the dispute cases reported were related to Unfair Labour Practice concerning promotion, demotion, probation, and appointment, followed by disputes involving salary issues and general appointments. Other categories of disputes were minimal. The Dispute Prevention Task Team made notable progress in addressing unresolved matters related to advertised posts, as referred by the HRM Sub-Committee. To minimise grievances arising from procedural issues, the Employer developed and implement a training programme for presiding officers. Additionally, the Employer conducted training sessions at schools focused on grievance and dispute handling, aimed at reducing the overall incidence of such cases.

Staffing of Schools

The Limpopo Department of Education (LDoE) continues to ensure that the determination of school post establishments, in line with the Post Provisioning Norms (PPN), is finalised by the end of September each year for implementation in the following academic year. All 51 752 educator posts were retained by the LDoE. The Chamber was actively monitoring, among other priorities, the filling of two sets of promotional posts vacancy lists advertised in the first and last quarter of the 2024/25 financial year. Regarding the matching and transfer of educators due to operational requirements at schools, circuits, and districts levels, 49.3% (1 352 educators) were successfully placed at new schools – slightly down from 57% (1 353 educators) during the same period last year. Several challenges were encountered in the matching and transfer of process. These included: excess educators not meeting the curricular needs of vacant posts; the discontinuation of commercial subjects; irregular subject combinations in post profiling; and instances where School Governing Bodies (SGBs) declined to recommend affected educators, creating barriers to placement and leading to claims for settlement.

Safety in Schools

The Chamber monitored the linking of schools to their nearest police stations to enhance school safety. In four districts, however, not all schools were linked to their nearest police stations. A total of 267 premises were inspected for compliance with building safety standards and were found to be non-compliant with the provisions of the Occupational Health and Safety (OHS) Act. School Safety Committees were established in 1 577 schools, and 912 (23.4%) of these school-based teams – including principals or deputies, School Safety Officers, and SGB members – were reportedly trained on the Provincial Schools Safety Guidelines (PSSG).

Teacher Wellbeing

The Employer continued to implement teacher wellbeing campaigns, including support for employees injured or affected by disease while on duty, and outreach through medical screenings. Educators participated in organised and monitored activities aimed at promoting physical health, and were provided with HIV testing services, as well as screenings for STIs & TB. Wellness-related requests and referrals were received and attended to within 30 days. Educators also took part in the observance of Commemorative Days. In addition, 11 COID and OHS workshops were conducted, reaching 873 educators.

Implementation of Collective Agreement on the appointment and conversion of temporary educators to post on the educators' establishment

The Employer reported that, prior to the signing of the Collective Agreement No. 4 of 2018, the Limpopo Provincial Chamber of the ELRC had already signed a Collective Agreement in 2006/2007 to convert more than 10 000 temporary educators appointed to substantive posts in terms of the 6B provision of the Employment of Educators Act. Following this, the LDoE resolved to discontinue the appointment of educators to substantive posts on a temporary basis. This decision was further reinforced by the delegation of authority from the Head of Department, empowering District Directors to approve both the advertisement of PL1 substantive posts and the permanent appointment of PL11 educators. As a result, the LDoE currently has no temporary educators appointed in substantive posts. There are currently no educators in the categories of temporary educators against substantive vacant posts, temporary educators in such posts for three months or longer, converted temporary educators, or temporary educators deemed not qualifying.

Early Childhood Development (ECD)

Out of the 41 Grade R practitioners who were awarded bursaries to pursue a B.Ed in Foundation Phase with North-West University (NWU) in 2024, 40 progressed to their third and final year of study in 2025. Subject advisors received training on Gender Responsive Pedagogy in ECD, with plans to cascade the training to pre-Grade R and Grade R practitioners and educators in selected circuits. Discussions on improving conditions of services for Gr R practitioners are still ongoing at a national level. Three districts - Mogalakwena, Mopani East and, and Vhembe East – successfully trained their

Practitioners on ECD CAPS content and methodology. The remaining districts are expected to confirm their training schedules before the end of the 2024/25 financial year.

Curriculum and Examinations

The Employer provided an overview of the Limpopo Department of Education's (LDoE) revised Literacy and Reading Strategy for 2024–2030, highlighting key focus areas. International bodies had previously identified a system lack of capacity in supporting learners to read for meaning, which the revised strategy aims to address.

The province recorded a ground-breaking improvement in the 2024 Grade 12 performance, increasing its pass rate by 5.5 percentage points – from 79.5% in 2023 to 85.1% in 2024. The success was attributed to set of targeted strategies, which the LDoE plans to continue in 2025. These included Enrichment Classes during school holidays, academic camps for specific learner groups, Rapid Response interventions, Common Assessment in the FET Phase, and Provincial Examinations for Grades 10 and 11. Notably, during the November examinations, markers were paid through the districts.

The province had 27 Maths and Science Focus Schools, with the requirement that at least 60% of learners at each school should be enrolled in these subjects. While the goal is to have one Maths and Science Focus School per circuit, this has yet to be fully realised. In addition, there is a provincial objective to revive former Commercial Schools and to establish at least one Commercial Focus School per circuit. However, progress in this area has been slow, largely due to challenges with subject combinations and the pressures surrounding Grade 12 performance.

Educators' Performance Management Subcommittee Meeting (Implementation of Collective Agreement No. 2 of 2022)

In all districts that conducted training for educators on Collective Agreement No. 2 of 2022 in 2024, there remained SMT members who could not be trained due to various reasons. As a result, parties agreed that the outstanding training would take place from February 2025. Districts will also conduct mop-up sessions to finalise the training of SMT members. Trained SMT members are expected to train post level one educators by March 2025. The 2024/2025 mid-year assessment for office-based educators indicated that the majority received a performance score of 3, with only a few receiving scores of 1 or 5.

As part of QMS Management in 2025, the provincial office plans to conduct refresher training for therapists and psychologist, along with their school principals. Invitations will also be extended to Chief Therapists and Psychologists, who will support principals during appraisals, monitoring, and other related services, drawing on their specialist expertise. Regarding the EMS PMDS 1.5% Pay Progress for 2023, the Employer confirmed that payments for eligible office-based educators were successfully processed.

Labour Management Partnership

The launch of the District Labour Management Partnership (LMP) programme took place on 16 July 2024 at Nirvana Primary School in Polokwane, followed by the training of district facilitators on 2 October 2024. The Chamber has since adopted the schedule for the second phase of the training of district facilitators.

The Appointment of Educators

The Employer party released Departmental Circular No.139 of 2024, providing on the Council of Education Ministers' (CEM) decision regarding the appointment of Funza Lushaka bursary graduates. The circular outlined the distinction between graduates who benefitted from the Funza Lushaka bursary scheme from 2024 onwards and those who qualified through other teaching programmes. In lined with the amended Collective Agreement No. 4 of 2018, now updated to No. 2 of 2024, the Employer is no longer obligated to prioritise the appointment of Funza Lushaka bursary holders when filling vacant posts. However, the Employer will continue to report on the placement of remaining Funza Lushaka graduates from the 2022 and 2023 cohorts, for whom an obligation to place still exists.

Report on the Vetting of Educators

The Department appointed a service provider to assist in expediting the vetting process and trained additional officials on the use of the electronic system. A total of 210 vetting forms were collected from special schools in Capricorn North, Capricorn South, and Waterberg Districts. These forms were submitted to the Department of Justice and Constitutional Development (DoJ&CD) for the issuing of clearance certificates.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

No changes were made to planned targets.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Limpopo	536	668	132
Total	536	668	132

3.1.1.6. Mpumalanga

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2025/26) and a report is received by Chamber	Not Applicable	Report (1)	Achieved The Chamber held a strategic planning meeting from 21 to 22 November 2024 and developed a draft APP for the 2025/26 financial year together with a draft budget which were presented in the special Chamber meeting held on 18 December 2024	None		
Post Provisioning Norms (PPN) A report on the Medium-Term Expenditure Framework (MTEF) process for post provisioning is available	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. Four reports on the MTEF process for the PPN were presented during the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	Reports (4)	Achieved The Employer presented an indicative budget on 6 June 2024 and consulted Parties on the 2025 PPN on 13 August 2024 and 12 September 2024. Four reports on the MTEF process for PPN were presented at the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 15 November 2024 • 9 December 2024 • 27 March 2025	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Quality Management System (QMS) A report on the implementation of Collective Agreement No. 2 of 2020 is available	Achieved Reports on the implementation of QMS (CA No. 2 of 2020 and CA No. 2 of 2022) were presented in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	Reports (4)	Achieved Reports on the implementation of QMS (CA No. 2 of 2020) were presented in the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 9 December 2024 • 27 March 2025	None		
Employee Health & Wellness (EHW) Monitoring reports on the implementation of EHW programmes are available	Achieved Reports on the monitoring and implementation of EHW programmes were presented in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	Reports (4)	Achieved Reports on the monitoring and implementation of EHW programmes were presented in the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 9 December 2024 • 27 March 2025	None		
Safety in Schools A report on the implementation of school safety programmes is available	Achieved Reports on the monitoring of the implementation of school safety programmes were presented in the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	Reports (4)	Achieved Reports on the monitoring of the implementation of school safety programmes were presented in the quarterly Chamber meetings and a Special Chamber meeting held on: • 13 June 2024 • 19 September 2024 • 18 December 2024 • 27 March 2025	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Dispute Prevention Monitoring report on grievances, misconduct, disputes and training or capacity building is available	Achieved Three reports on the monitoring of the implementation of the safety in schools' programmes were presented in the quarterly Chamber meetings held on: 21 July 2023 22 September 2023 12 December 2023 25 March 2024	Reports (4)	Achieved Four reports on the monitoring of grievances, misconduct dispute and training or capacity building were presented in the quarterly Chamber meetings held on: • 13 July 2024 • 19 September 2024 • 09 December 2024 • 27 March 2025	None		
Early Childhood Development (ECD) Monitoring report on training and professional development, translation or professionalisation of Grade R practitioners into Grade R educators curriculum development, conditions of service, statistical report on supply and demand, and updates around national processes is available	Achieved Reports on the monitoring of training and professional development, curriculum development, conditions of service, statistical data on supply and demand, and updates on national ECD processes were presented at the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	Reports (4)	Achieved Reports on the monitoring of training and professional development, curriculum development, conditions of service, statistical data on supply and demand, and updates on national ECD processes were presented at the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 9 December 2024 • 27 March 2025	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Filling of Posts Monitoring report on recruitment, selection, filling of posts, excess educators, new entrants (Funza Lushaka and self-funded), and promotional posts is available	Achieved Monitoring reports on recruitment, selection, the filling of posts, excess educators, and CA No. 4 of 2018, new entrants, and promotional posts were presented at the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	Reports (4)	Achieved Monitoring reports on recruitment, selection, the filling of posts, excess educators, new entrants, and promotional posts were presented at the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 9 December 2024 • 27 March 2025	None		
Collective Agreement No. 2 of 2024 Implementation report on the appointment and conversion of temporary educators to posts on the educator establishment is available	Not Applicable	Reports (4)	Achieved Reports on the implementation of CA No. 2 of 2024 on the appointment and conversion of temporary educators to the posts on the educator establishment were presented in the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 9 December 2024 • 27 March 2025	None		

Collective Bargaining Services: Mpumalanga						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Maths Science and Technology Academy (MSTA) Monitoring report 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 is available	Achieved Four reports on the implementation of the MST project, the provision of resources to MST schools and their feeder schools, the training of educators, and the performance of MST schools and feeder schools were presented at the quarterly Chamber meetings held on: • 21 July 2023 • 22 September 2023 • 12 December 2023 • 25 March 2024	Reports (4)	Achieved Four reports on the implementation of the MST project, the provision of resources to MST schools and their feeder schools, the training of educators, and the performance of MST schools and feeder schools were presented at the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 9 December 2024 • 27 March 2025	None		
Vetting A report on the vetting of educators is available	Not Applicable	Reports (4)	Achieved Reports on the vetting of educators were presented at the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 15 November 2024 • 9 December 2024 • 27 March 2025	None		
Training and Workshops Monitoring reports on training and workshops for Parties to Chamber	Not Applicable	Reports (3)	Achieved Reports on training or workshops for Parties to the Chamber were presented at the quarterly Chamber meetings held on: • 13 June 2024 • 19 September 2024 • 9 December 2024 • 27 March 2025	None		

Overview of Performance of Mpumalanga Chamber for the 2024/25 Financial Year

During the 2024/25 financial year, the Mpumalanga Chamber successfully facilitated its scheduled Chamber meetings, Task Team meetings, and STANCO meetings, thereby achieving its set targets.

Post Provisioning and Norms (PPN)

The Employer tabled a budget allocation of R27 423 billion and presented a pool of 32 637 posts for the 2025 PPN, as approved by the Mpumalanga MEC for Education, to be distributed to schools by the Head of Department.

Safety in Schools

The Employer reported on partnerships with the South African Police Service (SAPS), the Department of Social Development (DSD), the Department of Community Safety, Security and Liaison (DCSSL), and the Department of Justice and Constitutional Development (DoJ&CD). In collaboration with these partners, several school safety programmes were implemented. These included search and seizure operations, road safety workshops, linking schools to their nearest police stations, and the review of school safety plans. Additionally, school safety committees were trained on their roles and responsibilities, with particular attention given to the nature of crimes occurring in schools and interventions targeted at identified hotspot schools.

Dispute Prevention

During the period under review, the Employer presented statistical reports on misconduct, recording a total of 702 cases. Of these, 65 involved corporal punishment, 16 related to sexual misconduct, and five concerned sexual relationships with learners.

Early Childhood Development (ECD)

The Employer reported that 1 673 Grade R practitioners had been converted into Grade R educators, who will be upskilled following the signing of the BELA Act. It was further reported that there are currently 359 serving Grade R practitioners, and their contracts will be renewed for the 2025/26 financial year.

Filling of Posts

The Employer reported that, in the November 2023 vacancy list, 876 promotional posts were advertised, of which 747 were filled, 13 are awaiting approval, and four remained outstanding. It was further reported that 186 principal posts were advertised in the November 2024 vacancy list.

Collective Agreement No. 2 of 2024

The Employer reported that for the 2024 academic year a total of 1 423 temporary educators were converted to permanent status.

Maths Science and Technology Academy (MSTA)

The Employer reported that two additional educators were allocated and appointed outside of the approved staff establishments in each of the 101 MST schools to teach Mathematics and Physical Science.

Vetting

The Employer reported that, since the commencement of the vetting programme, notable progress had been made. A total of 3 389 SAPS69i reports were received from the SAPS, while 12 564 applications were submitted to the DoJ&CD. In addition, 8 785 National Registry of Sex Offenders (NRSO) certificates have been received. A total of 2 288 applications remain outstanding, and 981 applications were rejected.

Training and Workshops

The Employer conducted a workshop for Chamber members on the PILIR and Injury on Duty. The DoJ&CD facilitated a workshop on vetting processes and the implementation of the Children's Protection Act. Additionally, the Council provided training on dispute resolution for Chamber members.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

No changes were made to planned targets.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Mpumalanga	488	709	220
Total	488	709	220

3.1.1.7. Northern Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2025/26) and a report is received by Chamber	Not Applicable	Report (1)	Achieved A Strategic Planning workshop was convened on 31 October 2024 and 1 November 2024 and the report was adopted in the Special Chamber meeting held on 28 November 2024	None		
Post Provisioning Norms and Standards Monitoring reports on the consultation process for post provisioning is available	Achieved 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	Reports (4)	Achieved The Employer tabled monitoring reports on the consultation process for post provisioning at the quarterly Chamber meetings held on: • 6 June 2024 • 16 September 2024 • 21 November 2024 • 21 March 2025	None		
Educator Health and Wellness (EHW) Monitoring reports on the implementation of EHW programmes are available	Achieved The Employer tabled monitoring reports on the implementation of EHW programmes at the quarterly Chamber meetings held on: • 22 September 2023 • 23 November 2023 • 26 March 2024	Management Plan (1) Reports (3)	Achieved The Employer presented monitoring reports on the implementation of EHW programmes at the quarterly Chamber meetings held on: • 16 September 2024 • 21 November 2024 • 21 March 2025	None		

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Dispute Prevention Monitoring report on grievances, misconduct, disputes, and training conducted is available	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	Reports (4)	Achieved The Employer tabled monitoring reports on grievances, misconducts, and disputes at the quarterly Chamber meetings held on: • 6 June 2024 • 16 September 2024 • 21 November 2024 • 21 March 2025	None		
	Achieved The annual target was two reports to be tabled by Labour, during the second and fourth quarters. Labour tabled one report on training intervention conducted by them during the first, second, and third quarters at the quarterly Chamber meeting held on 23 November 2023	Report (1)	Achieved Labour tabled a report on training intervention conducted by them at the quarterly Chamber meeting held on 21 November 2024	None		

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Implementation of Collective Agreements Monitoring reports on Quality Management System (QMS) (CA No. 2 of 2020 and CA No. 2 of 2022)	Achieved The Employer tabled one monitoring report, for both quarters, on the implementation of QMS at the quarterly Chamber meeting on 26 March 2024	Report (2)	Achieved The Employer tabled monitoring reports on QMS at the quarterly Chamber meeting held on 21 March 2025	None		
Monitoring reports on the Performance Management and Development System (PMDS) for office-based educators (CA No. 1 of 2017)	Not Achieved The Employer did not table monitoring reports report on the implementation of PMDS during any of the quarters	Report (1)	Achieved The Employer tabled a monitoring report on PMDS at the quarterly Chamber meeting held on 21 March 2025	None		
Monitoring reports on the appointment and conversion of temporary educators to posts on the educator establishment (CA No. 2 of 2024)	Not Applicable	Report (4)	Achieved The Employer presented a report on the implementation of CA No. 2 of 2024, at the quarterly Chamber meetings held on: • 6 June 2024 • 21 November 2024 • 21 March 2025	None		
School Safety Monitoring reports on school safety activities	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	Reports (4)	Achieved The Employer tabled monitoring reports on school safety activities at the quarterly Chamber meetings held on: • 6 June 2024 • 16 September 2024 • 21 November 2024 • 21 March 2025	None		

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Early Childhood Development (ECD) Monitoring reports on ECD-related matters such as training and professional development, curriculum development, conditions of service, statistics on supply and demand, and updates around national processes	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	Reports (4)	Achieved The Employer presented monitoring reports on ECD-related matters, at the quarterly Chamber meetings held on: • 6 June 2024 • 16 September 2024 • 21 November 2024 • 21 March 2025	None		

Collective Bargaining Services: Northern Cape						
Programme Performance Indicator	Annual Target 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on Deviation	Status
Teacher Development, Curriculum and Examinations Consolidated reports on the implementation of teacher development, curriculum programmes and examinations as informed by the following pillars: i) Teacher development and/or capacity; ii) Leadership, management and communication; and iii) Quality of teaching and learning and teacher and learner support across all phases, in terms of the 2023-2025 turnaround strategy	Not Applicable	Reports (2)	Achieved The Employer presented implementation reports on matters related to teacher development, at the quarterly Chamber meetings held on: • 6 June 2024 • 16 September 2024	None		
	Not Applicable	Reports (2)	Achieved The Employer presented implementation reports on matters related to curriculum, at the quarterly Chamber meetings held on: • 6 June 2024 • 16 September 2024	None		
	Not Applicable	Reports (2)	Achieved The Employer presented implementation reports on matters related to examinations at the quarterly Chamber meetings held on: 6 June 2024 16 September 2024	None		

Overview of Performance of the Northern Cape Chamber for the 2024/25 Financial Year

Post Provisioning Norms and Standards

Meaningful consultations on the indicative budget and staff establishment process were conducted during the period under review.

The Employer indicated that the finalisation of excess educators was the only outstanding component of the post provisioning target. A total of 250 additional posts were available to address growth and curriculum needs, based on the 10th school day learner determination. Approximately 128 of these posts were allocated according to provincial priorities and calculations within the post provisioning model. The remaining 122 posts were distributed among the five districts on a pro rata basis, primarily considering the number of learners per district.

Labour raised concerns that, under the guise of curriculum streamlining, certain subjects might be sacrificed. School Governing Bodies (SGBs) could agree to such changes if not properly informed about the process. For example, at Bongani Primary School in Douglas, the learner demographic favoured Setswana and isiXhosa as home languages, yet Afrikaans was introduced as a home language instead. This did not reflect the needs of the community or learners and consequently created unnecessary learning barriers.

Implementation of Collective Agreements

CA No. 2 of 2020: Quality Management System (QMS) for School-Based Educators

The Employer paid pay progression as follows:

- Office-based educators: 334 [R3 305 445 million] and
- School-based educators: 6 811 [R38 583 183 million].

Performance per district:

	Frances Baard	John Taolo Gaetsewe	Namakwa	Pixley ka Seme	Z.F. Mcgawu
Outstanding scores by schools	1 school	261 scores – comprising 1 school and individuals	2 schools	5 schools	14 schools
QMS capturing %	98.73%	91.22%	95.8%	94.1%	86%
Developmental needs capturing	Schools sent annexure E1 with no needs identified	Captured and send to Provincial Office	0	0	0
Workplans submission	21 of 127 schools. Due date extended to 28 February 2025. Work-to-rule to accommodate Circuit Managers signing and discussion	Submission per post level: • 18 Principals • 19 Deputy Principals • 63 Department Heads	20	10	5%
Training of newly appointed SMT members	0 due to work-to-rule campaign	Planned for 5 February. Did not take place due to the work-to-rule campaign	0	0	0

Early Childhood Development (ECD)

Labour referred to the Minimum Requirements for Teacher Education Qualifications (MRTEQ), which specify the appointment criteria for ECD practitioners. They expressed concern that the Employer was creating difficulties by requiring that practitioners obtain a Bachelor of Education (B.Ed) Foundation Phase qualification for appointment as Grade R practitioners.

The Employer responded that Grade R practitioners are required to hold a Diploma in Grade R Teaching as a minimum qualification. Practitioners with an REQV 13 qualification are eligible for conversion. Additionally, both the Diploma in Grade R Teaching and Bachelor of Education in Foundation Phase are recognised as valid Grade R teaching qualifications.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes Planned Targets

The following changes were made to the Chamber's APP:

- Dispute Prevention – 4th quarter target was removed
- Monitoring reports on PMDS for office-based educators – 4th quarter target was removed
- Teacher Development, Curriculum and Examinations – 3rd and 4th quarter targets were removed

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Northern Cape	619	853	234
Total	619	853	234

3.1.1.8. North West

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: North West						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year and a report is received by Chamber	Achieved A Chamber meeting was held during the period under review and received a report of the Strategic Planning workshop on 10 November 2023	Report (1)	Achieved A Chamber meeting was held during the period under review and received a report of the Strategic Planning workshop on 6 December 2024	None		
Post Provisioning Consolidated reports on the consultation process and distribution of post provisioning for the following financial year are available	Achieved Reports on post provisioning were tabled at the Chamber meetings held on: • 9 June 2023 • 10 November 2023 • 13 March 2024	Reports (3)	Achieved Reports on post provisioning were received from the Employer at the Chamber meetings held on: • 11 July 2024 • 19 September 2024 • 20 March 2025	None		
Quality Management Systems (QMS) Monitoring the implementation of QMS (CA No. 2 of 2020 and CA No. 2 of 2022)	Achieved Reports related to QMS activities were received from the Employer at the Chamber meetings held on: • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	Reports (4)	Achieved Reports related to QMS activities were received from the Employer at the Chamber meetings held on: • 14 June 2024 • 6 September 2024 • 8 November 2024 • 12 March 2025	None		
Employee Health and Wellness (EHW) Monitoring reports on the implementation of Employee Wellness programmes are available.	Achieved Reports on programmes related to teacher wellbeing were tabled at the Chamber meetings held on: • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	Reports (4)	Achieved Reports related to EHW were received from the Employer at the Chamber meetings held on: • 14 June 2024 • 6 September 2024 • 8 November 2024 • 12 March 2025	None		

Collective Bargaining Services: North West						Status
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Early Childhood Development (ECD) Monitoring progress report on the implementation of ECD programmes are available	Achieved. Reports related to ECD programmes were tabled at the Chamber meetings held on: • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	Reports (4)	Achieved Reports related to ECD programmes were tabled at the Chamber meetings held on: • 14 June 2024 • 6 September 2024 • 6 December 2024 • 12 March 2025	None		
Teacher Development Monitoring progress reports on provisioning of teacher development programmes are available	Achieved Reports on programmes related to teacher development were tabled at the Chamber meetings held on: • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	Management Plan (1) Reports (3)	Achieved Reports on programmes related to teacher development were tabled at the Chamber meetings held on: • 14 June 2024 • 6 September 2024 • 8 November 2024 • 12 March 2025	None		
Dispute Prevention Analysing reports on the categories and status of the disputes, grievances, and misconduct-cases lodged are available	Achieved Reports on grievances, misconduct-cases, and disputes were tabled at the Chamber meetings held on: • 9 June 2023 • 8 September 2023 • 10 November 2023 • 13 March 2024	Reports (4)	Achieved Reports on grievances, misconduct-cases, and disputes were tabled at the Chamber meetings held on: • 14 June 2024 • 6 September 2024 • 6 December 2024 • 12 March 2025	None		
Terminations (contract expiry; resignations; retirements; deceased and dismissals) Consolidated reports on the category of terminations are available	Achieved Reports on termination were tabled at the Chamber meetings held on: • 8 September 2023 • 13 March 2024	Reports (2)	Achieved Reports were received on terminations from the Employer at the Chamber meetings held on: • 6 September 2024 • 12 March 2025	None		

Collective Bargaining Services: North West						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Safety in Schools Monitor the reporting on the implementation of school safety programmes	Achieved Reports on school safety were presented at the Chamber meetings held on: • 8 September 2023 • 10 November 2023 • 13 March 2024	Management Plan (1) Reports (3)	Achieved The management-plan and reports on school safety were received from the Employer at the Chamber meetings held on: • 14 June 2024 • 6 September 2024 • 8 November 2024 • 12 March 2025	None		
Advertisement and Filling of Posts Monitoring reports on sharing information on the advertisement and filling of posts are available	Achieved Reports on advertisement and filling of posts were tabled at the Chamber meetings held on: • 8 September 2023 • 10 November 2023	Reports (2)	Achieved Reports on advertisement and filling of posts were received from the Employer at the Chamber meetings held on: • 6 September 2024 • 8 November 2024	None		
Temporary Educators Monitoring reports on appointment and conversion of temporary educators are available (Collective Agreement No. 2 of 2024)	Achieved Reports on temporary educators were tabled at the Chamber meetings held on: • 8 September 2023 • 10 November 2023	Reports (3)	Achieved Reports on temporary educators were tabled at the Chamber meetings held on: • 6 September 2024 • 6 December 2024 • 12 March 2025	None		
Performance Management and Development System (PMDS) Consolidated reports on assessed employees are available	Achieved Reports on PMDS programmes were tabled at the Chamber meetings held on: • 8 September 2023 • 13 March 2024	Report (2)	Achieved Reports on PMDS programmes were tabled at the Chamber meetings held on: • 6 September 2024 • 12 March 2025	None		

Collective Bargaining Services: North West						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Consultation, Implementation and Monitoring of Collective Agreements and Policies						
Training and Workshops Monitoring reports on training and workshops for Parties and Chamber	Not Applicable	Report (1)	Achieved A report on the workshop related to negotiations was tabled at the Chamber meeting held on 6 December 2024	None		

Overview of Performance of the North West Chamber for the 2024/25 Financial Year

During the period under review, various activities were completed to uphold the objectives of the Provincial Education Labour Relations Council (PELRC), as outlined below:

- Research on strategies to address the challenges faced by temporary teachers excluded by Collective Agreement No. 2 of 2024 was initiated.
- Induction sessions on the objectives of Collective Agreement No. 4 of 2016 were conducted for principals and circuit-managers.
- Urgent issues, which were not initially scheduled as agenda items for meetings, were approved for discussion.
- A circular regarding campaigns related to the vetting of educators was distributed.
- Induction on the objectives of the policy related to vetting of educators was provided to clarify differing interpretations among Parties.
- Appraisal reports in respect to Collective Agreement No. 2 of 2020 were submitted for second officials.
- A management plan was developed to guide the implementation of Collective Agreement No. 2 of 2024, concerning the appointment and conversion of temporary teachers.

One noteworthy development for the Chamber was the training of School Leadership Teams from the piloted schools. The training was designed to meet the requirements of the Labour Management Partnership Programme.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

The performance indicator "Training and Workshops" was removed from the second quarter and moved to the third quarter.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: North West	654	818	164
Total	654	818	164

3.1.1.9. Western Cape

KPIs, Planned Targets and Actual Achievements

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Information Sharing						
Strategic Planning Workshop Develop an Annual Performance Plan (APP) and Budget for the next financial year (2025/26) and a report is received by Chamber	Not Applicable	Report (1)	Achieved Convened a Strategic Planning workshop for Parties to Chamber, developed an APP and budget for the next financial year (2025/26) on 24 and 25 October 2024, and a report was received by Chamber at the quarterly Chamber meeting held on 26 November 2024	None		
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 held on: • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	Reports (4)	Achieved Reports on the consultation process for post provisioning were tabled at the Chamber and Special Chamber meetings held on: • 18 June 2024 (Special Chamber) • 17 September 2024 • 26 November 2024 • 20 March 2025	None		

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Employee Wellbeing Monitoring reports on the implementation of teacher wellbeing are available	Achieved Reports on programmes that the Employer implemented were presented at the quarterly Chamber meetings held on: • 09 May 2023 • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	Reports (4)	Achieved The Employer presented progress reports on the implementation of the teacher wellbeing programs to the quarterly Chamber meetings held on: • 06 June 2024 • 17 September 2024 • 26 November 2024 • 20 March 2025	None		
Dispute Prevention Monitoring reports on grievances, misconducts, disputes, and training conducted are available	Achieved Trend analysis monitoring reports on grievances, misconduct, and, disputes were tabled at the Chamber meetings held on: • 14 September 2023 • 14 March 2024	Reports (2)	Not Achieved	Report (1)	The task team meeting could not take place due to SADTU's non-attendance due to their work-to-rule campaign.	
	Achieved Reports on training relating to dispute Resolution matters for educators, supervisors, and managers were presented jointly to Chamber meetings held on: • 14 September 2023 • 14 March 2024	Reports (2)	Not Achieved	Report (1)	The task team meeting could not take place due to SADTU's non-attendance as a result of their work-to-rule campaign	

Collective Bargaining Services: Western Cape						Status
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	
Quality Management System (QMS) Monitoring the implementation of QMS (CA No. 2 of 2020 & CA No. 2 of 2022)	Achieved The Employer presented reports on the implementation of QMS to the (I)QMS task Team meetings held on: 30 May 2023 05 September 2023 26 October 2023 14 February 2024 The reports from the (I) QMS Task Team meetings were tabled at the Chamber meetings held on: • 20 June 2023 • 14 September 2023 • 28 November 2023 • 14 March 2024	Reports (4)	Not Achieved	Report (1)	The task team meeting could not take place due to SADTU's non-attendance as a result of their work-to-rule campaign	
School Safety Monitoring and reporting on interventions related to school safety	Achieved Reports on school safety activities were presented by the Employer at the quarterly Chamber meetings held on: • 13 June 2023 • 15 August 2023 • 27 November 2023 • 04 March 2024 Task Team meeting reports were presented to the quarterly Chamber meetings held on: 22 June 2022 22 September 2022 07 December 2022 March 2023	Reports (4)	Not Achieved Reports on school safety activities were presented at the quarterly Chamber meetings held on: 06 June 2024 • 17 September 2024 • 26 November 2024 • 20 March 2025	Report (1)	The task team meeting could not take place due to SADTU's non-attendance as a result of their work-to-rule campaign	

Collective Bargaining Services: Western Cape						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Training and Workshops Monitoring reports on training and workshops for Parties to Chamber	Not Applicable	Reports (2)	Achieved Two workshops were conducted on: • 31 May 2024 • 23 August 2024 Reports on training and workshops were presented at the Chamber meetings held on: • 06 June 2024 • 17 September 2024.	None		
Collective Agreement No. 4 of 2018 Monitoring implementation of CA No. 4 of 2018 on the Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment	Not Applicable	Reports (4)	Achieved Progress reports on the implementation of the Appointment and Conversion of Temporary Educators to Posts on the Educator Establishment were presented at the quarterly Chamber meetings held on: • 06 June 2024 • 17 September 2024 • 26 November 2024 • 20 March 2025	None		

Overview of Performance of Western Cape Chamber for the 2024/25 Financial Year

Collective bargaining is, at times, characterised by disagreements between parties. During the fourth quarter of the period under review, a disagreement between the Employer and one of the Employee Parties impacted the performance of the Chamber. As a result, the Chamber was unable to operate efficiently. The dispute arose during the post-provisioning consultation process following the reduction of 2 407 posts. In response, one of the Employee Parties implemented a Work-to-Rule Campaign, which led to the cancellation of several task team meetings.

Post Provisioning

The Medium-Term Expenditure Framework (MTEF) consultation for the proposed Basket of Posts (BoP) for 2025 was held on 15 August 2024. The Western Cape Education Department (WCED) indicated that they were facing fiscal constraints, which led to a proposed reduction of 2 407 educator posts for 2025. The projected teacher-learner ratios for 2025 are 1:37 in primary schools and 1:36 in secondary schools. According to the Employer, this proposal stemmed from budgetary pressures within the 2024 MTEF cycle, which included no allocation for growth posts, a freeze on administrative support posts, and cuts to non-personnel costs.

Labour raised concerns about the impact of these reductions on teacher-learner ratios, increased workloads, and the overall quality of education. They emphasised that schools would be severely affected by the inability to fill critical vacancies, ultimately compromising the standard of education. Labour proposed alternative measures for the Employer to consider and stated their opposition to the reduction of 2 407 posts. They further expressed that a follow-up consultation was unnecessary, given the Employer's reluctance to consider scaling back projects such as Back-on-Track (BoT) and Systemic Evaluations. Labour maintained that the proposed BoP was not in the best interest of disadvantaged children and was not worker-friendly.

In response, the WCED indicated a willingness to continue with consultations, provide guidelines and training for managing excess personnel, and confirmed that the 2025 educator establishments would be issued by the end of August 2024.

Additional Achievements

The Chamber received regular progress reports on the following:

- Early Childhood Development (ECD) Developments
- Progressive Universalisation of Grade R
- Policy on Incapacity Leave and Ill-health Retirement (PILIR)
- Employment Equity
- Skills Development
- National Teaching Awards
- Vetting of Educators in the Western Cape

Strategy to Overcome Areas of Underperformance

The Chamber meeting on 20 March 2025 agreed to cancel the outstanding task team meeting since it was the end of the financial year.

Changes to Planned Targets

One change was made during the mid-term review period. The Training and Workshops target of the fourth quarter was removed.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
	R'000	R'000	R'000
Collective Bargaining Services: Western Cape	443	703	261
Total	443	703	261

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 2024/25 Financial Year

Dispute Management Services						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement for 2024/25	Comment on Deviations	Status
Provision of dispute resolution services						
Administration of cases in jurisdiction for conciliation	Achieved 99.47% 569 899 cases were received for the 2023/24 financial year, 662 of which were in jurisdiction and 237 out of jurisdiction. Out of 662 cases in jurisdiction, 73 were IBA cases. All 589 cases were conciliated, 569 were conciliated within 30 days of receipt and 3 were conciliated outside 30 days. 17 cases were received during the recess period	Processing of 90% of cases in jurisdiction within 30 days	Achieved 99.05% 839 1470 cases were received for the 2024/25 financial year, 1040 of which were in jurisdiction and 430 out of jurisdiction. Out of 1040 cases in jurisdiction, 101 were IBA cases. Of the 939 cases in jurisdiction, 839 were conciliated within 30 days of receipt, 8 were conciliated outside 30 days, 3 were withdrawn, and 89 cases were received during the recess period	9.05%	Clustering of conciliations	

Dispute Management Services						Status
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement for 2024/25	Comment on Deviations	
Administration of request for arbitration	Achieved 99.68% 313 373 cases were received and all were in jurisdiction. Of the 373 cases, 313 were arbitrated within 45 days, 1 arbitrated outside 45 days, 1 withdrawn, and 58 were received during the recess period	To schedule 75% of cases for arbitration within 45 days after receipt of certificate of non-resolution	Achieved 99.42% 516 660 cases were received and all were in jurisdiction. Of the 660 cases, 516 were arbitrated within 45 days, 3 arbitrated outside 45 days, 1 withdrawn, 95 were received during the recess period, and 45 were for conversion.	24, 42%	Zoom scheduling of cases and no school holiday disruptions.	
Administration of sexual misconduct cases	Achieved 97.29% 72 A total of 82 sexual misconduct cases for inquiry by arbitrator were received, 73 of these were in jurisdiction and 9 were out of jurisdiction. All 73 cases were arbitrated, 70 were scheduled within 60 days, 2 were arbitrated outside 60 days, and 1 was received during recess	To schedule 60% of sexual misconduct cases for inquiry by arbitrator within 60 days after receipt of the referral	Achieved 94.31% 83 A total of 114 sexual misconduct cases for inquiry by arbitrator were received, 101 of these were in jurisdiction and 13 were out of jurisdiction. Of the 101, a total of 83 were scheduled within 60 days, 5 were arbitrated outside 60 days, and 13 were received during recess	None		
Quality Control (QC) of arbitration awards	Achieved 100% 292 awards (236 general and 56 special awards) received were quality controlled	100% Quality Control (QC) done in all arbitration awards concluded	Achieved 100% 296 awards (249 general and 47 special awards) awards received were quality controlled	None		

Dispute Management Services						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement for 2024/25	Comment on Deviations	Status
Facilitation of training sessions for Dispute Resolution Practitioners	Achieved 7 training sessions for Dispute Resolution Practitioners were conducted and attendance registers were kept	Facilitate 6 training sessions for Dispute Resolution Practitioners and maintain an attendance register	Achieved 6 training sessions for Dispute Resolution Practitioners were conducted and attendance registers were kept	None		
Facilitation of training sessions for Professional Development of Panellists	Achieved 4 training sessions for Professional Development of Panellists were conducted	Facilitate 1 training sessions for Professional Development of Panellists	Achieved 1 training session for Professional Development of Panellists was conducted	None		

Strategy to overcome areas of under-performance

The Council continues to take steps to minimise frivolous requests for postponement and reduce the high number of adjournments by enforcing Clause 45 of the ELRC Constitution. The increase in requests for postponements negatively affects the turnaround time for conciliation and arbitration processes, thereby affecting the performance of the Dispute Management Services (DMS). To address this, the Council also encourages panellists to enforce Clause 54 of the ELRC Constitution to discourage inadequate preparation for hearings and to limit unnecessary postponement requests.

In hearings where a child is a victim or a witness, the Council continues to ensure that appropriate venues are secured for these special hearings, such as Magistrates' Courts, Children's Courts, the Teddy Bear Clinic in Johannesburg, and facilities provided by the Department of Social Development (DSD) in the Free State and Northern Cape. The Council also ensures that intermediaries are appointed to protect the rights of the child, as stipulated in Section 28 of the Constitution, which states that the best interests of the child are of paramount importance in all matters concerning the child. In its ongoing efforts to improve efficiency, the Council continues to recruit panellists, interpreters, and intermediaries.

To improve operational 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, in accordance with Clause 18.5 of the ELRC Constitution.

The majority of disputes referred to the Council relate to unfair labour practices (ULPs), particularly in the areas of promotion, appointments, and dismissals. In response, the Council continues to rely on the District Prevention Task Teams (DPTT) to address and resolve these areas of concern. To support this work, the Council has committed to providing the DPTTs with monthly statistics on referred disputes, enabling them to develop targeted intervention strategies to address and finalise grievances effectively.

Changes to Planned Targets

No changes were made to planned targets.

Linking Performance to Budget

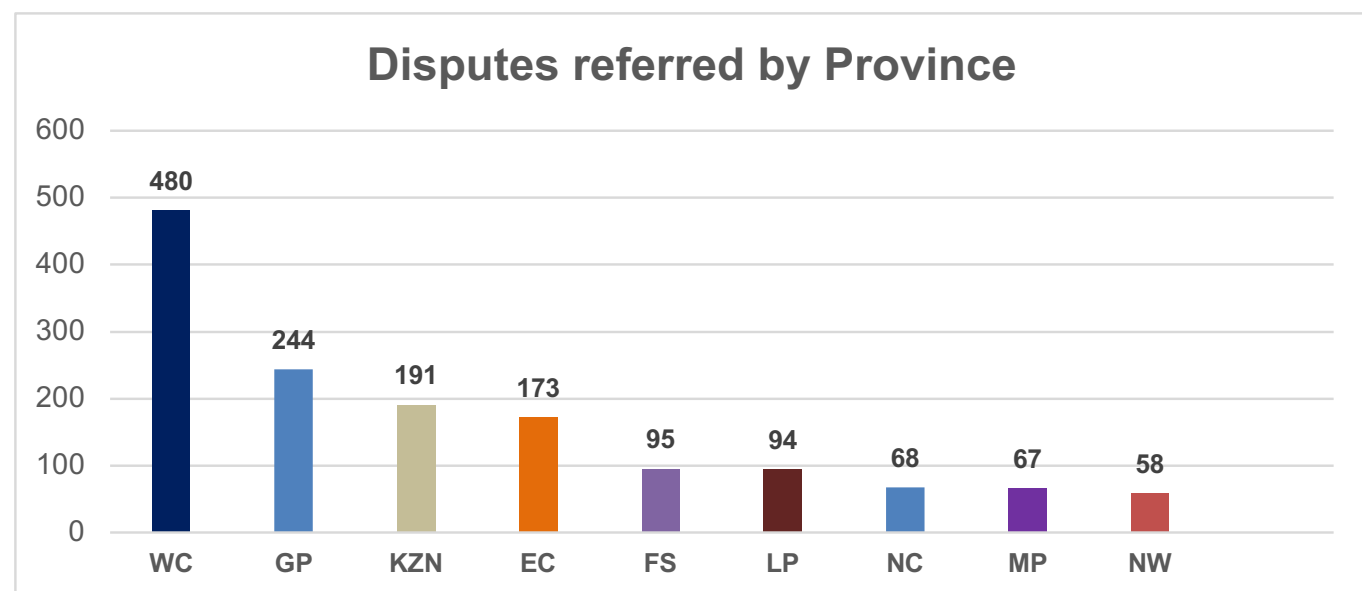
Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Dispute Management Services	R'000	R'000	R'000
Dispute Resolution Services	26 539	33 138	6 599
Total	26 539	33 138	6 599

Overview of the Dispute Management Services Department's Performance for the 2024/25 Financial Year

The ELRC received a total of 1470 disputes during the period under review. Of the 1470 disputes, 1040 were in jurisdiction and 430 were found to be out of jurisdiction.

DISPUTES REFERRED BY PROVINCE

KZN	EC	GP	WC	LP	FS	NW	MP	NC	TOTAL
191	173	244	480	94	95	58	67	68	1 470



For the period under review, the Western Cape recorded the highest number of referred cases, with a total of 480. This was followed by Gauteng with 244 cases, KwaZulu-Natal with 191, the Eastern Cape with 173, the Free State with 95, Limpopo with 94, the Northern Cape with 68, Mpumalanga with 67, and the North West with 58 cases referred in the 2024/25 financial year.

Disputes Referred by Nature: April 2024 to March 2025

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of collective agreements	Total
EC	55	47	10	21	28	12	173
GP	38	100	55	18	23	10	244
FS	0	41	19	12	15	8	95
MP	13	20	12	11	5	6	67
LP	27	38	15	3	5	6	94
NW	4	24	15	7	4	4	58
NC	9	23	8	5	5	18	68
WC	38	138	152	12	31	109	480
KZN	33	85	34	25	4	10	191
Total	217	516	320	114	120	183	1 470

Of the 1,470 disputes referred during the period under review, 217 related to Unfair Labour Practices (ULP) concerning promotions and appointments, while 516 fell under other categories of ULP. A total of 320 disputes concerned alleged unfair dismissals, 120 were related to the Basic Conditions of Employment Act (BCEA), 183 involved the interpretation of collective agreements, and 114 were referred in terms of Section 188A (Inquiry by Arbitrator) of the Labour Relations Act.

In Jurisdiction as Per Nature: April 2024 to March 2025

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of collective agreements	Total
EC	51	37	9	20	28	11	156
GP	20	58	43	17	13	6	157
WC	22	83	62	7	25	88	287
FS	0	32	16	11	14	6	79
MP	11	12	9	11	1	5	49
LP	21	31	10	3	3	5	73
NW	2	21	6	6	2	4	41
NC	8	16	7	4	5	18	58
KZN	22	57	26	22	4	9	140
Total	157	347	188	101	95	152	1 040

Of the 1470 disputes received during the period under review, 1040 were deemed to be in jurisdiction. Of these, 157 related to ULP concerning promotions and appointments, 347 to other categories of the ULP, and 188 related to unfair dismissals. Additionally, 101 disputes were referred as special disputes in terms of Inquiry by Arbitrator, 95 related to the BCEA, and 152 concerned the interpretation and application of collective agreements.

Out of Jurisdiction as Per Nature: April 2024 to March 2025

Provinces	ULP Promo/ App	Other ULP	Unfair dismissal	Special dismissal related to abuse of learners	BCEA	Interpretation of collective agreements	Total
EC	4	10	1	1	0	1	17
GP	18	42	12	1	10	4	87
WC	16	55	90	5	6	21	193
FS	0	9	3	1	1	2	16
MP	2	8	3	0	4	1	18
LP	6	7	5	0	2	1	21
NW	2	3	9	1	2	0	17
NC	1	7	1	1	0	0	10
KZN	11	28	8	3	0	1	51
Total	60	169	132	13	25	31	430

Of the 430 disputes found to be out of jurisdiction, 60 related to ULPs concerning promotions and appointments, 169 were categorised as other ULPs, and 132 related to unfair dismissals. A further 25 disputes involved the BCEA, 31 concerned the interpretation and application of collective agreements, and 13 were special disputes involving children as witnesses or victims, dealt with through Inquiry by Arbitrator. It is important to note that a significant number of disputes screened as out of jurisdiction were due to defective and incomplete referrals, including those submitted outside the prescribed timeframes where condonation was not granted.

Processes Conducted: April 2024 to March 2025

Provinces	Conciliation/Pre Arbitration	Arbitration	Total
EC	136	298	434
GP	140	356	496
WC	277	267	544
FS	68	106	174
MP	38	46	84
LP	70	126	196
NW	35	94	129
NC	54	60	114
KZN	118	428	546
Total	936	1781	2717

A total of 2717 events were conducted for the period under review. Of these 2717 events/processes, 936 were conciliations, and 1781 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 2024 to March 2025

During the period under review, the ELRC finalised a total of 756 disputes. Of these, 296 arbitration awards were issued, including 47 related to special disputes. Additionally, 25 disputes were settled at arbitration and 10 at conciliation. A further 90 disputes were withdrawn at conciliation, while 162 were withdrawn at arbitration. There were 15 dismissals at arbitration, and 158 rulings were handed down during the period.

Outcomes of Special Disputes: April 2024 to March 2025

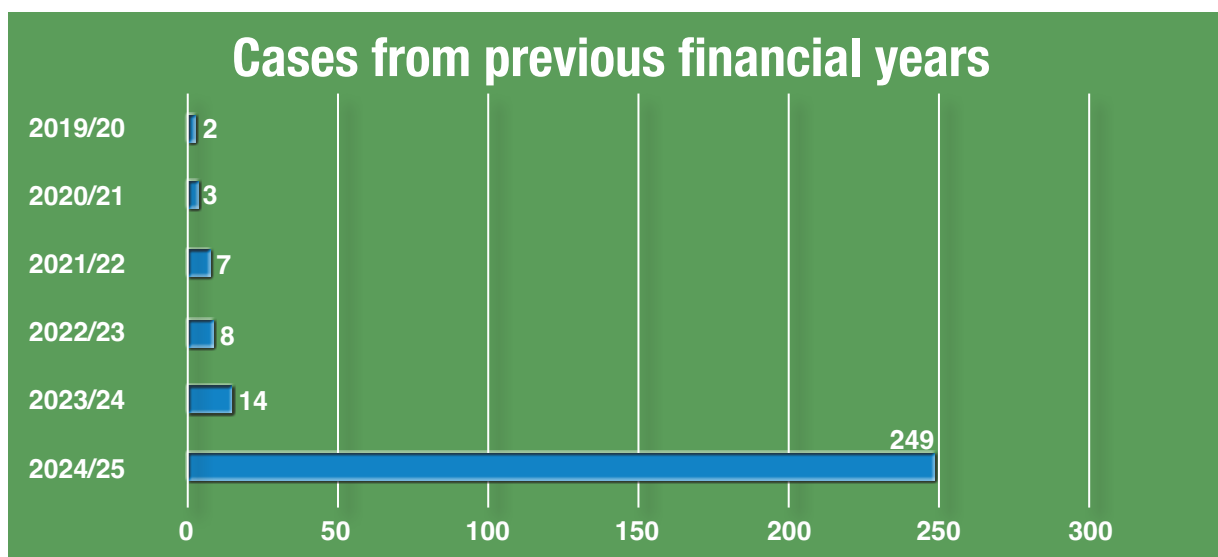
Since the implementation of Collective Agreement No. 3 of 2018, the Council has received a considerable number of disputes which are dealt with through Inquiry by Arbitrator, particularly those relating to allegations of sexual misconduct. During the period under review, the Council received 114 such cases. Additionally, 47 arbitration awards were issued for special disputes involving children as either victims or witnesses. To minimise secondary trauma, the Council consistently employs intermediaries and uses child-friendly venues to avoid direct contact between the alleged perpetrator and the victim.

Arbitrations Heard in the Period: April 2024 to March 2025

A total of 1 781 disputes were scheduled for arbitration in the period under review.

Cases Carried Over From the Previous Period

A total of 283 cases from previous financial years will be carried over into the first quarter of the 2025/26 financial year. Of these, 249 originate from the 2024/25 financial year, 14 are from 2023/24, and 20 from earlier years.



2019/20

Two cases originate from the 2019/20 financial year. One is currently before the Labour Court, while the other is not proceeding due to findings in psychiatrist reports.

2020/21

Three cases originate from the 2020/21 financial year. Two of these cases were referred back from the Labour Court to be heard de novo. One matter has been repeatedly postponed, with the most recent hearing held on 15 May 2025.

2021/22

Seven cases were carried over from the 2021/22 financial year. All of these cases remain actively scheduled.

The cases have been scheduled on the following dates:

- 7 and 8 May 2025
- 29 and 30 April 2025
- 7 May 2025
- 27 May 2025
- 9 May 2025
- 7 July 2025

2022/23

Eight cases were carried over from the 2022/23 financial year. One case has been finalised and is awaiting the award. Another case is before the Labour Court awaiting a decision, while six cases have been scheduled for hearings in the 2025/26 financial year.

2023/24

A total of 14 cases were carried over from the 2023/24 financial year. Three of these cases have been finalised and are awaiting awards, while the remaining 11 cases are actively being scheduled.

2024/25

A total of 249 cases are being carried over to the first quarter of the 2025/26 financial year and are actively being scheduled.

Postponements and Adjournments: April 2024 to March 2025

A total of 155 cases were postponed for the period under review.

3.2.1 Training and Development Services

3.2.1.1. DISPUTE RESOLUTION PRACTITIONERS (DRP) PROFESSIONAL DEVELOPMENT

The Council had six training sessions for Dispute Resolution Practitioners as follows:

- Gauteng: 18-19 September 2024
- Eastern Cape: 26-27 November 2024
- Limpopo: 21-22 November 2024
- Western Cape: 10-11 December 2024
- Kwa-Zulu Natal: 25-26 March 2025
- Mpumalanga: 24-25 February 2025

The training covered the following:

- Sexual Misconduct in Education
- Sexual Misconduct Definition
- The Children's Act and the Sexual Offences Act
- Consensual Relationships vs Sexual Misconduct: Discussion on the fine line between consensual relationships and misconduct in hierarchical settings, including how confessions from members should be managed, referencing *Brauns & Others v Wilkes NO & Others*
- Hearsay Evidence in Sexual Misconduct Cases: Legal considerations around admissibility and reliability of hearsay evidence in sexual misconduct cases, with reference to *Kapa v The State [2023] ZACC 1; 2023 (4) BCLR 370 (CC)*
- When Does the Employment Relationship Become Intolerable? A legal analysis of constructive dismissal and the breaking point in the employment relationship, drawing on *Pinn v CCI Call Centre (Pty) Ltd and Others (D201/2020) [2024] ZALCD 1; [2024] 4 BLLR 422 (LC); (2024) 45 ILJ 1058 (LC)*
- Criminal Records and Employment: Examination of employment equity considerations and discrimination in the hiring process based on a criminal record, with case reference to *O'Connor v LexisNexis (Pty) Ltd (P18/24) [2024] ZALCPE 11; (2024) 45 ILJ 1287 (LC)*

The training also dealt extensively with pre-arbitration processes and promotion-related disputes, focusing on both procedural and substantive fairness. Under substantive fairness, the discussions addressed whether the appointed candidate was indeed the best suited for the position; whether any conduct unfairly denied other candidates a fair opportunity to compete; whether the process was arbitrary or influenced by unacceptable motives; and whether the successful candidate had been dishonest or misled the interview panel or employer. In terms of procedural fairness, the training explored the importance of establishing a clear link between procedural unfairness and actual prejudice suffered by the affected member. It also covered the distinction between material and non-material defects in the appointment process, and how these may impact fairness and legality of the outcome.

The training also unpacked recent developments in promotion disputes, focusing on key issues such as qualifications, legitimate expectation, and the employer's prerogative in appointment decisions. The case of *Eskom Holdings Ltd v Solidarity obo Govender and Others (JR 265/20) [2023] ZALCJHB 302 (2 November 2023)* was thoroughly examined. Definitions of promotion were also explored, including aspects such as pay progression, bonuses, retention measures, and grade notches. These were contextualised through the case of the *Department of Water and Sanitation v General Public Service Sectoral Bargaining Council and Others (2024) 45 ILJ 1250 (LC)*. In addition, the training covered the implications of appointing a candidate to a position they did not apply for, referencing *Hlope v Head of Department: Department of Education KZN and Others (2024) 45 ILJ 805 (LC)*.

3.2.1.2. PANELLISTS PROFESSIONAL DEVELOPMENT

A training session for panellists was conducted on 4 and 5 September 2024, with commissioners in attendance from Limpopo, North-West, Free State, Kwazulu-Natal, Northern Cape, and Western Cape. The training was facilitated by the South African Judicial Education Institute (SAJEI). The content covered a range of specialised topics, including the developmental stages of a child – cognitive, language, moral, and other developmental domains. It also examined variables influencing a child's competency as a witness, such as perception, attention, and memory. Testimonial limitations were explored in depth, focusing on the impact of age, language development, moral understanding, and socio-economic background. The session also reviewed international models for receiving a child's evidence and their practical application within the South African legal context.



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 mandate.

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 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Professionalise the ELRC by investing in human capital						
Building capacity by ensuring that employees are trained and developed	Achieved 20 employees participated in training and development	4 employees to participate in skills development and provide proof of attendance	Achieved Various training and development activities were attended by employees throughout the period under review and reports were made available	None		
Monitor and manage the performance management process	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	Collate and verify completeness of the performance contracts and assessments as per the timeframes provided and submit the report to the General Secretary	Achieved The 2024/25 performance agreements were concluded and assessments were conducted quarterly. Quarterly reports were made available	None		

Corporate Services: Human Resources						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	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 master file and database by ensuring that the payroll processing for all staff was monitored	Maintain accurate and complete payroll master file and database. Submit a quarterly payroll report to the General Secretary	Achieved All employees were paid correctly on a monthly basis and a 12-month master file is in place. Quarterly reports were made available	None		
Provide wellness programmes to employees	Achieved 5 Employee Wellness events conducted	Conduct 4 Employee Wellness programmes per annum as per the annual plan and submit the report to the General Secretary	Achieved Employee Wellness activities were conducted on a quarterly basis. Quarterly reports were made available	None		

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

No changes were made to planned targets.

Research and Media

KPIs, Planned Targets and Actual Achievements

Corporate Services: Research and Media						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	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 channels 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 El 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	Conduct advertising campaigns in line with Marketing Plan for 2024/25 to market the Council	Achieved <u>Marketing on Social Media Platforms</u> Weekly posts were made on the Council's social media channels during the period under review: • ELRC Labour Law Seminar • National Workshop on Budget and Post Provisioning Norms • ELRC Labour Management Partnership Programme - Pilot school orientation in the Northwest, Mpumalanga and Western Cape provinces <u>Labour Bulletin and New Negotiator</u> published on 31 March 2025 <u>Promotional material</u> distributed at 15 stakeholder events <u>Advertising in publications/diaries of Parties to Council:</u> ELRC advert published in the NATU and PEU diaries for 2025 <u>World Teachers' Day Celebration:</u> • Northern Cape – World Teacher's Day celebration on 11 October 2024 • Eastern Cape – Launch of Novice Teacher Programme on 31 October 2024	None		

Corporate Services: Research and Media						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
		<u>Collaborative Advocacy Campaign – Inquiry by Arbitrator</u> - Taxi branding campaign rolled out in all 9 provinces - Mass distribution of pamphlets (door-to-door) in all 9 provinces <u>Collaborative Advocacy Campaign – Safety in Schools</u> Digital poster on school safety distributed through six SGBs and posted on three teacher Facebook pages				
Implementation of a digitised records management solution to preserve Council records	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	Monitoring and management of records management system through bi-annual reports	Achieved Reports (2) produced on records management system activities for the financial year	None		

Overview of the Research and Media Department's Performance for the 2024/25 Financial Year

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

Promotional material was distributed at the following events:

- Eastern Cape Excellence Awards on 19 April 2024
- SADTU Principal Seminar on 8 May 2024
- NAPTOSA Youth Desk on 14 May 2024
- KZN Teacher Wellbeing Seminar on 17 May 2024
- KZN SADTU PGC on 15 June 2024
- Gauteng SADTU PGC on 20 June 2024
- Eastern Cape SADTU Provincial Conference on 21 June 2024
- NATPOSA Gauteng Leadership Conference on 25 July 2024
- NAPTOSA Free State Women's Day Walk on 9 August 2024
- SADTU Congress on 25 and 26 September 2024
- National Teacher Awards on 5 October 2024
- National Education Excellence Awards (NEEA) on 11 October 2024
- Northern Cape World Teacher's Day celebration on 11 October 2024
- Eastern Cape launch of the Novice Teacher Programme on 31 October 2024
- Senior Phase South African Sign Language (SASL) teachers – 8 to 10 January 2025

Interviews on sexual misconduct cases that relate to Collective Agreement No. 3 of 2018 were conducted on the following media platforms:

- *The Citizen and Newzroom Afrika* – 17 October 2024
- *Phalaphala FM* – 18 October 2024
- *Power FM* – 21 October 2024
- *SAFM* – 22 October 2024
- *Ukhozi FM* – 23 October 2024
- *East Coast Radio* – 25 October 2024
- *News24* – 6 November 2024
- *Newzroom Afrika* – 11 November 2024
- *Daily Maverick* – 26 November 2024
- *News24* – 20 March 2025
- *Newzroom Afrika* – 21 March 2025
- *Newzroom Afrika* – 25 March 2025
- *Citizen* – 31 March 2025

Digital poster on school safety distributed through six SGBs:

- United Front for School Governing Bodies (UF4SGB)
- Governance Alliance
- Governing Body Foundation (GBF)
- South African National Association for Special Education (SANASE)
- National Association of School Governing Bodies (NASGB)
- National Congress of School Governing Body (NCSGB)

Digital poster on school safety posted on the following Facebook pages:

- Teachers for Real Change South Africa
- The South African Teachers' Forum
- Teachers: Resources, Teaching Tips, Teaching Articles

The ELRC advertorial is also featured in the PEU and NATU 2025 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 Underperformance

Not applicable.

Changes to Planned Targets

No changes were made 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 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Target to Actual Achievement for 2024/2025	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 quarterly report	Achieved ICT successfully achieved 100% availability of VPN and servers and a report was produced and submitted on POE	Ensure that ICT servers and VPN are monitored and produce a report	Achieved ICT successfully monitored the Council's network, VPN, and Servers throughout the financial year. Monitoring reports were issued on a quarterly basis	None		
	All ICT critical servers were backed up	Ensure that all ICT critical servers are backed up and produce quarterly reports	Achieved ICT systems were backed up daily and monitoring reports were issued on a quarterly basis	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 Quarterly disaster recovery tests were conducted on all critical systems and monitoring reports were issued on a quarterly basis	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 on a quarterly basis and issue a report	Achieved The ICT governance framework was monitored throughout the year to ensure compliance with COBIT, ISO 2 700, and the ITIL framework and monitoring reports were issued on a quarterly basis	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 and issue a report	Achieved ICT maintained 100% protection of all end-point and email content filtering and monitoring reports were issued on a quarterly basis	None		
	Ensured 100% of all malicious viruses were quarantined and cleaned	Ensure 100% of all malicious viruses are quarantined and cleaned and produce a report	Achieved 100% of all malicious viruses were quarantined and cleaned and monitoring reports were issued on a quarterly basis	None		

Overview of the ICT Department's Performance for the 2024/25 Financial Year

The ICT unit has performed optimally, successfully delivering on its core mandate to end-users as expected. While the unit has met key performance objectives, there remains scope for improvement and innovation – particularly through the integration of artificial intelligence (AI) to automate certain workflows, provided they align with organisational processes. As with other units, ICT encountered some challenges during the year; however, a GAP analysis was conducted and will inform the Action Plan and ICT Strategic Plan for the 2025/26 financial year.

Key activities undertaken during the 2024/25 financial year include the following.

- The Disaster Recovery Plan (DRP) was tested to ensure business continuity.
- The VIP People and ESS systems were updated to the latest versions.
- A backup system was deployed and is managed internally by the Council to facilitate efficient data recovery.

Multi-factor authentication was enabled to enhance security across the ELRC's digital infrastructure.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

No changes were made to planned targets.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Corporate Services	R'000	R'000	R'000
Human Resources	10 654	11 186	532
Information Technology	2 867	3 905	1 038
Communication Services	1 455	2 406	951
Total	14 976	17 496	2 520

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 a manner that is fair, equitable, transparent, competitive and cost effective, in accordance with Section 217 of the Constitution of the Republic of South Africa.

Strategic Objectives

- Provide a compliant internal control environment and sound financial management services.
- Implement a revised procurement and sourcing strategy aimed at reducing procurement turnaround times and enhancing the efficiency and effectiveness of procurement expenditure.
- Deliver effective asset management services, including the safeguarding and maintenance of organisational assets.
- Implement robust reporting tools to minimise unauthorised and irregular expenditure and to eliminate fruitless and wasteful expenditure.

Finance KPIs, Planned Targets and Actual Achievements

Finance						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	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 FY 2023/24	Achieve unqualified audit opinion of the audited annual financial statement from external audit at year end	Achieved Council received an unqualified audit opinion for FY 2024/25	None		
To produce an accurate and comprehensive consolidated Medium-Term Expenditure Framework (MTEF) Budget aligned with the Annual Performance Plan (APP) and the Mid-Year Budget review						
An approved accurate and comprehensive MTEF Budget FY 2024/25 and Mid-Year review of the budget FY 2023/24	Achieved An accurate and comprehensive MTEF budget FY 2024/25 approved by EXCO on 4 March 2024 Mid-Year review of the budget FY 2023/24 approved on 06 November 2023	Receive approval of an accurate and comprehensive FY 2025/26 MTEF Budget and Mid-Year review of the budget FY 2024/25 from EXCO	Achieved An accurate and comprehensive MTEF budget FY 2025/26 approved by EXCO on 04 March 2025 Mid-Year review of the budget FY 2024/25 approved on 23 September 2024	None	None	

Overview of the Finance Department's Performance for the 2024/25 Financial Year

The annual financial statements for the financial year 2024/25 were prepared by the Finance Unit. These were reviewed by the Chief Financial Officer and Internal Audit, prior to submission for external audit. The external auditors issued an unqualified audit opinion on the financial statements. Throughout the year, the unit produced monthly and quarterly financial reports, including financial statements and budget versus actual spending reports.

During the second quarter, the Finance Unit conducted a budget management refresher workshop for the Council's management team. The workshop supported management in preparing the 2024/25 mid-year budget adjustments as well as the MTEF budget for 2025/26.

The mid-year budget for the 2024/25 financial year was approved by EXCO on 23 September 2024, while the MTEF budget for 2025/26 was approved on 4 March 2025.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

No changes were made to planned targets.

Supply Chain Management Services

KPIs, Planned Targets and Actual Achievements

Supply Chain Management Services						
Programme Performance Indicator	Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement for 2024/2025	Comment on deviations	Status
Complete and accurate Fixed Assets Register (FAR) at the end of the year	Achieved Maintain a complete and accurate FAR as at year end for reporting purposes was maintained	Maintain a complete and accurate FAR as at year end for reporting purposes	Achieved A complete and accurate FAR as at year end for reporting purposes was maintained	None		
Number of Irregular, Unauthorised, Fruitless and Wasteful Expenditure reports produced	Achieved Monitor and Report on irregular, unauthorised, fruitless and wasteful expenditure to the management meeting	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 Reports on irregular, unauthorised, fruitless and wasteful expenditure were produced and submitted to management and Finance Unit for disclosure purposes in the financial statements	None		
Number of Contract Management reports are produced	Achieved Monitoring of the contract management system to ensure compliance with SCM policy and procedures	4 reports produced on contract management system activities	Achieved Reports on contract management were produced quarterly	None		
Number of procured projects executed in line with the approved 2024/25 organisational Procurement Plan	Achieved The organisational Procurement Plan was executed in accordance with the timelines	4 reports on execution of the approved 2024/25 Procurement Plan produced 2 approved Procurement Plans produced	Achieved Reports on execution of the approved 2024/25 Procurement Plan were produced 2 Procurement Plans were approved	None		

Overview of the Supply Chain Management Services Department's Performance for the 2024/25 Financial Year

The Supply Chain Management (SCM) Unit supports the Council by ensuring that goods and services are procured through a process that is fair, transparent, cost effective, and efficient. During the period under review, the SCM Unit undertook a review of its policies to ensure they remained relevant, considering developments within the Council's operational environment and broader procurement trends.

No significant policy developments or legislative changes occurred that affected the mandate of the ELRC.

The approved procurement plan included three tenders. Following the Mid-Term Budget Review, two of these tenders were cancelled. The remaining tender was successfully concluded during the third quarter.

The cancellation of the two tenders had no impact on service delivery. In one case, the contract for security services was extended to ensure continuity of services while the matter was reviewed. The other cancelled tender, relating to the procurement of provincial office buildings, has been deferred indefinitely. The Council will continue to monitor the market for suitable opportunities.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

No changes were made to planned targets.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Finance and Supply Chain Management Services	R'000	R'000	R'000
Supply Chain Management	4 385	4 906	522
Finance Administration	11 826	11 841	15
Total	16 210	16 747	537

3.5 Programme 5: Executive Services

Purpose

The purpose of Programme 5 is to ensure that the Council fulfils its strategic vision, which is grounded in its mandate to maintain labour peace with public education. This vision extends to the promotion of quality education in public schools, achieved through stakeholder collaboration and support for initiatives aimed at restoring the image of the teaching profession.

Sub-Programmes:

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

Strategic Objectives:

- To add value by assessing the organisation's tone and risk management culture, and by evaluating and reporting on the effectiveness and efficiency of the implementation of management policies.
- To promote fiscal discipline, sound corporate governance, and compliance with the applicable regulatory framework.

KPIs, Planned Targets and Actual Achievements

Executive Services						
Internal Audit Function						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement for 2024/25	Comment on Deviation	Status
Approved FY 2025/26 Internal Audit Coverage Plan	Achieved The 2024/25 Annual Internal Audit Plan and Three-Year Strategic Plan documents were approved by the Audit and Risk Committee (ARC) on the 27 March 2024	Internal Audit Coverage Plan developed and approved by the ARC by end March 2025	Achieved The 2025/26 Audit Coverage Plan was approved by the ARC on the 25th March 2025	None		
Quarterly reporting to Management and the ARC on the status of internal controls of audited areas	Achieved The 2023/24 Audit Plan was 100% achieved, all planned projects were completed, and reports issued to Management and tabled at the ARC quarterly meetings: • 7 Assurance Audits • 13 Mandatory Reviews • 2 Ad-Hoc Engagements	Perform 100% of planned risk-based audits and reporting to Management and the ARC	Achieved The approved 2024/25 Audit Work Plan was 100% achieved. Internal Audit Function issued 12 assurance audit reports; reported on the outcome quarterly mandatory review of the compliance checklists, the quarterly and annual reports. Formal reports containing recommendations to address control weaknesses were submitted to Management and tabled at the quarterly ARC meetings	None		

Executive Services						
Internal Audit Function						
Programme Performance Indicator	Actual Achievement 2023/24	Planned Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement for 2024/25	Comment on Deviation	Status
Quarterly reporting to Management and the ARC on the status of implementing management agreed corrective action plans from prior audit reports	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	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 the implementation of corrective action plans and recommendations resulting from the raised audit findings). 4 Audit Follow Up reports were issued and tabled at the quarterly ARC meetings	None		
Approved 2025/26 annual Enterprise Risk Register (ERR)	Achieved The 2024/25 ERR was approved by the ARC on 27 March 2024	Facilitation of the annual risk register development process and submission of the ERR to the ARC for approval by end March 2025	Achieved The 2025/26 ERR was approved by the ARC on 25 March 2025	None		
Quarterly reporting to Management and the ARC on the Enterprise Risk Register (ERR)	Achieved 4 Risk Register Monitoring reports were 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 The ERR was reviewed quarterly and 4 formal reports were submitted to Management and tabled at the quarterly ARC meetings	None		

Overview of the Executive Services Programme's Performance of the 2024/25 financial year

Internal Audit resources were effectively utilised to perform risk-based audits, follow up on previous audit findings, monitor the implementation of management's corrective action plans, and carry out mandatory reviews. The unit also provided support to management activities, served on in-house committees, and undertook various administrative responsibilities.

The Internal Audit Function carried out its audit engagements in accordance with the approved 2024/25 Audit Work Plan, as outlined in the table below:

Description	Q1	Q2	Q3	Q4
Assurance Audits	Leave Management (HR) CBS: National, PELRC Western Cape, Limpopo and Eastern Cape	Payroll Management (HR) Contract Management (SCM) ICT General Controls	Asset Management (SCM) Dispute Resolution (DMS) Financial Internal Controls (Finance)	Procurement Management (SCM)
Follow-up Reviews	Follow Up of Prior Internal Audit Reports	Follow Up of Prior Internal Audit Reports	Follow Up of Prior Internal Audit Reports	Follow Up of Prior Internal Audit Reports
Ad-hoc Reviews	Quality Review of Monthly Payroll Basic Variance Report	Quality Review of Monthly Payroll Basic Variance Report Physical Security and Photocopy Machines Leasing Tenders	Quality Review of Monthly Payroll Basic Variance Report	Quality Review of Monthly Payroll Basic Variance Report
Mandatory Reviews	Compliance Checklist Enterprise Risk Register Quarterly Report (Performance Information and Financial Statements) 2023/24 Annual Report (Performance Information and Financial Statements)	Compliance Checklist Enterprise Risk Register Quarterly Report (Performance Information and Financial Statements) Mid-Term Review of the 2024/25 Annual Performance Plan	Compliance Checklist Enterprise Risk Register Quarterly Report (Performance Information and Financial Statements)	Compliance Checklist Enterprise Risk Register Quarterly Report (Performance Information and Financial Statements) 2025/26 Annual Performance Plan
Internal Audit Planning	Not applicable	Not applicable	Not applicable	2025/26 Internal Audit Coverage Plan 2025/26 Risk Register
Review of Charters	Not applicable	Not applicable	2025/26 Audit and Risk Committee Charter 2025/26 Internal Audit Charter Internal Audit Manual	None

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

No changes were made to planned targets.

Linking Performance to Budget

Apr 2024 - Mar 2025			
Programme Name	Actual Expenditure	Budget	(Over)/Under Expenditure
Executive Services	R'000	R'000	R'000
Financial Management and Compliance Services	9 260	10 842	1 582
Total	9 260	10 842	1 582

4. SUMMARY OF FINANCIAL INFORMATION

4.1 Revenue Collection

March 2025			
Source of revenue	Actual	Estimate	Under collection
	R'000	R'000	R'000
Levies	112 083	108 894	7 189
Total	112 083	108 894	7 189

March 2023		
Actual	Estimate	Over collection
R'000	R'000	R'000
106 193	108 214	(2 021)
106 193	108 214	(2 021)

5. PROGRAMME EXPENDITURE

March 2025			
Source of revenue	Actual	Estimate	Under expenditure
	R'000	R'000	R'000
Dispute management services	29 305	32 428	(3 124)
Collective Bargaining Services	37 378	47 449	(10 071)
Corporate services	14 976	17 496	(2 520)
Finance and Supply Chain Management	16 210	16 747	(537)
Executive Services	9 260	10 842	(1 582)
Capital Expenditure	948	1 452	(504)
Total	108 076	126 413	(18 338))

March 2023		
Actual	Estimate	Under expenditure
R'000	R'000	R'000
29 539	33 138	(6 599)
34 579	39 560	(4 980)
14 063	15 603	(1 540)
15 021	16 056	(1 034)
9 433	9 906	(473)
788	1 711	(923)
100 424	115 974	(15 550)

5.1. Capital Investment, Maintenance and Asset Management Plan

Not applicable.

Strategy to Overcome Areas of Underperformance

Not applicable.

Changes to Planned Targets

Not applicable.

PART C

GOVERNANCE



1. INTRODUCTION

The overall performance of the Council for the 2024/25 financial year remained consistent with that of the 2023/24 financial year.

At national level, several significant Collective Agreements were concluded, aimed at enhancing the quality of education in public schools.

With regard to Dispute Management Services (DMS), the Council implemented a range of proactive measures to address disputes effectively.

The Council's support services played a vital role in ensuring the smooth functioning of the ELRC, with all support units achieving 100% of their targets during the period under review.

2. THE ACCOUNTING AUTHORITY

Committees

Committee	No. of meetings held	No. of members	Name of members
EXCO	8	11	DBE Mr S Faker Ms JM Mogale Mr D Ntloana (1 September 2024) Mr S Mnguni Mr G Rafapa SADTU Dr M Maluleke Mr A Zungu Mr D Phala CTU-ATU Mr G Masondo Mr P Sauer (01 January 2025) Chairperson Dr L Bono
Audit and Risk Committee	5	5	Mr SA Ngobeni Ms J Masite Dr C Motau Dr M Maluleke Mr OG Serache

Committee	No. of meetings held	No. of members	Name of members
Finance Sub-Committee	4	12	DBE Ms JM Mogale Mr C Esau Mr H Ngwenya Mr N Hlongwane Mr S Mnguni Mr D Ntloana SADTU Mr A Zungu Mr S Ngubane Mr K Lekitlane (left 6 August 2024) Mr Z Mahlalela (from 28 October 2024) CTU-ATU Mr P Sauer (left 29 October 2024) Ms M Besseling (from 24 January 2025) Mr M K Mohlatlole Chairperson Mr M Cele
Human Resources Sub-Committee	4	10	DBE Ms L Munday Mr V Zali Mr O Motang Ms JM Mogale Mr D Moreothata SADTU Mr T Khoboko Mr S Peter (left 21 January 2025) Mr D Phala (from 25 April 2024) CTU-ATU Mr M Mabija Ms L Matthews (from 24 January 2025) Chairperson Mr G M Mabuza

Committee	No. of meetings held	No. of members	Name of members
Legal Sub-Committee	0	9	DBE Mr S Faker Adv P Chakela Mr C Esau Ms P Masekela Mr D Ntloana 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, and divisional and operational risk registers are compiled with mitigation strategies. These are implemented and, monitored on a quarterly basis.

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 the 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 Arbitrator for sexual misconduct cases relating to minors.

At the beginning of the financial year, several risks that could potentially influence the operation of Council were identified. Due to the deliberations at Risk Management meetings, mitigation measures were put in place, the tracking of the implementation of these measures allowed the Council to minimise these risks and 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 a support function to the ELRC business unit, including quality checking of the monthly payroll master file, reviewing of policies and SOP amendments, deviation submissions, and attending of management and in-house committee meetings.
- Followed-up on the outstanding Internal Audit findings and pursued them together with the relevant managers. Feedback was provided to the Accounting Officer and Audit and Risk Committee.
- Observed the tender closing session, compliance checking, and 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 secretariat support to the Executive, including the following key activities:

- The Delegation of Authority Policy was reviewed, updated, and signed off.
- The Terms of Reference of the Audit and Risk Committee were revised and duly approved.
- The Operational Risk and Strategic Risk Registers were updated and presented at quarterly Audit and Risk Committee meetings.

5. INTERNAL AUDIT AND AUDIT AND 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 in achieving 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 were undertaken in this regard: assessing and making appropriate recommendations to improve governance processes in support of the Council's objectives; evaluating the adequacy and effectiveness of the risk management process and contributing to its improvement; and assisting the Accounting Officer in maintaining efficient and effective internal controls by evaluating their performance and providing recommendations for their enhancement.

Internal Audit work completed during the year under review included 12 assurance engagements, 14 mandatory reviews, and four follow-up audits.

The Audit and Risk Committee is established as an oversight body, providing independent scrutiny of governance, risk management, and internal control processes within the ELRC. Its responsibilities include the oversight and review of the following:

- The Internal Audit function
- The External Audit function
- Accounting and financial reporting
- Accounting policies
- The External Auditor Management and Audit Report
- In-year financial monitoring

- Risk management
- Internal controls
- Performance against predetermined objectives
- ICT Governance
- Safety Health and Environment (SHE) activities

6. ICT GOVERNANCE

ICT governance remains essential for the Council to effectively manage its ICT resources, align technology with business objectives, mitigate risks, and ensure regulatory compliance. It also promotes transparency, accountability, and strategic decision-making, ultimately contributing to the Council's success in a technology-driven environment. The Council reports on ICT governance compliance at the ICT Steering Committee and Audit and Risk Committee meetings.

7. COMPLIANCE WITH LAWS AND REGULATIONS

The Internal Audit function oversees employee compliance with laws and regulations. It ensured that the Council adhered to relevant organisational legal requirements. Where shortcomings were identified, audit reports provided guidance, and action plans were implemented to address these challenges.

Compliance with the Protection of Personal Information Act (POPIA) of 2013 enhances data security, fosters customer trust and loyalty, and mitigates legal and financial risks. The Council remains fully compliant with the provisions of the Act, as stipulated by the Information Regulator, with adherence monitored on a quarterly basis.

8. FRAUD AND CORRUPTION

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

9. OCCUPATIONAL, SAFETY, HEALTH AND ENVIRONMENT

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

The Council has ensured, to the greatest extent possible, compliance with the OHAS Act by making statutory appointments and maintaining a functional SHE Committee. This committee actively monitors occupational health and safety activities and reports 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 in doing so clarifies the desired behaviour.

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

11. SOCIAL RESPONSIBILITY

As part of its social responsibility activities, the Council visited Leamogetswe Safety Home in Atteridgeville on 18 July 2024 and donated blankets and non-perishables.

12. AUDIT AND RISK COMMITTEE REPORT: 2024/25 ANNUAL FINANCIAL YEAR

1. Background

The Audit and Risk Committee (ARC) was 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 2025.

2. Membership and Attendance for 2024/25

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 2024/25 financial year:

- 30 April 2024
- 24 May 2024 (Special)
- 06 August 2024
- 31 October 2024
- 04 February 2025

The ARC members and meeting attendance were as follows:

Name of Member	Number of Meetings Attended
Mr. Ngobeni SA (Chairperson)	5
Dr. Motau C	5
Ms. Masite J	5
Dr. Maluleke M	4
Mr O G Serache	2

The General Secretary/Chief Executive Officer, Chief Financial Officer, Internal Auditor, 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.

3. Audit and Risk Committee Responsibility

The Committee:

- Confirm that during this reporting period, the Committee carried out its duties and concluded its agenda which covered the responsibilities enshrined in the Audit and Risk Committee Charter. The charter is a legal document that set the contractual responsibilities of the Committee to the ELRC, including its delegated powers and authority, the Committee's composition, and the administration of meetings convened by or for the ARC.
- Submit that it was at all material times supported by the Internal Audit unit, the External Auditor and Management under the leadership of the Accounting Officer.
- Reviewed the Annual Report (Financial Statements and Performance Report) prepared by the ELRC.
- Reviewed and responded to the Auditor's Report and the Management Report with the External Auditor and management staff.

4. Internal Control and risk management

The Committee has:

- Evaluated the Internal Audit reports on the effectiveness of the systems of internal financial controls conducted; 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.
- 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 that the responsibility for coordinating the risk register resides with the Internal Audit Function (IAF) and in-year monitoring meetings were held with management.

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

- Expressed satisfaction with the combined assurance framework in place, attributed to the achieved objective of an effective, integrated approach across the disciplines of risk management, compliance and audit.

In light of the internal audit reports presented to the Committee for the year ended 31 March 2025, the Committee believes that the overall control environment of the ELRC has significantly strengthened throughout the year under review.

5. Information and Communication Technology Governance

- The Committee has thoroughly reviewed the quarterly ICT Governance Reports; ICT Steering Committee Reports and Internal and External Audit Reports and is satisfied with the contents.
- Furthermore, the Committee is reasonably satisfied how the ELRC has optimised the use of ICT operations to support the business objectives.

6. Internal Audit

- The Internal Audit team undertakes an annual audit and risk plan by delivering a series of internal assurance and audit assignments across a variety of processes, business units and functions. On the conclusion of each assignment, the IAF issues a report on its findings, which may also include an overall rating as to the status of the process or function being audited, detailed reasons for the rating and actions to be taken within a specific timetable. The ARC receives reports quarterly.
- The Committee assesses the effectiveness of IAF by reviewing its annual audit plan at the start of the financial year, monitoring its ongoing quality throughout the year, and assessing completion rates and feedback provided following completion of the Operational Audit Plan for the year ending 31 March 2025. Having carried out this assessment, the Committee is of the view that the quality, experience and expertise of IAF is appropriate for the organisation.
- The quarterly Internal Audit reports, reflecting the unit's progress, were adopted during the normal meetings held throughout the year.

7. External Audit

The Committee:

- Interacted and considered the Annual Audit Memorandum (APM), approved the audit fees.
- Discussed the Auditor's Report and Management Report.

8. Compliance with Laws and Regulations

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

9. 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.

10. 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.
- Concurred with the assessment and recommended acceptance of this conclusion to the EXCO and AGM.

11. CONCLUSION

Having taken all the above assessments into account, the Committee recommends the approval of the Annual Report for the year ended 31 March 2025 by the Executive Committee, to be read together with the Auditor's Report.

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

A handwritten signature in black ink, consisting of the letters 'ASB' inside an oval shape, followed by a small flourish.

Mr SAB Ngobeni

Chairperson of the ELRC Audit and Risk Committee

Date: 11 August 2025

PART D

HUMAN RESOURCES MANAGEMENT



1. INTRODUCTION

Recruitment/Appointments

During the period under review, the Council filled three vacant positions. The Internal Audit Officer commenced employment in August 2024, while both the Information Communications Technology Officer and a Case Management Officer started in January 2025.

Furthermore, the recruitment process for the Information Communications Technology Manager was completed during the same period, with the selected candidate commencing employment in April 2025.

Employee Relations Matters

Three employees were issued written warning letters for not meeting certain deliverables outlined in their performance contracts. Additionally, three employees received final written warning letters due to failure to adhere to specific deliverables contained in their performance contracts.

Further Studies and Skills Development

During the period under review, the Council provided various training sessions to its employees. Two employees attended GRAP Asset Accounting and Asset Management training, while another two participated in Microsoft Excel training. One employee received Media Skills training, another completed Report Writing training, and one attended Contract Management training. Additionally, 34 employees took part in Performance Management System (PMS) training.

Performance Management

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

Employee Wellness

During the period under review, the Council facilitated several Employee Wellness activities aimed at enhancing the overall well-being of its staff:

The Council hosted a Financial Wellness Workshop, where a financial professional from FNB provided guidance on effective personal financial management to help employees prepare for the future.

To celebrate Heritage Day and Spring Day, the Council organised a cultural event showcasing the diverse backgrounds of employees through dance, song, and drama. Staff were grouped into four cultural clans – Sepedi, Tsonga, Venda, and Ndebele – to present traditional skits reflecting their heritage.

In commemoration of Mandela Day on 18 July 2024, the Council visited Leamogetswe Safety Home in Atteridgeville and donated blankets and non-perishable items to support the children housed at the facility.

To promote mental wellness, the Council arranged a neuroscience workshop led by a professional service provider. Topics included growth mindset development, mental hygiene, the neuroscience of stress, psychological safety, team effectiveness, and leadership, equipping employees with tools to better manage mental health challenges in the workplace.

Resignations/Retirement

During the period under review, four employees tendered resignation letters. There were no retirements during the same period.

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	R19 485	R37 378	52%	21	R 928
Dispute Management Services	R8 822	R29 305	30%	8	R 1 103
Corporate Services	R7 916	R14 976	53%	9	R 880
Finance and Supply Chain Management Services	R13 258	R16 210	82%	16	R 829
Executive Services	R7 320	R9 260	79%	5	R 1 464
Total	R56 802	R107 128	53%	59	

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 132	9%	2	R2 566
Senior Management	R5 056	9%	3	R1 685
Professional Qualified / Managers	R22 737	40%	16	R1 421
Skilled / Officers	R21 544	38%	32	R673
Semi-skilled / Clerks	R1 243	2%	3	R414
Unskilled / General	R1 090	2%	3	R363
Total	R56 802	100%	59	

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	R19 485	R25	0,0%	21	R1
Dispute Resolution	R8 822	R28	0,0%	8	R3
Corporate Services	R7 916	R12	0,0%	9	R1
Finance and Supply Chain Management Services	R13 258	R0	0,0%	16	R0
Executive Services	R7 320	R29	0,1%	5	R6
Total	R56 802	R93	0,2%	59	

Employment Levels per Programme

Programme	2024/2025 Approved Posts	2024/2025 No. of Employees	2024/2025 Vacancies	% of vacancies
Executive Office	5	5	0	0%
Collective Bargaining	21	21	1	5%
Corporate Services	9	9	1	11%
Finance and Supply Chain Management Services	16	16	0	0%
Dispute Management Services	8	8	0	0%
Total	59	59	2	3%

Employment and Vacancies per Level

Programme	2024/2025 Approved Posts	2024/2025 No. of Employees	2024/2025 Vacancies	% of vacancies
Top Management	2	2	0	0%
Senior Management	4	3	1	25%
Professional Qualified	16	16	1	6%
Skilled	31	32	0	0%
Semi-skilled	3	3	0	0%
Unskilled	3	3	0	0%
Total	59	59	2	3%

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	1	0	15
Skilled	29	2	0	0	31
Semi-skilled	3	0	0	0	3
Unskilled	3	0	0	0	3
Total	56	2	1	0	57

Reasons for Staff Leaving

Reason	Number	% of total no. of staff leaving
Death	0	0%
Resignation	1	2%
Dismissal	0	0%
Retirement	0	0%
Ill health	0	0%
Expiry of contract	0	0%
Other (Termination by mutual agreement)	0	0%
Total	1	2%

Labour Relations Issues

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

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	7	0	0	0	0	0	0	0
Skilled	10	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	23	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	0	1
Skilled	18	0	1	0	1	0	0	1
Semi-skilled	0	0	0	0	0	0	0	0
Unskilled	1	0	0	0	0	0	0	0
Total	27	0	4	0	1	0	0	2

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



1. REPORT OF THE EXTERNAL AUDITOR

To the Members of the Education Labour Relations Council

Opinion

We have audited the financial statements of the Education Labour Relations Council set out in pages 137 to 161, which comprise statement of financial position as at 31 March 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended; and 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 Education Labour Relations Council as at 31 March 2025, its statement of comprehensive income and cash flows for the year then ended in accordance 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.

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 control as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

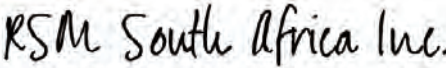
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, 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 Council's internal control.
- 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.

Signed by:

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RSM South Africa Inc.
Keamogetswe Ruiters
Chartered Accountant (SA)
Registered Auditor
Director

12 August 2025

EDUCATION LABOUR RELATIONS COUNCIL

(Registration number LR2/6/6/110)

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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

Fruitless and Wasteful Expenditure	162
Statement of Comparison of Budget and Actual Amounts	163

The financial statements set out on pages 137 to 161, which have been prepared on the going concern basis, were approved on 13 August 2025 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 2025

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

It is their responsibility to ensure that the financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting 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 2025.

The Education Labour Relations Council's annual financial statements for the year ended 31 March 2025 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 137 to page 161 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 2025

		March 2025	March 2024
	Notes	R	R
Assets			
Non-Current Assets		21 725 027	22 779 319
Property and equipment	2	21 476 021	22 472 774
Intangible assets	3	249 006	306 545
Current Assets		304 176 356	279 079 763
Trade and other receivables	4	4 521 661	2 300 524
Cash and cash equivalents	5	299 654 695	276 779 239
Total Assets		325 901 383	301 859 082
Equity and Liabilities			
Equity			
Retained surplus		317 368 912	291 308 370
Liabilities			
Current Liabilities		8 532 471	10 550 712
Trade and other payables	6	2 585 357	5 434 572
Provisions	7	5 947 114	5 116 140
Total Equity and Liabilities		325 901 383	301 859 082

STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 MARCH 2025

Description	Notes	March 2025	March 2024
		R	R
Revenue	8	112 083 183	106 192 887
Other Income	9	23 097 802	22 570 872
Depreciation, amortisation and impairment loss	2&3	(1 941 392)	(2 145 297)
Employee related costs	10	(56 801 660)	(51 806 068)
Operating Expenditure	19	(50 377 393)	(47 901 967)
Operating surplus for the year		26 060 540	26 910 428
Other comprehensive income		-	-
Total comprehensive income for the year		26 060 540	26 910 428

STATEMENT OF CHANGES IN EQUITY AS AT 31 MARCH 2025

	Retained surplus R	Total equity R
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 01 April 2024	291 308 370	291 308 370
Total comprehensive surplus for the year	26 060 540	26 060 540
Balance at 31 March 2025	317 368 912	317 368 912

STATEMENT OF CASH FLOWS AS AT 31 MARCH 2025

		March 2025	March 2024
	Notes	R	R
Cash flows from operating activities			
Cash received from customers		112 129 047	106 145 142
Cash paid to suppliers and employees		(110 270 269)	(95 826 187)
Net cash from operating activities	14	1 858 779	10 318 954
Cash flows from investing activities			
Purchase of property and equipment	2	(947 777)	(788 189)
Disposal of property and equipment	2	9 600	2 859
Purchase of intangible assets	3	-	(118 065)
Cash received from investment	9	21 954 854	20 717 639
Net cash from investing activities		21 016 677	19 814 244
Increase in cash and cash equivalents for the year		22 875 456	30 133 198
Cash at the beginning of the year		276 779 239	246 646 041
Total cash at the end of the year	5	299 654 695	276 779 239

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2025

1. PRESENTATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the International Financial Reporting Standards for Small and Medium sized Entities (IFRS for SMEs 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 IFRS for SMEs 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. Change in the estimate of useful lives of property and equipment is based on past experience, pattern of use and asset condition. For building, the structural engineering reports and any other identified improvements are taken into consideration.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates are included on 1.8 and in note 7 Provisions.

1.2 Property and Equipment

Property and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others or for administrative purposes; and
- are expected to be used during more than one period.

Property and equipment are carried at cost less accumulated depreciation and accumulated impairment losses.

Cost includes all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Costs include costs incurred initially to acquire or construct an item of property and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property and equipment, the carrying amount of the replaced part is derecognised.

Depreciation is provided using the straight-line method to write down the cost over the useful life of the property and equipment, which is as follows:

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Item	Depreciation method	Average useful life in years
Buildings	Straight line	25 to 50
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 is 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 2025 (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 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.

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 2025 (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 2025 (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 2025

Note 2

Property and equipment	March 2025			March 2024		
	Cost	Accumulated depreciation	Carrying Value	Cost	Accumulated depreciation	Carrying Value
Land	1 000 000	-	1 000 000	1 000 000	-	1 000 000
Buildings	33 651 321	(16 668 529)	16 982 792	33 630 323	(15 585 835)	18 044 488
Generators	599 576	(231 388)	368 188	599 576	(207 390)	392 186
Lifts	702 669	(256 147)	446 522	702 669	(228 028)	474 641
Furniture and fittings	2 516 766	(1 712 428)	804 338	2 183 321	(1 844 787)	338 534
Motor vehicles	499 000	(490 454)	8 546	499 000	(488 546)	10 454
Office equipment	1 010 314	(593 934)	416 380	1 040 002	(577 611)	462 391
Computer equipment	5 641 713	(4 192 458)	1 449 255	5 616 914	(3 866 834)	1 750 080
	45 621 359	(24 145 338)	21 476 021	45 271 805	(22 799 031)	22 472 774

Reconciliation of property and equipment: 31 March 2025

	Opening Balance	Additions	Disposals	Depreciation	Total
Land	1 000 000	-	-	-	1 000 000
Buildings	18 044 488	20 998	-	(1 082 694)	16 982 792
Generators	392 186	-	-	(23 998)	368 188
Lifts	474 641	-	-	(28 119)	446 522
Furniture and fittings	338 534	563 351	(29 216)	(68 331)	804 338
Motor vehicles	10 454	-	-	(1 908)	8 546
Office equipment	462 391	49 124	(4 231)	(90 904)	416 380
Computer equipment	1 750 080	314 304	(27 230)	(587 899)	1 449 255
	22 472 774	947 777	(60 677)	(1 883 853)	21 476 021

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Note 2 (cont.)

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
Generator	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

Disposals

The amount disclosed above reflect the carrying value of the disposed assets. Cash receipts for the disposed assets amount to R9 600.

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 a decrease of R316 632 to the surplus.

Computer, office equipment, motor vehicle, 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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Note 3

Intangible assets	March 2025			March 2024		
	Cost	Accumulated amortisation	Carrying Value	Cost	Accumulated amortisation	Carrying Value
Application Software	4 785 213	(4 543 889)	241 324	4 785 213	(4 487 829)	297 384
System Software	634 129	(626 447)	7 682	634 129	(624 968)	9 161
	5 419 342	(5 170 336)	249 006	5 419 342	(5 112 798)	306 545

Reconciliation of intangible assets: 31 March 2025

	Opening Balance	Additions	Amortisation	Total
Application Software	297 384	-	(56 061)	241 324
System Software	9 161	-	(1 479)	7 682
	306 545	-	(57 539)	249 006

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
	320 453	118 065	(131 974)	306 545

Changes in estimates

At the end of each reporting period, the entity reassesses whether there is any indication that any intangible asset may be impaired, in line with the accounting policy and section 18 Intangible Assets. These assessments are based on historic analysis and the latest available and reliable information. This resulted in an increase of R85 333 to the surplus. The items which had one year remaining of useful life at the beginning of the financial year have been increased by an additional three years.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Note 4

Trade and other receivables

31 March 2025	Financial Assets at Amortised Cost	Non Financial Assets	Total
Flight ticket refunds*	10 397	-	10 397
Flight ticket reuse	6 000	-	6 000
Deposits	411 705	-	411 705
Other receivables	7 758	-	7 758
Prepayments	-	4 021 347	4 021 347
Trade receivables	64 454	-	64 454
	500 314	4 021 347	4 521 661

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

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 to unavailability of pre-booked travellers.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Note 5

Cash and cash equivalents	2025 R	2024 R
Cash and cash equivalents consist of:		
Cash on hand	18 002	18 281
Current account	18 409 142	17 011 178
Short term deposits *	281 227 551	259 749 780
	299 654 695	276 779 239

*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	2025 R	2024 R
Trade payables	2 296 461	5 078 822
Operating lease liability	69 247	46 371
Accrued expenses	219 650	309 378
	2 585 357	5 434 572

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

Note 7

Provisions	2025 R	2024 R
Provision for 13th cheque	800 238	749 461
Provision for performance bonus	3 284 029	2 679 632
Provision for annual leave	1 850 267	1 680 047
Provision for SADTU	12 580	7 000
	5 947 114	5 116 140

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)**Note 7** (cont.)*Reconciliation of provisions: 31 March 2025*

	Opening Balance	Additions	Reversed	Paid	Total
Provision for 13th cheque	749 461	3 315 742	(3 173 276)	(91 688)	800 238
Provision for performance bonus*	2 679 632	3 284 029	-	(2 679 632)	3 284 029
Provision for annual leave*	1 680 047	274 647	-	(104 427)	1 850 267
Provision for SADTU	7 000	115 752	(110 172)	-	12 580
	5 116 140	6 990 170	(3 283 448)	(2 875 748)	5 947 114

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)	(5 210 809)	5 116 140

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	2025 R	2024 R
Levies – FETC	3 124 755	3 022 090
Levies – DBE	108 958 428	103 170 797
	112 083 183	106 192 887

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 2025 (cont.)

Note 9

Other income	2025 R	2024 R
Interest income	21 954 854	20 717 639
Penalty income	151 783	220 902
Other income	577 165	1 242 683
Rental income	414 000	389 648
	23 097 802	22 570 872

Note 10

Employee costs	2025 R	2024 R
Basic earnings	42 119 549	38 818 546
13 th Cheque	3 231 864	2 995 461
Medical Aid	1 121 548	1 065 917
Unemployment Insurance Fund (UIF)	124 765	124 692
Skills Development Levy (SDL)	471 545	430 697
Leave pay accrual charge	318 287	137 787
Performance bonus	3 284 029	2 597 638
Housing allowance	689 149	662 654
Post retirement benefits	5 440 924	4 972 676
Total cost	56 801 660	51 806 068

Total number of employees 59 (2024: 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 2025 (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	2025 R	2024 R
Consulting fees	103 410	96 645
Disbursements	3 704	33 730
Statutory audit fees	505 328	812 322
	612 443	942 697

Note 13

Commitments	2025 R	2024 R
Already contracted, but not provided for:		
Operating expenditure	10 665 200	8 217 760

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	2 329 371	2 203 563
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At the end of the year, the Council has outstanding commitments under operating lease that falls due as follows:

Total minimum lease payments

Not later than one year	1 692 261	1 741 973
Later than one year and not later than five years	955 379	2 543 136
	2 647 640	4 285 109

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 2025 (cont.)

Note 14

	2025 R	2024 R
Cash generated from operations		
Surplus for the year	26 060 540	26 910 428
Adjustments for:		
Depreciation and amortisation	1 941 392	2 145 297
Movement in accruals	(89 728)	(756 148)
Movement in provisions	830 974	632 362
Loss on disposal of assets	51 077	38 530
Interest income	(21 954 854)	(20 717 639)
Changes in working capital:		
Trade and other receivables	(2 221 137)	(883 531)
Trade and other payables	(2 759 486)	2 949 654
	1 858 779	10 318 954

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 and Risk Committee of the ELRC. The ARC sits for four meetings annually and any other special meetings.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (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 Management	1
Senior management	Management	4

Related party transactions

Fees paid to related parties in respect of services rendered

	2025 R	2024 R
Dr L. Bono*	402 272	347 460

*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)

	2025 R	2024 R
Dr L. Bono	216 000	171 000

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 R216,000 and were only paid to Dr L. Bono.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Note 15 (cont.)

Audit and Risk Committee Fees

	2025 R	2024 R
Mr SA Ngobeni	66 986	64 822
Ms J Masite	31 900	27 770
Dr C Motau	26 100	28 165
	124 986	120 757

Non-Executive members serve in the Audit and Risk Committee of the ELRC. The ARC 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 2025 (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 2025						
Dr NO Foca	1 949 144	202 929	350 230	278 303	531 849	3 312 455
Ms U Ndobeni	1 399 712	145 715	125 743	208 786	467 054	2 347 010
	3 348 856	348 644	475 973	487 089	998 903	5 659 465

	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	3 074 476
Ms U Ndobeni	1 287 624	134 046	115 673	144 049	429 388	2 110 782
	3 081 095	320 767	437 930	400 125	945 342	5 185 258

* 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 2025 (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 2025						
Ms LO Makofane	1 128 679	117 509	101 403	161 155	305 542	1 814 288
Ms NA Bongco	1 112 545	115 820	99 945	165 951	380 520	1 874 781
Mr MP Moela	1 139 809	118 668	204 805	122 058	212 439	1 797 779
	3 381 033	351 997	406 153	449 164	898 501	5 486 848

	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

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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Note 16

Fulltime Shopsteward expenses	2025 R	2024 R
International expenses	-	2 630 571
Employee cost	1 597 297	1 524 170
Local expenses	1 719 667	5 771 668
	3 316 964	9 926 409

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 2025 (cont.)

Note 19

Administration expenses	Notes	2025 R	2024 R
Accommodation expenses		57 478	23 452
Administration and management fees		373 234	644 627
Advertising and Recruitment		1 070 703	1 041 431
Arbitration		14 498 121	10 810 988
Assets below R5000		59 912	23 672
Auditors fees	12	509 032	846 052
Bad dets written off		-	1 535
Bank charges		54 814	58 040
Chairperson's fees	15	216 000	171 000
Cleaning and sanitation		208 887	163 325
Computer expenses		963 715	788 297
Conciliation		1 160 100	660 920
Condonation		78 000	72 500
Consulting and professional fees		211 722	242 712
Consumables		84 375	89 923
Cost of quality control		157 000	150 000
Delivery expenses		50 902	35 586
Employee wellness and SHE expenses		454 902	383 253
Facilitation and Dispute prevention		64 406	25 382
Fulltime Shopstewards	16	3 316 964	9 926 409
Governance and provincial chambers		6 998 600	3 259 696
Implementation of Acts and Agreements		159 046	858 403
Insurance		661 655	538 218

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont.)

Note 19 (cont.)

Administration expenses (cont.)	Notes	2025 R	2024 R
International travel expense		3 312 992	-
Legal Expenses		1 165 067	1 295 372
Loss on disposal of assets	2	51 077	38 530
Motor vehicle expenses		32 091	57 917
Municipal expenses		1 968 035	1 807 728
Printing and stationery		823 809	607 176
Refreshments		61 281	66 016
Rentals		2 329 371	2 203 563
Repairs and maintenance		1 015 915	943 890
Security		1 131 140	1 072 506
Storage and removal		41 518	68 674
Subscriptions and license fees		1 231 842	1 301 862
Telecommunication costs and postal fees		346 430	408 742
Training		4 859 151	6 586 985
Travelling costs		535 814	554 441
Workman's compensation		62 292	73 143
		50 377 393	47 901 967

Supplementary information to the Annual Financial Statements for the year ended 31 March 2025

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 that an amount should be recovered, a receivable will be recorded against an employee or party member 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	2025 R	2024 R
Opening balance	-	12 837
Add: Fruitless and wasteful expenditure incurred during the year	4 900	12 035
Less: Recovered during the year	(4 900)	(7 340)
Less: Condoned	-	(17 532)
Closing balance	-	-

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

Statement of Comparison of Budget and Actual amounts March 2025

Education Labour Relations Council
Statement of comparison of Budget and Actual
Mar-25



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	March-25			March-24		
	Actual	Budget	Variance	Actual	Budget	Variance
INCOME	135 129 908	127 522 698	(7 607 210)	128 736 051	129 826 609	1 090 558
Revenue	112 083 183	104 894 134	(7 189 049)	106 192 886	108 214 385	2 021 499
Other Income	23 046 725	22 628 564	(418 161)	22 543 165	21 612 224	(930 941)
OPERATING EXPENSES	107 127 975	124 961 995	17 834 021	99 636 155	114 263 052	14 626 897
DISPUTE MANAGEMENT SERVICES	29 304 649	32 428 374	3 123 726	26 539 440	33 138 128	6 598 688
COLLECTIVE BARGAINING SERVICES	37 377 554	47 448 544	10 070 991	34 579 287	39 559 652	4 980 366
CBS (NATIONAL)	30 223 047	37 228 182	7 005 135	28 268 416	31 038 814	2 770 398
Governance And Support Services	2 018 493	3 255 013	1 236 520	1 062 756	1 724 283	661 527
Chamber Expenses	5 136 014	6 965 350	1 829 336	5 248 114	6 796 555	1 548 441
Gauteng	567 826	901 845	334 019	648 012	872 244	224 232
Free State	515 753	682 767	167 015	538 297	795 207	256 910
Eastern Cape	696 747	859 239	162 492	653 025	848 447	195 422
Western Cape	442 699	703 395	260 696	490 374	802 308	311 934
Limpopo	536 342	668 206	131 864	526 606	615 804	89 198
Mpumalanga	488 481	708 681	220 200	483 557	654 965	171 408
Northern Cape	618 989	852 578	233 589	500 755	659 152	158 397
North West Province	654 118	817 690	163 572	690 134	710 824	20 690
KwaZulu Natal	615 059	770 949	155 890	717 355	837 604	120 249
CORPORATE SERVICES	14 975 638	17 495 970	2 520 332	14 062 971	15 603 383	1 540 413
Media & Communications	1 454 500	2 405 561	951 061	1 282 071	1 597 077	315 006
Information Communication Technology	2 866 932	3 904 695	1 037 763	3 028 904	4 102 242	1 073 338
Human Resource	10 654 206	11 185 714	531 508	9 751 995	9 904 064	152 069
FINANCE AND SUPPLY CHAIN MANAGEMENT SERVICE	16 210 443	16 747 280	536 837	15 021 477	16 055 506	1 034 029
Supply Chain Management	4 384 772	4 906 487	521 715	4 226 283	5 067 980	841 697
Financial Accounting Services	11 825 671	11 840 793	15 122	10 795 195	10 987 526	192 331
EXECUTIVE SERVICES	9 259 691	10 841 827	1 582 136	9 432 981	9 906 383	473 402
SURPLUS/DEFICIT BEFORE CAPEX	28 001 934			29 099 895		
CAPITAL EXPENDITURE (CAPEX)	947 777	1 451 500	503 723	788 189	1 710 920	922 731
SURPLUS/DEFICIT AFTER CAPEX	27 054 157			28 311 706		





“Reinforcing the importance of collaboration and sustained labour peace in a changing society.”

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