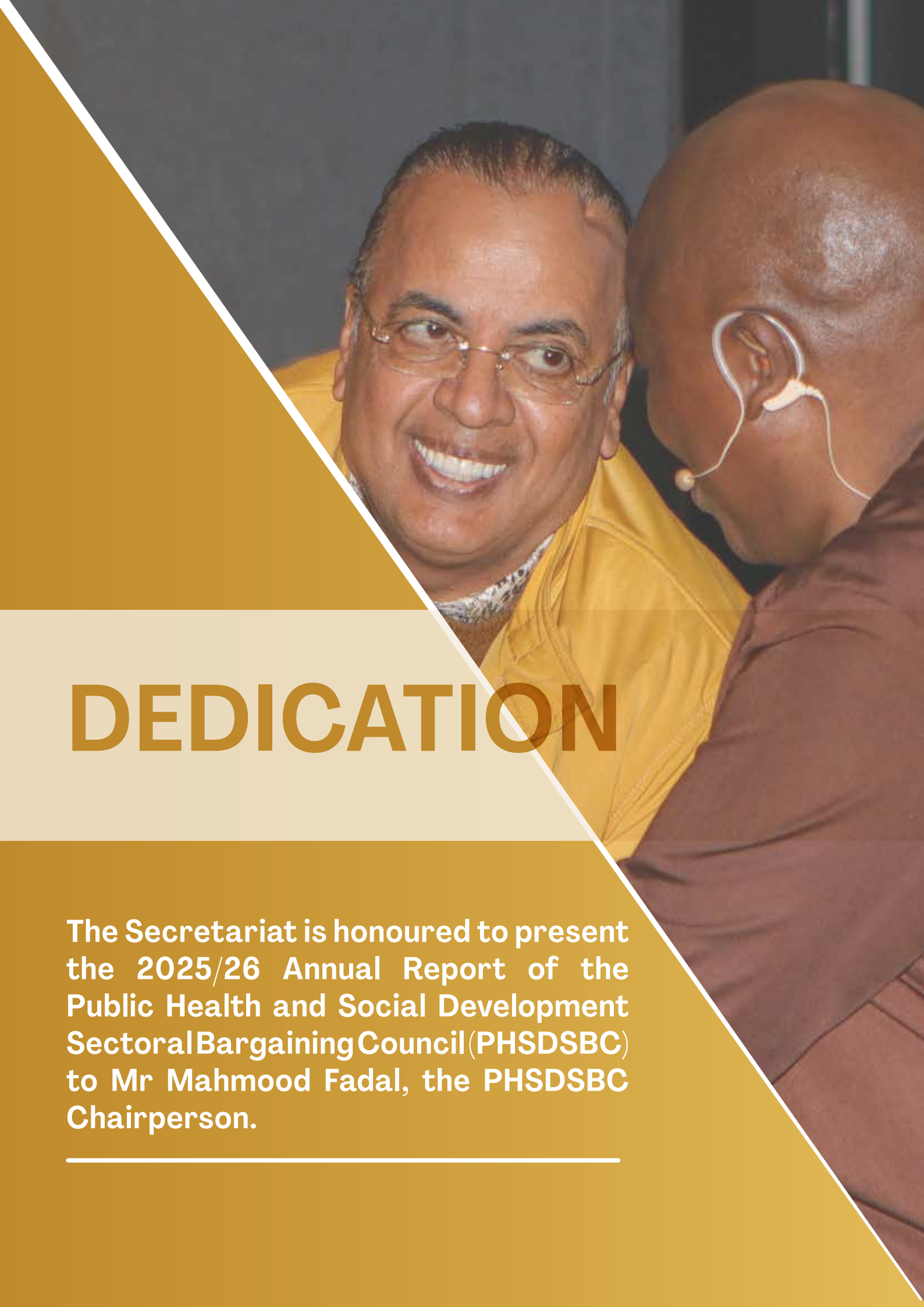
PHSDSBC

giving hope and restoring dignity

2024/25 ANNUAL REPORT



DEDICATION

The Secretariat is honoured to present the 2025/26 Annual Report of the Public Health and Social Development Sectoral Bargaining Council (PHSDSBC) to Mr Mahmood Fadal, the PHSDSBC Chairperson.

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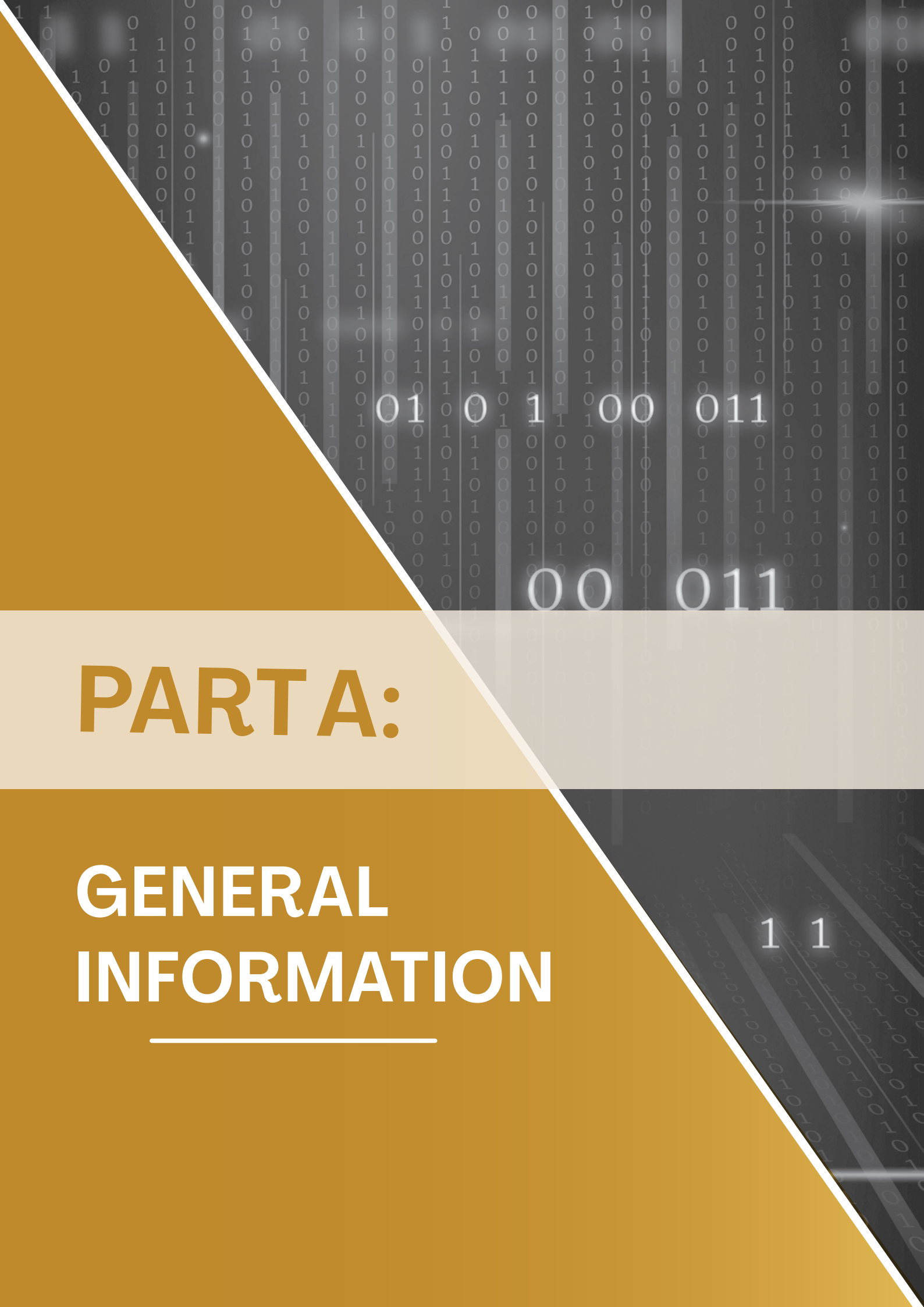


PART A:

GENERAL INFORMATION

1. Council General Information

Registered name:	Public Health and Social Development Sectoral Bargaining Council
Registration number:	LR2/6/6/144
Physical address:	Public Service Bargaining Centre PHSDSBC Blocks A and E 260 Basden Avenue Lyttelton Centurion 0176
Postal address:	P.O. Box 11467 Centurion 0046
Telephone number:	0860 747 322
Fax number:	011 580 0447
Email address:	servicedesk@phsdsbc.org.za
Website address:	www.phsdsbc.org.za
External auditors:	TiC & Mend Chartered Accountants (SA)
Bankers:	Nedbank

2 List of **Abbreviations/ Acronyms**

Table 1:Abbreviations/Acronyms

Abbreviation /Acronym	Item
AGM	Annual General Meeting
AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
ARV	Antiretroviral
BCEA	Basic Conditions of Employment Act
CB	Collective Bargaining
CBC	Collective Bargaining Committee
CCMA	Commission for Conciliation, Mediation and Arbitration
CMS	Case Management System
CDPs	Community Development Practitioners
CHC	Community Health Centre
CHWs	Community Health Care Workers
COSATU	Congress of South African Trade Unions
CPI	Consumer Price Index
CYCWs	Child and Youth Care Workers
COVID-19	Coronavirus Disease
CS	Corporate Services
CSA	Correctional Services Act
CSR	Corporate Social Responsibility
DENOSA	Democratic Nursing Organisation of South Africa
DM	Dispute Management
DoH	Department of Health
DPSA	Department of Public Service and Administration
DMC	Dispute Management Committee

Abbreviation /Acronym	Item
DoCS	Department of Correctional Services
DSD	Department of Social Development
EC	Eastern Cape
ExCo	Executive Committee
FS	Free State
GDSD	Gauteng Department of Social Development
GP	Gauteng Province
GS	General Secretary
HIV	Human Immunodeficiency Virus
HOSPERSA	Health and Other Service Personnel Trade Union of South Africa
HR	Human Resources
ISACA	Interpretation and/or Application of Collective Agreements
ICT	Information and Communications Technology
ILERA	International Labour and Employment Relations Association
ILO	International Labour Organisation
ILJ	Industrial Labour Journal
LC	Labour Court
IMLC	Institutional Multilateral Committee
IT	Information Technology
KZN	KwaZulu-Natal
LP	Limpopo Province

Abbreviation /Acronym	Item
LRA	Labour Relations Act 66 of 1995, as amended
LERASA	Labour and Employment Relations Association
MarCom	Marketing and Communication
MP	Mpumalanga Province
NDoH	National Department of Health
NDSD	National Department of Social Development
NHLS	National Health Laboratory Services
NHI	National Health Insurance
NC	Northern Cape
NEHAWU	National Education, Health, and Allied Workers Union
NPSWU	National Public Service Workers Union
NUPSAW	National Union of Public Service and Allied Workers
NW	Northwest
OGS	Office of the General Secretary
OHSIS	Occupational Health and Safety Information System
OHS	Occupational Health and Safety
OHSC	Occupational Health and Safety Committee
OSD	Occupational Specific Dispensation
PAWUSA	Public and Allied Workers Union of South Africa
PERSAL	Personnel Salary System
PHSDS	Public Health and Social Development Sector
PHSDSBC	Public Health and Social Development Sectoral Bargaining Council
PHWSBC	Public Health and Welfare Sectoral Bargaining Council
PMDS	Performance Management Development System

Abbreviation /Acronym	Item
PPT	Patient Planned Transport
PSA	Public Servants Association
PSA	Public Service Act
PSCBC	Public Service Coordinating Bargaining Council
RB	Refusal to Bargain
RBOs	Relationship by Objectives
SAEPU	South African Emergency Personnel's Union
SAMATU	South African Medical Association Trade Union
SABS	South African Bureau of Standards
SANC	South African Nursing Council
SACSP	South African Council for Social Service Professions
SAFTU	South African Federation of Trade Unions
SDIP	Service Delivery Improvement Programme
SSP	Social Service Practitioners
STI	Sexually Transmitted Infections
S & T	Subsistence & Travel Allowance
TB	Tuberculosis
UCTCE	Unilateral Change to Terms and Conditions of Employment
UD	Unfair Dismissal
ULP	Unfair Labour Practice
UTCODEP	Unfair Treatment Creating an Occupational Detriment for an Employee Who Made a Protected Disclosure
WC	Western Cape

3. Foreword by the Chairperson

It is with great pride and a profound sense of responsibility that I present the 2024/25 annual report of the Council.

The Council has made significant progress in advancing its mission, upholding its values, and achieving its strategic goals, largely due to the unwavering commitment of the leadership, including the Office Bearers, ExCo Members, Council representatives, and the Secretariat. It is essential to highlight that the Council aims to engage in a constructive collective bargaining process, which will lead to the development of clear and meaningful collective agreements. Additionally, the Council plans to implement dispute prevention measures to reduce conflicts within the sector and to resolve all sector-wide labour disputes promptly.

As the Chairperson of the Council, I have had the privilege of witnessing the Council concluding the following cogent and substantive collective agreements during the period under review:

- Resolution 1 of 2024: Amendment of Resolution 2 of 2023: Agreement on Provision of Token of Appreciation to All Qualifying Department of Health and Social Development Employees
- Resolution 2 of 2024 and Resolution 1 of 2025: Agreements on the Increase of Levies

The Council convened effective virtual meetings; accept for the Council AGM venue and the Silver Jubilee. In recognition and commemoration of the Council's twenty-five (25) years of service excellence, the Council celebrated this significant achievement by hosting a successful anniversary celebration on 20 June 2024.

As far as Chambers are concerned, contact meetings are convened, including the Chamber meetings preceding the Council AGM. Further, seven (7) capacity-building trainings in Chambers on Resolution 4 of 2015 were scheduled and convened during the reporting period.

The Council convened a webinar on the National Health Insurance Act, where Dr Crisps, a renowned expert in the field, was invited from the NDoH, on 18 June 2024. The Council also held a webinar on the two-pot retirement system for all Chambers on 05 September 2024. As an affiliate of the ILERA, the Council participated in a successful 20th World Congress of ILERA held New York City, in the USA, from 26 to 30 June 2024. The theme was, "Challenges and Choices at Work in a Time of Heightened Worker Activism."

The period under review also presented itself with inevitable challenges that warranted the Council to convene a facilitation process to assist parties to resolve items such as CYCWs performing duties that are not within their scope and the levies proposal through a facilitation process.

The Council continues to leverage on technology by successfully increasing the migration of the dispute referrals to the online referral platform to improve its efficiency and expeditious dispute resolution and resolved 80% of arbitrations and settled 46% of disputes referred during the financial year. The Council also hosted stakeholder engagements, webinars, and workshops to empower parties and panellists on the latest jurisprudence and dispute resolution.

As we progress in our strive towards service excellence on the labour industry , allow me to thank and acknowledge all the parties to the Council, stakeholders, staff and employees for their resolute commitment and contribution throughout the year. The Council is still committed to its vision and mission, which is to be a world-class bargaining Council and to promote labour peace in the sector.

In conclusion, I would like to wish the Council well in its future endeavours.

Chairperson

Mr Mahmood Fadal

31 March 2025

4. Report of the Accounting Officer

The 2024/25 reporting period was one of profound duality—an era in which the Council recorded notable institutional progress and operational refinement, even as it contended with formidable external challenges. Despite a constrained macroeconomic environment that limited the conclusion of substantive collective agreements with financial implications, the Council remained steadfast in fulfilling its constitutional mandate, building internal resilience, and reaffirming the foundational principles of social dialogue and labour peace.

Institutional Strengthening and Strategic Realignment

Amid this complex backdrop, the Council successfully transitioned from its five-year strategic plan into a robust and forward-looking roadmap for 2025–2030. This strategic shift reflects its proactive stance in shaping the future of collective bargaining, dispute resolution, and stakeholder engagement in a rapidly evolving socio-economic context. A hallmark achievement was the successful hosting of the Silver Jubilee Celebration, commemorating twenty-five (25) years of advocating for a decent work agenda and championing social justice through dialogue and empowerment. This milestone provided a moment of reflection and renewal, honouring the legacy while setting the tone for future progress.

Operational Excellence and Technological Advancement

The Council continued to modernize the operations by migrating clients from traditional paper-based systems to fully digital platforms. This led to a 16% increase in online referrals, rising from 30% to 46%. The arbitration processes also improved markedly, with cases heard and closed within ninety (90) days increasing from 44% to 67%, a 23% leap in efficiency.

The accreditation for dispute resolution was successfully renewed, reaffirming the Council's status as a trusted and compliant statutory institution. In parallel, the Council deepened its inclusivity by onboarding a sign language institution, enabling the Council to offer more accessible services to differently abled clients.

In its commitment to embracing digital transformation, the Council has taken significant strides to streamline its communications and enhance public engagement. By eliminating outdated fax-based methods, the Council has embraced a more modern approach to connectivity. The Council's social media presence has grown by an impressive 20%, driven by dynamic video content and insightful posts designed to elevate public awareness and foster deeper connections with the audience. Additionally, the Council has made the transition to electronic signatures, effectively eliminating the need for paper-based authorisation and creating a more efficient, environmentally friendly process. These transformative steps reflect the Council's dedication to innovation and its mission to stay connected in an ever-evolving digital landscape.

Advancing the Dialogue: Stakeholder Engagement and Capacity Building

Notable progress was made in stakeholder engagement through fifteen (15) outreach programmes across ten (10) provinces. These high-impact initiatives responded to a growing demand for labour education and engagement, reinforcing the Council's position as a national thought leader in dispute prevention and resolution.

A series of dynamic webinars addressing pressing contemporary issues were conducted, as follows:

- NHI Webinar, facilitated by Professor Nicholas Crisp
- Two-Pot Retirement System, facilitated by GEPF's Mr Isaac Letlapa
- Statutory Deductions, facilitated by statutory council executives

Additionally, the Council's international engagement was elevated through participation in the ILERA World Congress in New York City, where the Council contributed to global discussions on, "Challenges and Choices at Work in a Time of Heightened Worker Activism."

Collective Bargaining Under Pressure

While economic stagnation constrained substantive financial agreements, three (3) meaningful collective agreements were concluded, notably:

- A token of appreciation for employees who served during the COVID-19 pandemic
- Two (2) agreements on the extension of the levies

Out of fifteen (15) items on the Council agenda, four (4) were removed, three (3) of which were due to rights being reserved. At the Chamber level, of sixty-nine (69) policies consulted, twenty-seven (27) were adopted, and out of two hundred and eight (218) matters of mutual interest, one-hundred and fifteen (115) were successfully removed from the agenda. However, both protected and unprotected industrial action remain a concern, often linked to workplace safety issues raised by employees. Persistent delays in resolving agenda items, particularly during this fiscal austerity period, have contributed to a spike in disputes related to the interpretation and application of collective agreements, signalling a need for process reform and tighter timelines.

Financial Health and Human Capital Development

The Council has demonstrated significant financial progress, highlighted by a remarkable reduction in bank overdraft from R 404 000 to R 3 400 (-99%), showcasing improved cash flow management and a stronger liquidity position. Despite a decline in surplus, cash reserves remained strong at

R 63 630 000, resulting in a net positive cash flow of R 1 260 000, indicating financial stability. Additionally, the Council received an unqualified audit opinion, underscoring its commitment to compliance and operational excellence. These achievements reflect a disciplined approach to resource management and a focus on long-term sustainability.

The Council's investment in human capital was equally commendable, facilitating training for twenty-three (23) of the twenty-six (26) staff members, achieving a high participation rate of 88%. Furthermore, three (3) bursaries were awarded to staff members pursuing further academic qualifications, including a PhD, underscoring its commitment to continuous professional development.

Strategic Social Partnerships

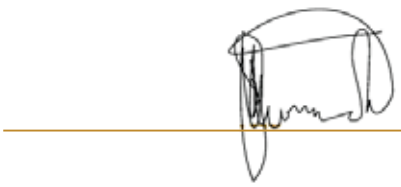
The Council actively participated in the MP DoH Labour Indaba, hosted by the Honourable MEC. This engagement underscored the Council's dedication to forging meaningful social partnerships and addressing the province-specific labour challenges collaboratively.

In Gratitude and Recognition

These achievements would not have been possible without the unwavering commitment of the staff, whose diligence and professionalism continue to define the Council's organisational culture. Sincere appreciation is expressed to the Office Bearers, led by the Chairperson, as well as to the Collective Bargaining Committee, Dispute Resolution Committee, Finance Committee, Executive Committee, and the Council. Their oversight, strategic guidance, and principled leadership have been instrumental in navigating a demanding year with integrity and distinction.

Together, the Council reaffirms its commitment to excellence, accountability, and social justice in the pursuit of sustainable labour peace.

Thank you.



General Secretary

Mr Mpumelelo Sibiya

31 March 2025

5. Statement of Responsibility and Confirmation of the Accuracy of the Annual Report

In my opinion, the performance information fairly reflects the actual achievement against the planned objectives, indicators, and targets, as per the adopted five (5) year strategy and APP of the Council for the financial year ended 31 March 2025.

The Council's Executive Committee has approved the performance information on this annual report.

General Secretary

Mr Mpumelelo Sibiya

31 March 2025

6. Strategic Overview

Vision

Our vision is to be a world-class bargaining council.

Mission

Our mission is to promote labour peace in the Public Health and Social Development Sector of South Africa by:

a. engaging in constructive collective bargaining regarding issues of mutual interest to all parties to the Council; and

b. Facilitating dispute prevention measures to pre-empt disputes within the sector and resolving all sector-wide labour disputes speedily and to the satisfaction of all parties involved.

Values

The table below provides a complete outline of the Council's values as an organisation, which is the basis for interaction between the parties to the Council, the Council itself, the Secretariat, and external stakeholders, as well as any person or organisation that encounters the Council.

Table 2: Values

Cutting-Edge
The Council will always be mindful of its responsibility to its members, as its members are the strength and cornerstone of fulfilling its mission. Against this background, the Council shall always endeavour to ensure that its operations and service delivery are optimal and at the fringe of creation and innovation ahead of the masses.

Integrity
As a multilateral entity, the Council manages and navigates myriad relations with internal and external stakeholders and service providers. The highest priority for the Council is managing these relations with integrity, mutual respect, and professionalism..

Fairness
Fairness shall guide the Council's every action and behaviour as it interacts with the parties, employees, and stakeholders seeking relief. The Council shall always dispense its services fairly and impartially, without fear or favour, and shall demand to be treated fairly and justly by those who encounter it..

C H I E F

Honesty
The Council shall go to great lengths to promote truth and back it up with actions that show respect for what is right. The Council emphasizes ethical and moral integrity, as it considers honesty one of the critical components of character and one of the most admirable traits of any successful, responsible person. Any deviant and/or dishonest behaviour and conduct will result in the Council applying the full might of the law.

Ethics
The Council, ExCo, Chambers, Secretariat and those who do activities and engage in the name of the Council will uphold the highest ethical standards of conduct. The Council's ethical conduct will be guided, first and foremost, by respect for and adherence to South Africa's constitution and its laws and the constitution, rules, and regulations of the Council. The Council will ensure that all in its 'family' are capacitated to lead an ethical existence. Consequently, unethical behaviour and conduct will not be tolerated and will be dealt with appropriately.

CHIEF (Cutting-Edge, Honesty, Integrity, Ethics and Fairness) shall be the way of life in the Council and inspire all of us to go the extra mile to pursue our mission of promoting labour peace in our sector.

CHIEF is the Council way - CHIEF inspires us to lead the way!

Strategic Goals

The strategic goals provide the high-level targets for services to be provided and the priorities for the organisation for the next five (5) years, which is the period in which the strategic plan will be implemented. In this case, the strategic plan covers 2020/21 to 2024/25.

Table 3: Strategic Goals

Business Process	Action
INFORMATION TECHNOLOGY	• Transformed the IT system and infrastructure that fully meet the needs of the Council. • Licensed IT systems/applications free of security threats. • Technologically innovative bargaining council with implemented 4 I R strategy (Cloud migration). • Functional and updated website and intranet. • Supply of IT support service and maintenance.
MARKETING AND COMMUNICATIONS	• A known Council whose services members are familiar with. • Regular communication on social media to inform members. • Stakeholder engagement programme on dispute and collective bargaining issues. • An active corporate social responsibility programme will demonstrate the Council's commitment to improving society. • Intensified service delivery improvement programme to obtain customer feedback.
OFFICE OF THE GENERAL SECRETARY	• Organisational re-design. • Reduction of bureaucratic processes. • Partnering with academic institutions. • Capacitated deployees to committees. • Conducted research and benchmarking.
FINANCE	• Updated Finance Policy Manual. • Issued cost orders to compel parties to pay. • An effective internal control system is in place. • Audit and risk committees. • Guidelines that enforce good governance. • Levy increase linked to CPI.
DISPUTE MANAGEMENT	• Ensured compulsory pre-arbitration to narrow issues. • Panellists' adherence to the rules. • Adherence to the rules of the Council by the parties. • Attracted and retained panellists by linking payment to CPI. • Appointment of twenty (20) full-time panellists.

Business Process	Action
COLLECTIVE BARGAINING	• Convened a bi-annual collective bargaining indaba. • Timely conclusion of collective agreements. • Participated in ILERA & ILO conferences. • Re-integrated government entities into the Council. • Evaluation of the effectiveness of meetings. • Convened bi-annual capacity building for the parties. • Conclusion of cogent and substantive collective agreements. • Convened regular caucuses before meetings. • Appointment of a monitoring and evaluation officer. • Establishment of a monitoring and evaluation committee. • Supported the proper and successful implementation of NHI. • Reduced labour unrest by 10%.

7. Legislative and Other Mandates

The Council is a creature of the LRA. It was established in terms of section 37, which states:

"The public service coordinating bargaining Council may, in terms of its constitution and by resolution, designate a sector of the public service for the establishment of a bargaining council."

Pursuant to the aforementioned section, the PSCBC designated the Council as a bargaining council in 1999. Consequently, the Council derives its mandate from sections 28(1)(a), (b), &(c), which avers that, inter alia, the Council has the following powers:

- To conclude collective agreements.
- To enforce those collective agreements.
- To prevent and resolve labour disputes.

8. Organisational Structure

The Secretariat's organisational structure reflects twenty-three (23) permanent funded posts and one (1) Part-time Resident Panellist. Figure 2 is a diagrammatic depiction of the staff complement.

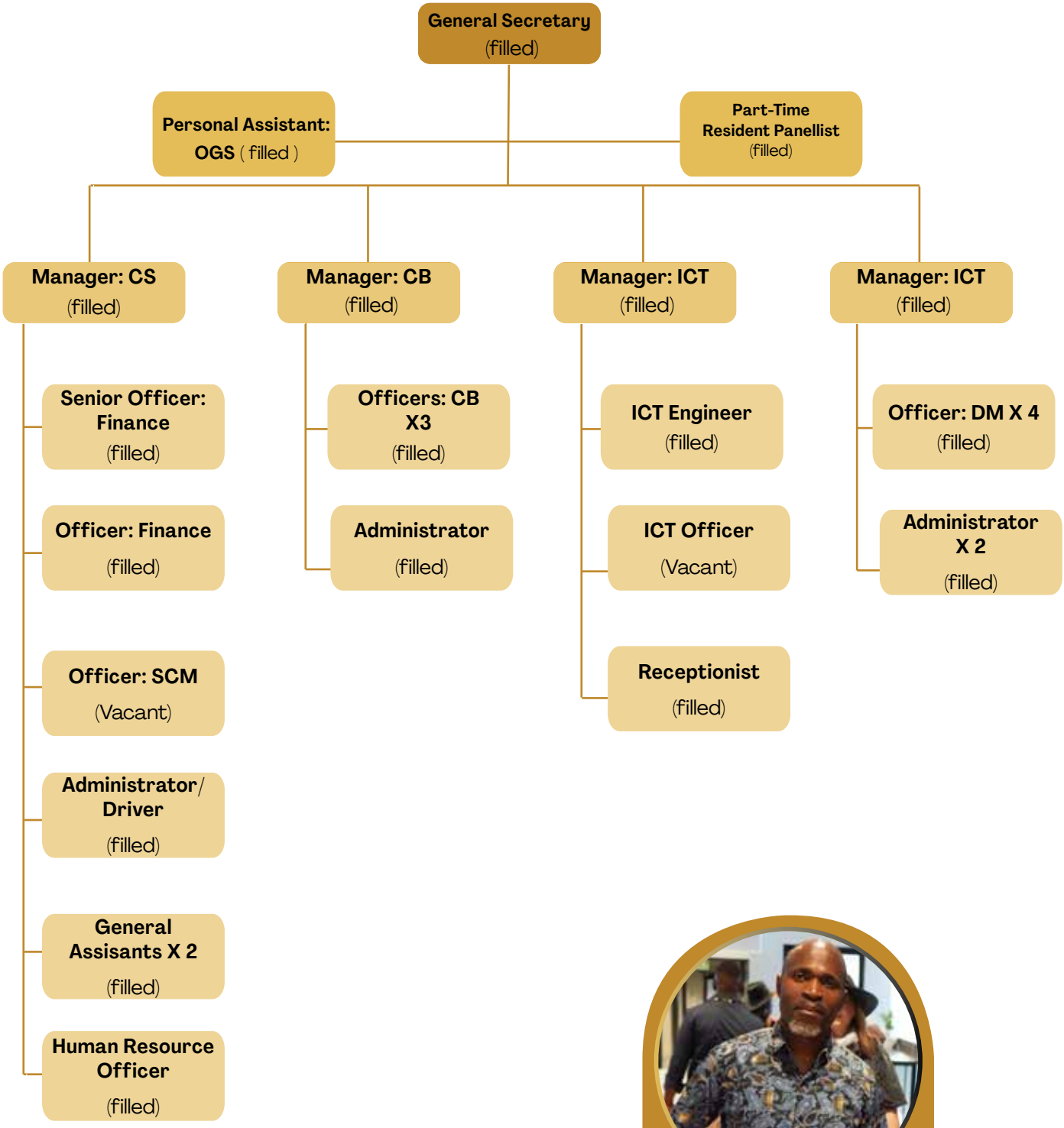


Figure 1: **Secretariat Structure**

9. Governance Structures

Office Bearers

Section 14 of the Council's constitution provides for the election of a Chairperson and Vice-Chairpersons. The Chairperson is appointed for twenty-four (24) months, and the Vice-Chairpersons for twelve (12) months.

The Council

The Council is the highest decision-making structure and is constituted by the following trade union parties:

a. NEHAWU

b. DENOSA, acting together with the SAMATU, SAEPU, and PAWUSA

c. PSA, acting together with the NPSWU

d. HOSPERSA

e. NUPSAW

Clause 12 of the constitution of the Council sets the criteria for appointing representatives and their alternates. In terms of clause 12.2, the trade unions in the Council may each be represented by two (2) representatives for the first ten thousand (10 000) members; then one (1) additional representative for every additional twenty thousand (20 000) members, or part thereof, up to a maximum of five (5) representatives. The table below indicates the audited membership figures as of 31 December 2021.

Table 4: Membership Figures as of 31 December 2023

No.	Trade Union	Membership 2022	Membership 2023	Vote Weight	Representatives
1.	**NEHAWU**	111 456.00	114 578.00	**28.69%**	**5**
2.	**PSA**	85 790.00	88 489.00	**25.29%**	**5**
2.1	(**NPSWU**)	13 194.00	12 526.00		
	SUB-TOTAL	98 984.00	101 015.00		
3.	**DENOSA**	70 548.00	70 332.00	**20.31%**	**5**
3.1	**SAMATU**	5 660.00	6 780.00		
3.2	**PAWUSA**	2 060.00	1 954.00		
3.3	**SAEPU**	2 005.00	2 044.00		
3.4	**SUB-TOTAL**	80 273.00	81 110.00		
4.	**HOSPERSA**	56 267.00	60 347.00	**15.12%**	**4**
5.	**NUPSAW**	41 053.00	42 347.00	**10.60%**	**3**
	TOTAL	**388 033.00**	**399 426.00**	**100%**	**22**

The Employer delegation is equivalent to the total number of representatives of the trade union parties and is drawn from government departments of health and social development at provincial and national levels.

Executive Committee

The ExCo is the highest administrative structure of the Council. Its principal function is to exercise and perform the powers, functions and duties of the Council relating to the supervision and control of the day-to-day management and administration of the Council. It is constituted as indicated in Table 4 below.

Table 5: Office Bearers

Office bearers			
Chairperson		**Bearers**	
Mr Mahmood Fadal		Mr Patrick Makhafane (Labour)	Mr Paseka Maqina (Employer)
Members			
Employer		**Labour**	
Main	**Alternate**	**Main**	**Alternate**
Mr Mashego Mahlatjie	Ms Patience Mokoka	Mr Maxwell Mothibi	Mr Bhuti Buthelezi
Dr Koos Shabangu	Mr Sifiso Khumalo	Mr Jannie Oosthuizen	Mr Pat Mphela
Mr Tshepo Maseleme	Mr Charles Mabula	Mr Thibogang Thole	Dr Cedric Sihlangu

PART B:

PERFORMANCE INFORMATION

10. Overview of the **Performance of the Council**

Service Delivery Environment

The report on the Council's performance includes the generic and common pitfalls the Council experienced and their impact on the Council's performance and the broad realisation of the mandate.

Table 6: Challenges

Strategic Goal	Problem	Manifestation	Cause	Effect	Prevalence Level	Rate of Growth/ Decline
Increasing number of items on matters of mutual interest that remain unresolved on the agenda	Non-adoption of policies in certain Chambers	Policies that fail to reach a consensus stay on the agenda for a long time or are withdrawn by the Employer for implementation	Parties use policies as bargaining tools	Increase in items on the agenda. Employer implements policies that are likely to contribute to disputes	Moderate	Declining
	Non-finalisation of agenda items on matters of mutual interest that remain on the agenda of both the Council and Chambers unresolved	Substantive matters remain on the agenda for a long period	Delay in securing mandates and budgetary constraints	Delay in the realisation of a decent work agenda and improvement in service delivery for the citizenry	Moderate	constant
	Non-convening of Caucuses by some parties	Prolonged discussions on agenda items result in parties not being able to finish the meeting	Non-availability of parties	Non-finalisation of the agenda	Moderate	Declining

Strategic Goal	Problem	Manifestation	Cause	Effect	Prevalence Level	Rate of Growth/ Decline
Dispute Management						
To promote labour peace in the sector by developing an effective sector-wide system and capacity to prevent the occurrence of labour strife and to tackle any threat to labour peace swiftly and decisively	Non-compliance with the maximum 9% postponement rate	Applications for postponements at the hearing	Postponements of applications by the parties at the arbitration hearings for the following reasons: Ill-health, secure witnesses, review documents and their availability	Impacts on efficiencies	4 of 5	Constant

Service Delivery Improvement Plan

The following tables reflect the SDIP's components and the progress made in implementing the plan.

Table 7: Main Services and Standards

Main Services	Beneficiaries	Current/Actual Standard Of Service 2023/2024	Desired Standard Of Service 2024/2025	Actual Achievement
Collective Bargaining				
Promote labour peace in the sector through the coordination of meetings within the prescribed turnaround times	State as Employer, and its employees who fall within the registered scope of the PSCBC, and includes: The employers and employees in:	100% compliance with the coordination of meetings within the prescribed turnaround times (16-point system), i.e., issuing of notices and minutes of the previous meeting nine (9) days before the meeting, etc.	100% compliance with the coordination of meetings within the prescribed turnaround times (16-point system), i.e., issuing of notices and minutes of the previous meeting nine (9) days before the meeting, etc.	84.6% Compliance with the 16-point system Eleven (11) of the thirteen (13) ordinary meetings complied
Promote and maintain sound relationships between the employer and its employees in the sector	• The Department of Health in the national sphere of government • The 9 (nine) departments of health in the provincial spheres of government			However, there were twenty-one (21) Special Council, ExCo and CBC meetings as compared to the previous ten (10) in the previous reporting period
Promote negotiation and collective bargaining to conclude collective agreements on matters of mutual interest to the employer and employees falling within the scope of the Council.	• The Department of Social Development in the national sphere of government			34/25 136%
Supervise and enforce collective agreements	• The 9 (nine) departments of social development in the provincial spheres of government	100% digital records	100% Digitally recording of proceedings	100% compliance with the digital recording of the proceedings and preparation of accurate and quality minutes, and filing of records

Main Services	Beneficiaries	Current/Actual Standard Of Service 2023/2024	Desired Standard Of Service 2024/2025	Actual Achievement
	• All other employees who are employed in health and social development facilities under the Public Service Act 103 of 1994, as amended from time to time and the Correctional Services Act 8 of 1959, as amended from time to time and their employers	98% accurate and quality minutes	Preparation of 100% accurate and quality minutes,	
	• The public in general is the recipient of Health and Social Development services	100% up-to-date and reliable filing system	Keeping a 100% up-to-date and reliable filing system	
Dispute Management				
Promote the effective and expeditious resolution of disputes within the prescribed turnaround times and norms and standards in the sector between:	Same as above.	To comply 100% with the 30-day turnaround time for conciliations heard and finalised	To comply 100% with the 30-day turnaround time for conciliations heard and finalised.	Achieved
• The Employer and trade unions to the Council		45% compliance of arbitrations heard and finalised within 90 days	45% compliance of arbitrations heard and finalised within 90 days	Partially achieved 67%
• The Employer and trade unions are not admitted to the Council		To comply with 80% of the arbitration processes heard and finalised	To comply with 80% of the arbitration processes heard and finalised	Partially achieved 80%
• The Employer and employees, where the Employer has the requisite authority to resolve such disputes • A party to the Council and the Council, or the GS, about specific issues in the constitution of the Council.		To comply with 100% of awards issued within 14 days	To comply with 100% of awards issued within 14 days	Achieved.

Main Services	Beneficiaries	Current/Actual Standard Of Service 2023/2024	Desired Standard Of Service 2024/2025	Actual Achievement
		To comply with the 50% settlement rate on all processes heard and finalised	To comply with the 50% settlement rate on all processes heard and finalised	46% Partially achieved due to: Parties resolved to proceed with an arbitration process and not settle the dispute
		Comply with the maximum of 9% postponements of all processes heard	Comply with the maximum of 9% postponements of all processes heard	9% of applications for a postponement by the parties at the arbitration hearings

Table 8: Service Delivery Information Tool

Current/Actual Information Tool	Desired Information Tool	Actual Achievement
The Council utilises the following tools: • Website - to access the online link for the customer satisfaction surveys that are conducted after every meeting (Collective Bargaining) and after the panellists issue the dispute awards (Dispute Management) • Email – a dedicated email address to address service delivery issues • WhatsApp – a dedicated WhatsApp number, accessed via the website, to address service delivery issues	One way to increase the response rate and obtain a more accurate customer satisfaction rating was to introduce a telephonic service rating system. This was implemented in the latter part of the financial year. There were a few teething errors with the introduction of this new system, but staff members are now getting familiar with the process of requesting clients to stay on the line to rate the PHSDSBC's services. In the next financial year, the PHSDSBC will introduce a chatbot to increase real-time assistance to its clients.	The customer feedback response rate for the period was: • Collective Bargaining - 11% • Dispute Management - 19%

Table 9: Complaints Mechanism

Current/Actual Complaints Mechanism (**Baseline**)	Desired Complaints Mechanism	Actual Achievement
The Council utilises the following complaint mechanisms: • Email - the public is informed about this complaint's mechanism via the Council's brochures that it distributes in its exhibitions. • Complaints/Compliments link on the website – through a click, a complaint is lodged with the PHSDSBC. • Telephonic rating system - telephonic complaints/compliments are tabulated together with the service delivery statistics to provide a holistic picture of PHSDSBC's service delivery.	The PHSDSBC has effectively initiated many avenues, as per the column on the left, for its members to lodge complaints of poor service.	The Council's service delivery rating for the period was: • Collective Bargaining - 90% • Dispute Management - 78.5% The above percentages are well above the international index, and the percentage of complaints received was negligible.

Organisational Environment

The table below reflects the internal service delivery environment.

Table 10: Strengths and Weaknesses

Programme	Strength	Weakness
Support Services	a Comprehensive MarCom strategy b User-friendly website with increasing interactive features	k Lack of dedicated and qualified marketing and communication capacity
MarCom	c Social media presence with increasing reach d Corporate videos, vlogs and infographics providing information on the Council's services and the latest news e Regular newsletters and brochures for information sharing f Exhibitions to provide a platform for members to engage directly with the Council g Brand awareness, updated logo, and uniformity in logo usage	l Bureaucracy in accessing the target audience/database m Low percentage of customer service feedback responses n Delay in implementing 4 IR o Lack of a business-integrated system p On-premises servers
IT	h Autonomous IT infrastructure i Paperless environment (for all meetings) j Continuously increasing digital business processes	
Collective Bargaining	q Existence of current collective bargaining structures and processes within the constitutional milieu. r Trust relationship between the parties, despite existing challenges inherent in these relationships. s Knowledge and experience of parties in negotiation processes. t Functional Council and Chambers.	a The poor economic performance of the country impacts collective bargaining. b The continued disjuncture between the government budgetary processes and collective bargaining processes. c The continued challenge of a lack of mandates on matters of mutual interest on the agenda of the Council. d Absence of guidelines on what constitutes members in good standing.

Programme	Strength	Weakness
Dispute Management	d The use of virtual hearings to minimise the proceedings' cost. e Effective vetting process of awards/ rulings for quality assurance f The functions are based on the legislative framework, which includes the LRA and the Rules of Conduct of the Proceedings before the Council. The legislative framework guides how the proceedings should be conducted. g The DM department relies on the CCMA CMS, which is effective in the scheduling of cases, sending reminders and issuing notices to the parties. h The DM department currently has seven (7) staff members who are qualified in the field of labour relations and have the necessary skills to advise the parties. i In executing its functions, it is dependent on the levies and the CCMA subsidy claims of finalised cases and settled cases. j The DMC was established to advise and deliberate on DM issues in the sector. k Leveraging the DMC to assist in finalising the long-standing cases. l Making the parties aware of the CCMA's efficiencies through training so that postponements are minimised, and disputes are finalised speedily. m The development of the online referral platform to improve efficiencies in resolving disputes.	n High number of postponement applications at the hearing, resulting in arbitrations not finalised within 90 days. o Incomplete arbitration voice recordings.

Key Policy Developments and Legislative Changes

There were no key policy developments or legislative changes during the reporting period.

11. Performance Information by **Programme**

The mandate of the Council is managed through three (3) programmes.

Programme 1: **Administration**

This programme aims to provide overall strategic leadership, management, and support services to the Secretariat by promoting effective planning, improving operational efficiencies, and overseeing the effective and efficient implementation of programmes through monitoring and evaluation. It has the following strategic objectives:

- Manage the development and adoption of the five-year strategic plan and APPs and the budgets for these plans.
- Oversee the implementation of the APP.
- Oversee the efficient and effective management of ICT systems and processes.
- Oversee the attainment of an unqualified audit and effective human capital management and development.
- Oversee the effective promotion of labour peace by concluding collective agreements on substantive matters of mutual interest within the PHSDS.
- Oversee the effective promotion of labour peace through dispute prevention programmes and expeditious management of disputes.
- Oversee the effective profiling of the Council through marketing and communication initiatives.

The programme has three (3) sub-programmes:

- Sub-Programme 1.1: OGS
- Sub-Programme 1.2: ICT
- Sub-Programme 1.3: CS

a) Sub-Programme 1.1: **Office of the GS**

Provides overall strategic leadership to the Secretariat by promoting effective planning, improving operational efficiency, and overseeing programme implementation through monitoring and evaluation.

b) Sub-Programme 1.2: **Information and Communications Technology**

This sub-programme provides long-term planning and day-to-day support regarding ICT-enabled delivery using ICT services and systems.

c) Sub-Programme 1.3: **Corporate Services**

This sub-programme focuses on compliance with all relevant financial statutes and regulations, the most important of which is the Finance Policy and Procedure Manual. The unit strives to balance service excellence and achieve its key objectives in ensuring compliance. It is also responsible for ensuring transactional and transformational Human Capital Management support to the Secretariat so that it can attract, develop, and retain the skills needed to deliver on its objectives and mandate.

Programme 2: **Collective Bargaining**

This programme is responsible for the effective promotion of labour peace through constructive collective bargaining/negotiations that take place between the Employer, on the one hand, and one or more workers' organizations, on the other, in respect of the following:

a. Determining working conditions and terms of employment.

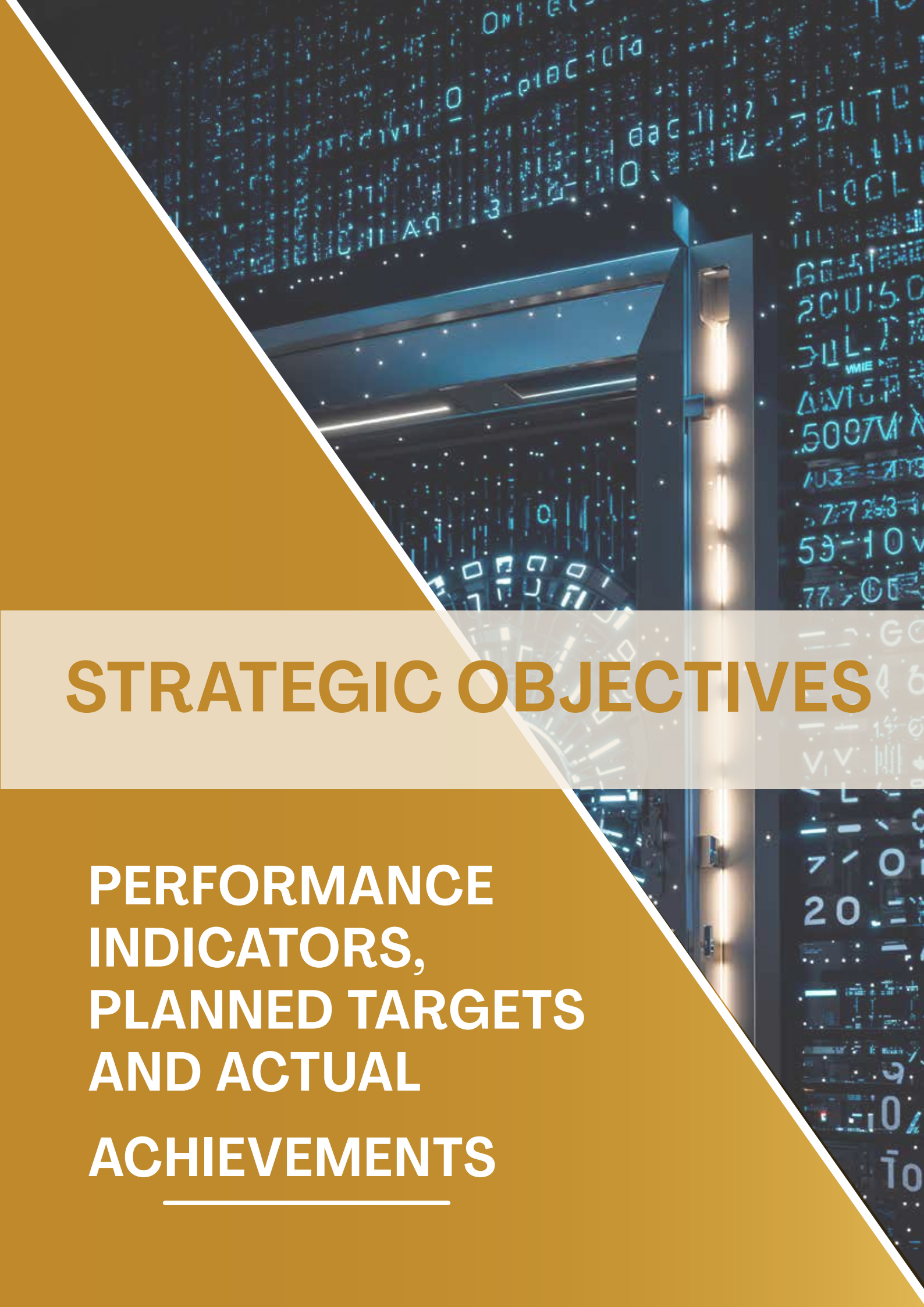
b. regulating relations between the employer and workers.

c. regulating relations between an employer and a workers' organisation.

Constructive collective bargaining strives to conclude meaningful collective agreements that fulfil the decent work agenda.

Programme 3: **Dispute Management**

This programme provides for effectively promoting labour peace through dispute prevention programmes and the expeditious management of disputes.



STRATEGIC OBJECTIVES

PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

Programme 1: Administration

Sub Programme 1.1 Office of the GS

Table 11: Sub-programme 1.1 Office of the GS

Programme Name: Administration	Sub-Programme 1.1 Office of the GS				
Strategic Objective	**Actual Achievement 2023/2024 (Baseline)**	**Planned Target 2024/25**	**Actual Achievement 2024/25**	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Comment on Deviation**
Manage the development and adoption of the APP and the budget	APP for 2023/2024 was adopted in March 2023, before the commencement of the new financial year in April 2023	Developed and adopted the APP and the budget in March 2024	Achieved	None	None
Oversee the efficient and effective management of MarCom's strategy, service delivery improvement programme, corporate social responsibility programme, stakeholder engagement programme, and maintenance of IT infrastructure	Exhibitions: 34 Database: 5170 Social Media reach:2.4k	Exhibitions: 36 Database: 5580 2.6k visibility on social media platforms, i.e., Facebook, Twitter, & Instagram. Information Technology Maintenance	Achieved	None	None

Programme Name: Administration	Sub-Programme 1.1 Office of the GS				
Strategic Objective	**Actual Achievement 2023/2024 (Baseline)**	**Planned Target 2024/25**	**Actual Achievement 2024/25**	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Comment on Deviation**
Oversee the attainment of an unqualified audit and effective human capital management and development	Unqualified audit for the 2023/2024 financial year	Unqualified audit for the 2024/2025 reporting period	Achieved	Achieved	Achieved
	80% compliance with all human capital policies, systems, processes, and procedures, i.e., recruitment and selection, employment equity, OHS wellness, training, development, PMDS, career management, industrial relations, and exit	100% compliance with all human capital policies, systems, processes, and procedures, i.e., recruitment and selection, employment equity, OHS wellness, training, development, PMDS, career management, industrial relations, and exit	Partially Achieved 80%	20% On reviewing policies	None
Oversee the effective promotion of labour peace through the conclusion of collective agreements on substantive matters of mutual interest in the PHSDS	Four (4) collective agreements that were concluded in the 2023/2024 reporting period	Conclusion of two (2) collective agreements	Achieved	None	None

Programme Name: Administration	Sub-Programme 1.1 Office of the GS				
Strategic Objective	**Actual Achievement 2023/2024 (Baseline)**	**Planned Target 2024/25**	**Actual Achievement 2024/25**	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Comment on Deviation**
Oversee the effective promotion of labour peace through prompt dispute prevention programmes and expeditious management of disputes	1136 disputes were referred to the Council in the 2023/2024 financial year	100% compliance with the efficiencies and a 2% (from 1136) decline in the number of disputes in the sector.	Achieved (decline from 1136 – 1113 = 2%)	None	None

Strategy to Overcome Areas of **Underperformance**

The Council must confront the reality of an underperforming economy, which makes it difficult to address some of the demands that have financial implications in the sector. An honest discussion must ensue about how to reprioritise some of the items on the agenda to focus on those that are critical and urgent under the circumstances.

Changes to **Planned Targets**

There were no real changes to the planned targets, save for some of the projects that had to be deferred to the following financial year.

Linking Performance to Budget

Table 12: **Office of the GS**

Sub-Programme	2023/2024			2024/25		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
Office of the GS	R 2 192 000	R 629 000	R 1 562 000	R 6 806 000	R 4 925 000	R 1 881 000
Total	**R 2 192 000**	**R 629 000**	**R 1 562 000**	**R 6 806 000**	**R 4 925 000**	**R 1 881 000**

Sub-Programme 1.2 **Information and Communications Technology**

Table 13: **Information and Communications Technology**

Programme: Administration	**Sub-Programme 1.2: Information and Communications Technology**				
Strategic Objective	**Baseline (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**
Implementation and monitoring of a five-year MarCom strategy: **Exhibitions**	Exhibitions: 34 Database: 5170	Exhibitions: 36 Database: 5580	Achieved 104% Exhibitions: 43 Database: 6222	+4%	NEHAWU International Nurses Day: 202 DENOSA: 40 Sebokeng Hospital: 197 Mamelodi Regional Hospital: 178 Tambo Memorial Hospital: 125 Far East Rand Hospital: 257 Pretoria West District Hospital: 202 Tambo Memorial Hospital:152 Department of Social Development Sports Day: 176 Steve Biko Hospital: 199
					Mpumalanga DENOSA International Nurses Day: 234 Rob Ferreira Hospital: 180 DENOSA 9th annual Congress: 72 KwaZulu-Natal Queen Nandi Regional Hospital: 158 Ngwelezana Hospital: 110 General Justice Gizenga Mpanza Regional Hospital: 85 Estcourt Hospital: 763

Programme: Administration	Sub-Programme 1.2: Information and Communications Technology				
Strategic Objective	**Baseline (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**
					Eastern Cape Livingstone Hospital: 120 Port Elizabeth Provincial Hospital: 90 Dora Nginza Provincial Hospital: 23 Western Cape Helderberg Hospital: 120 Paarl Hospital: 50 Worcester Hospital: 100 **Free State** Nketoana Hospital: 187 Dihlabeng Regional Hospital: 162 Albert Nzula Hospital: 173 Botshabelo District Hospital 155 Botshabelo District Hospital DENOSA Free State 9th Provincial Programme **Limpopo** Thabazimbi Hospital: 122 Ellisras Hospital: 158 Mokoapne Hospital: 150

Programme: Administration	Sub-Programme 1.2: Information and Communications Technology				
Strategic Objective	**Baseline (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**
Website visits	11000 page views	(10% increase in website clicks (educated and informed members)	Not Achieved 94%	-6%	The target was not exceeded due to only the initiation of the SEO and Google AdWords in the last month of the financial year
Social media reach	2.4 k reach	2.6 k	Achieved 172% 3.5k	+72%	The posts that receive the most reach and reactions (likes) are those on exhibitions, indicating that members seem to support the exhibitions being conducted in various institutions and facilities
Newsletters	4 newsletters	4 newsletters	Achieved 4 newsletters	0%	Through its exhibitions, the PHSDSBC develops a database of its members. To retain continuous communication and dialogue with its members, the PHSDSBC circulates its electronic newsletters to members on its existing database. The Council's newsletter was published every quarter and featured articles from the departments of its core functions, viz. Collective Bargaining and Dispute Management, which updated its readers with the latest information on the PHSDSBC's activities concerning those 2 core functions

Programme: Administration	Sub-Programme 1.2: Information and Communications Technology				
Strategic Objective	**Baseline (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**
Vlogs	4 vlogs	4 uploaded vlogs	Achieved 4 vlogs	0%	Vlogs are becoming popular on social media pages, and for this financial year, vlogs were recorded with: • Collective Bargaining Officer – ILERA Congress • Resident Panellist – • Judgment on the interpretation and application of collective agreements • GS – Silver jubilee • IT Engineer- Technology's impact on the PHSDSBC in the last 25 years
Develop Stakeholder Strategy/Programme	None	Stakeholder strategy and 1 webinar	Achieved	0%	The webinar was convened on 31 March 2025
Implement Service Delivery Improvement Programme (SDIP)	4 reports Customer Satisfaction rate - Collective Bargaining: 87% Dispute Management: 95%	4 reports	Achieved Customer Satisfaction rate: Collective Bargaining: 84% Dispute Management: 95%	0%	None
	None	4 telephone reports	Partially Achieved 50% 2 reports	50%	This project was completed in the last 2 quarters of the financial year

Programme: Administration	Sub-Programme 1.2: Information and Communications Technology				
Strategic Objective	**Baseline (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**
Develop and implement a CSR Programme	75%	Develop and implement a Corporate Social Responsibility CSR programme Q1 Programme Q2 Nelson Mandela Day event Q3 YOLO Programme Q4 YOLO Programme	Achieved	0%	The programme was approved in Q1 with the following activities: • Q2 - Nelson Mandela Day event – 18 July 2024. 25 fruit trees were planted to commemorate the 25th anniversary of the PHSDSBC • Q3 - YOLO Programme on 16 November 2025 • Q4 - YOLO Programme – 24 March 2025 postponed to and convened on 01 April 2025
Maintain the Cloud server	100%	100% maintained Cloud server	Achieved	0%	
Monitor and manage threats on Mimecast and Kaspersky to ensure 0% cybersecurity threats	100%	100%	Achieved 110%	10%	Introduced Mimecast human risk training for all staff members and are reporting regularly

Programme: Administration	Sub-Programme 1.2: Information and Communications Technology				
Strategic Objective	**Baseline (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**
Maintain IT infrastructure, network, internet, interactive media devices and collaborative video conferencing	100%	100%	Achieved	0%	
Maintain ITcomputers, equipment, and faults within a 48-hour average turnaround time	100%	100%	Achieved	0%	
Update website regularly	100%	100%	Achieved	0%	
Manage all inbound and outbound logistics (telephones, e-mails, faxes, and printers)	100%	100%	Achieved	0%	hand deliveries: Faxes: 0 e-mails: 100 000+
Migrate Pastel to the Cloud	None	100%	Achieved	0%	Corporate services are now in charge of the project, but will liaise with the ICT department
Procure a system for automated claims	None	100%	Not Achieved 0%	100%	The project was deferred to the new financial year as there was no budget allocated for it

Programme: Administration	Sub-Programme 1.2: Information and Communications Technology				
Strategic Objective	**Baseline (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**
Decommission PCs in the boardroom and introduce BYOD	None	100%	Achieved	0%	Boardroom computers were decommissioned
Create a Call-log-in system for the Corporate Services Department	None	100%	Achieved	0%	JIRA call logon portal created for the Corporate Services department

Strategy to Overcome **Areas of Underperformance**

In the main, there is a lack of human resources within the MarCom unit and, to some extent, budgetary constraints within the IT unit. There is a commitment from the executive committee to consider a new organisational structure when the income (levies) of the Council improves.

Changes to **Planned Targets**

The following projects were deferred and/or postponed:

- Infographics for the OGS
- Panellists claim the system
- SEO and Google AdWords

Linking Performance to Budget

Table 14:Sub-programme 1.2 - Information and Communications Technology Budget

Sub-Programme	2023/2024			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
ICT	R 6 244 885	R 2 044 454	R 4 200 431	R 7 981 548	R 4 969 322	R 3 012 226

Sub-Programme 1.3: **Corporate Services**

Income and Expenditure

Income: The Council's primary income source is levies from public service employees. This year, levy income decreased by 2% due to employee relocations. Other income sources, including CCMA subsidies and recoveries, increased by 172.41%. Interest earned on investments decreased by 3.10% due to lower cash reserves. Overall, total income decreased by 1% from R 44 782 669 (2024) to R 44 333 135 (2025).

Expenditure: The Council's expenditure on travel and accommodation increased by 25%, and conciliation and arbitration costs rose by 21%. Employee compensation decreased by 0.84%, administrative costs by 4%, and Council activities by 0.29%. Total operating costs increased by 0.55% from R 40 788 919 (2024) to R 42 459 701 (2025).

Capital Investment: Key projects included replacing old computers and printers, adjusting, and installing Sage Evolution software. Deferred projects include emergency exit doors, additional windows, and lifts. Total fixed assets decreased from R 8 271 799 (2024) to R 7 260 424 (2025).

Reserves

The Council's reserves increased by 10%, from R 62 964 946 (2024) to R 69 384 595 (2025), with an average interest rate of 7.25%

Strategy to Overcome Areas of Underperformance

The Council will review its funding model to incorporate economic factors and ensure sustainability. The current levy agreement ends in September 2024 and has been extended to June 2025. The Council will engage stakeholders on a revised funding method.

Changes to Planned Targets

Deferred targets include the installation of Pastel Evolution software and additional windows and emergency exit doors in the Boardroom due to timing constraints.

Linking Performance to Budget

Table 15: Sub-programme 1.3 Corporate Services

Corporate Services	2024/25			2023/24		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
Finance	R 14 576	R 10 206	R 4 369	R 11 671	R 9 033	R 2 637
Human Resources	R 4 847	R 696	(R 4 151)	R 1 974	R 2 284	(R 309)
Total	**R 19 423**	**R 10 902**	**(R 8 521)**	**R 13 645**	**R 11 317**	**R 2 328**

Programme 2: **Collective Bargaining**

This programme is responsible for the effective promotion of labour peace through constructive collective bargaining/negotiations that take place between the Employer, on the one hand, and one or more workers' organisations, on the other, in respect of the following:

a. determining working conditions and terms of employment;

b. regulating relations between employers and workers; and

c. regulating relations between an employer and a workers' organisation.

Constructive collective bargaining/negotiating strives to conclude meaningful collective agreements that fulfil the decent work agenda.

Section A: **National Council**

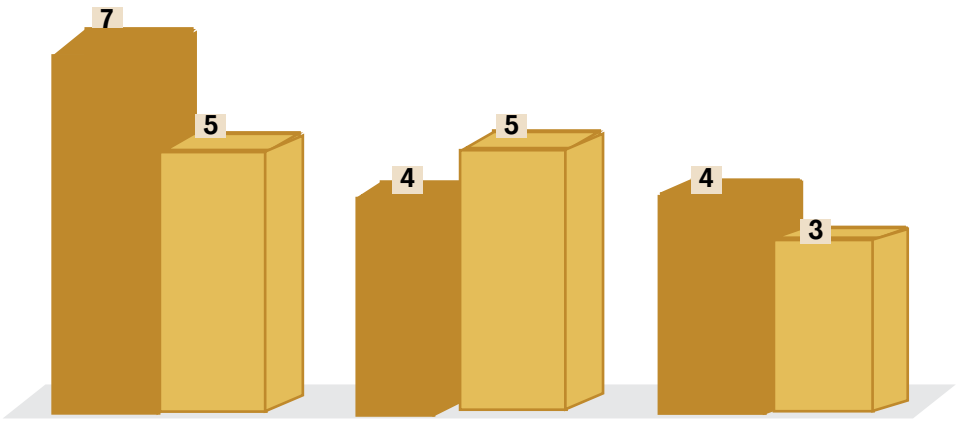
Efficient and effective management of collective bargaining processes

Table 16: **Meetings at a national level**

Programme Name		**Collective Bargaining**			
Strategic Objective	**Baseline (Actual Achievement 2023/2024)**	**Planned Target 2024/2025**	**Actual Achievement 2024/2025**	**Deviation from planned target to actual achievement 2023/2024**	**Comment on deviation**
To improve the efficiency and effectiveness of managing the collective bargaining processes by ensuring adherence to the prescribed turnaround timeframes and compliance with the norms and standards	156% 25 Council - 13 ExCo - 08 CBC - 04	Five (5) Council Meetings 100%	Achieved Five (5) Council Meetings	In the year 2024/25, five (5) Council meetings were planned as compared to six (6) in the 2023/24 financial year	The initial ordinary Council meeting was scheduled for 28 August 2024. However, that meeting was postponed to 16 September 2024 which then falls in the current financial year
		Six (6) Special Meetings 100%	Achieved Ten (10) Special Council Meetings 166.6%	+ (66.6%)	There were ten (10) special Council meetings held, instead of six (6) that were planned. This accounts for six (6) or 100% more meetings, that were neither planned nor budgeted for
		05 ExCo Meetings 100%	Achieved Five (5) ExCo Meeting	In the 2022/23 financial year, there were 6 planned meetings as compared to 4 planned meetings in the 2023/24 financial year	1 ExCo meeting per quarter. However, there are two (2) ExCo meetings in the third quarter

Programme Name		Collective Bargaining			
Strategic Objective	**Baseline (Actual Achievement 2023/2024)**	**Planned Target 2024/2025**	**Actual Achievement 2024/2025**	**Deviation from planned target to actual achievement 2023/2024**	**Comment on deviation**
		Achieved Four (4) Special ExCo Meetings 100%	Achieved Eight (8) Special ExCo Meetings 200%	+ (100%)	There were eight (8) special ExCo meetings held instead of four (4), which accounts for 200% of the meetings held. This led to an additional four (4) special ExCo meetings that were not anticipated as per the actual ExCo special meetings held during the 2023/24 financial year (baseline)
		Achieved Four (4) CBC Meetings 100%	Partially Achieved Three (3) CBC Meetings 75%	1	Only three (3) CBCs were held. The fourth CBC meeting was held during the Second quarter and was converted into a Special CBC meeting
		Achieved Three (3) Special CBC Meetings 100%	Achieved Three (3) Special CBC Meetings 300%	+ 200%	There were three (3) Special CBC meetings convened

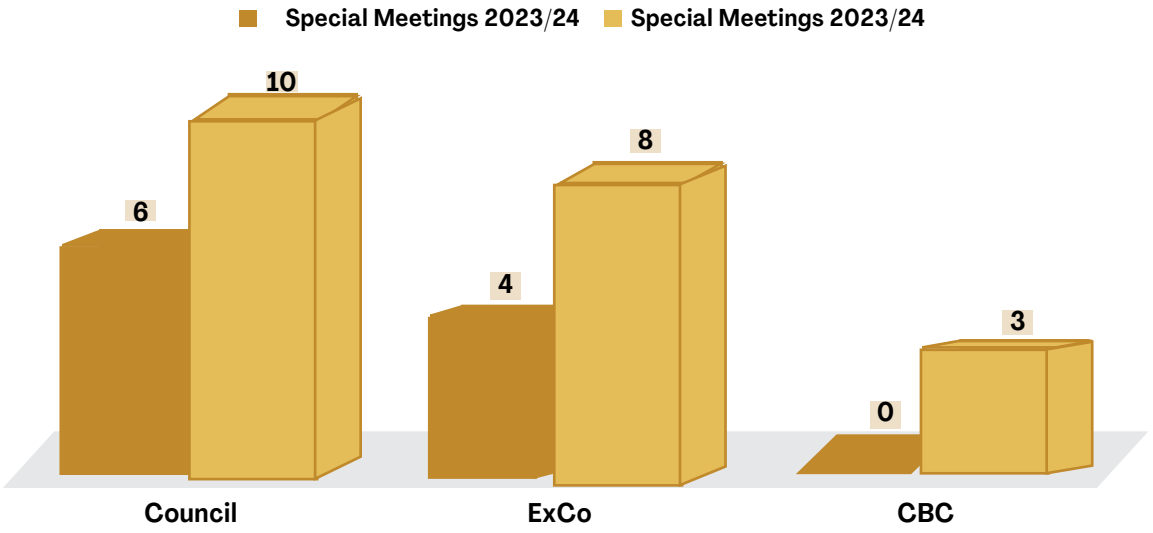
Figure 6: Year-on-year comparison of meetings



	Council	ExCo	CBC
Meetings 2023/24	7	4	4
Meetings 2024/25	5	5	3

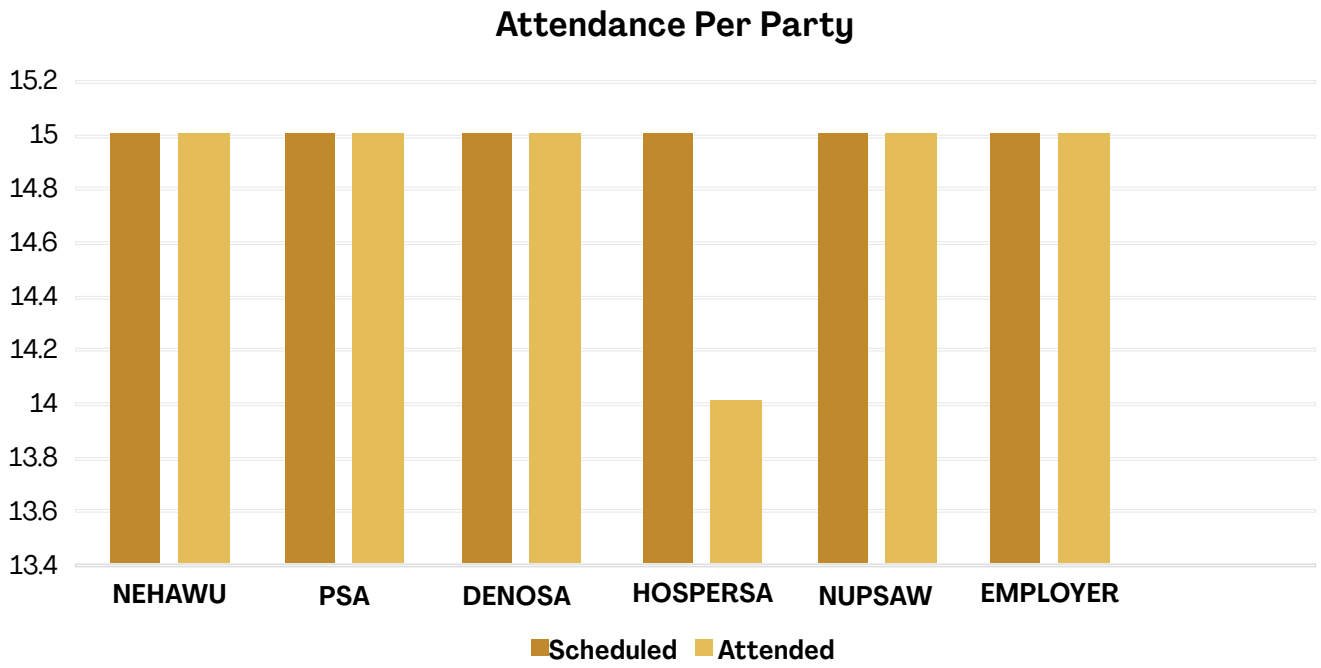
There were fewer Council meetings, ExCo and CBC meetings held during the reporting period compared to the previous reporting period.

Figure 7: Year-on-Year Comparison of Special Meetings



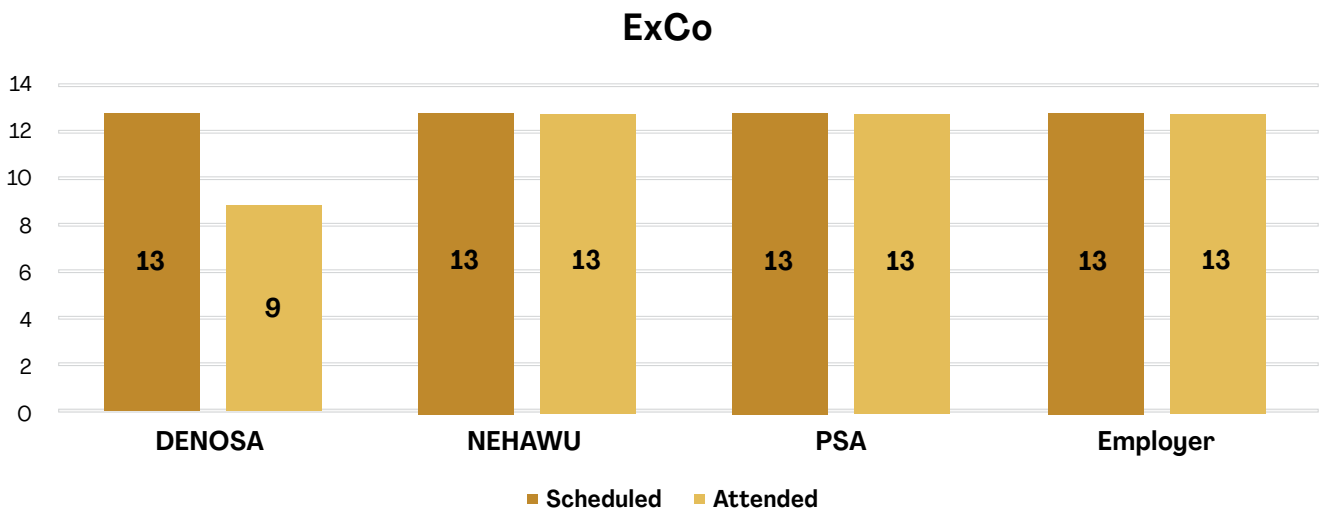
There was an increase in the number of Special Council meetings, from six (6) to ten (10) meetings held during the reporting period compared to the previous reporting period. There was also an increase in the number of special ExCo meetings held during the reporting period compared to the previous reporting period, from four (4) to eight (8). Lastly, there was an increase in the number of special CBCs, from zero (0) to three (3) meetings held during the reporting period compared to the previous reporting period.

Figure 8: **Status of attendance**



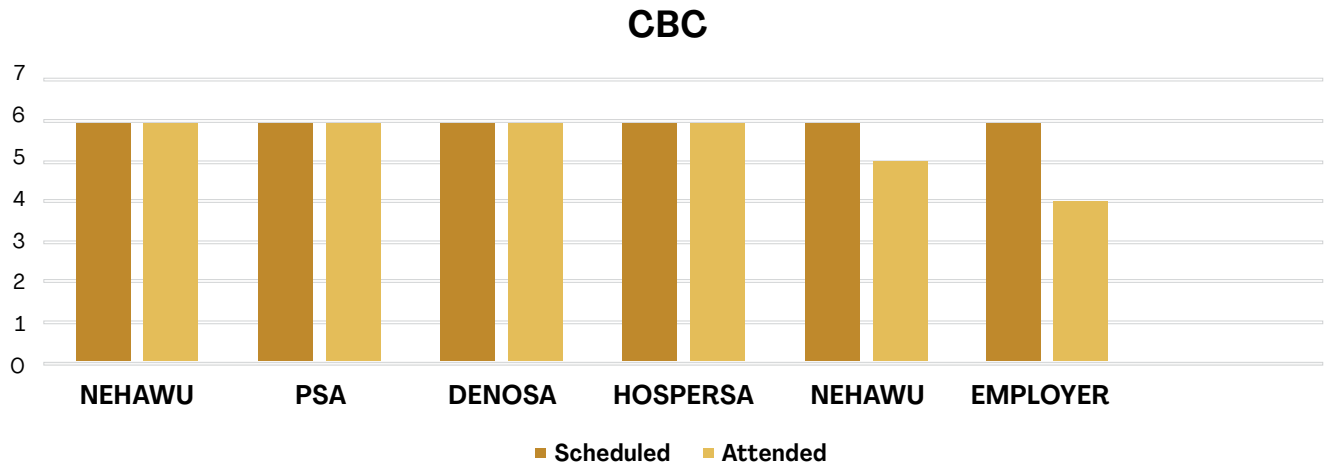
Out of fifteen (15) Council meetings scheduled, HOSPERSA attended fourteen (14). All other Trade Unions and the Employer attended the fifteen (15) Council meetings respectively.

Figure 9: **Attendance of ExCo meetings**



Out of thirteen (13) ExCo meetings scheduled, DENOSA ExCo members attended nine (9). All other trade unions and the Employer ExCo members attended all the meetings.

Figure 10: Attendance of CBC meetings



Out of six (6) CBC meetings scheduled, NUPSAW attended five (5), NEHAWU, PSA, DENOSA, HOSPERSA and the Employer attended all of them.

Collective Agreements

The aforementioned meetings culminated in the conclusion of the following collective agreements during the period under review:

a) *Resolution 1 of 2024: Amendment of Resolution 2 of 2023: Agreement on provision of Token of Appreciation to All Qualifying Department of Health and Social Development Employees was concluded on 23 October 2024.*

In essence, this resolution accords all employees who rendered services during the COVID-19 pandemic, as per clause 4.2, but are not covered by Annexure A and clause 4.5 respectively, shall qualify for five (5) days of Special Leave, provided there is proof that they rendered such services. Equally, the Employer shall assist employees with the proof mentioned above, in cases where such proof is in the possession of the Employer. Lastly, the agreement was extended to 31 March 2025.

b) *Resolution 2 of 2024: Extension of Resolution 3 of 2014: Agreement on the Increase of Levies: Public Health and Social Development Sectoral Bargaining Council*

This agreement was concluded to maintain the original levy contribution of R10.00 per employee (i.e. R5.00 per party), as outlined in Resolution 3 of 2014, until 31 March 2025.

c) Resolution 1 of 2025: A Further Extension of Resolution 3 of 2014, as Previously Extended by Resolution 2 of 2024: Agreement on the Increase of Levies: Public Health and Social Development Sectoral Bargaining Council

It became evident that the process of reviewing Resolution 3 of 2014 remains ongoing and is unlikely to be finalized by 31 March 2025. That necessitated a further extension to ensure the uninterrupted payment of levies to the PHSDSBC. Accordingly, the parties agreed that the levy contribution of R10.00 per employee (i.e. R5.00 per party), as established in Resolution 3 of 2014, shall remain in effect until 30 June 2025.

Age Profile Analysis of the **Council's Agenda Items**

Herein below is a tabulation of all agenda items that were processed by the Council during the reporting period.

Table 17 : Age profile of agenda items

No.	Agenda Item	Submitted By	Date Submitted	Date Resolved/ Status	Analysis
1.	Provision of Uniforms in the Sector	DENOSA	27 February 2017	Ongoing	The Council concluded Resolution 1 of 2022 (Provision of Uniform for Nurses). The Resolution enjoyed the majority of signatures on 28 February 2022. To ensure that the provisions of Resolution 1 of 2022 take effect from 01 October 2023, the Council established a task team. The task team held its last meeting on 12 July 2024, where the following recommendations were made: The Task Team had satisfied itself with reports received from provinces, and it could be concluded that the provinces wouldn't be ready to deliver the uniforms by 01 September 2024. To evoke Clause 4.4 and recommend that the Employer pay the uniform allowance to nurses no later than 30 November 2024 Subsequently, a decision was taken on 07 August 2024 to disband the task team and for the matter to be taken to Council. Terms of Reference were developed. However, the parties agreed that they would follow discussions on the matter at the level of the PSCBC. The Employer was also requested to submit a report identifying the provinces that claimed to be ahead and clarify "being ahead". The Employer was also requested to pay the uniform allowance to nurses who were not paid in December 2024

No.	Agenda Item	Submitted By	Date Submitted	Date Resolved/ Status	Analysis
2.	Professionalisation of Community Development Practitioners	NEHAWU	11 March 2019	Ongoing	The Employer provided a progress report on the approval of regulations on the establishment, composition, functions and functioning of a Professional Board for Community Development Practice. The progress report sought to clarify the roles and responsibilities of the Minister for Social Development and the South African Council for Social Service Professions (SACSSP - Council) pertaining application of sections 14A and 28 (2) (GD) in that:-1.1. The Council recommends the establishment of a professional board to the Minister, 1.2. The Minister develops regulations on the establishment, composition, functions and functioning of a Professional Board, and 1.3. Both the Council (Registrar) and the Minister implement regulations by first ensuring the composition of a professional board. The Employer brought in an expert, Ms Galeboo Rapoo, on 10 December 2024, who presented a progress report on the matter. The following way forward was proposed: The status of the approval and gazetting for implementation, the regulations on the establishment of a Professional Board for Community Development Practice. Subject to section 2 of the Social Service Professions Act, 1978, the Council is a statutory body established to regulate social service professions. Once its readiness to constitute a Professional Board for Community Development Practice is communicated to the Minister, the nomination and election processes will commence, and regular progress reports to be submitted to the Council on the status of the professionalisation processes.

No.	Agenda Item	Submitted By	Date Submitted	Date Resolved/ Status	Analysis
3.	Implementation of Resolution 3 of 2019	DENOSA	05 November 2019	Ongoing	At the meeting of 10 December 2024, the following decisions were made: The Employer was to investigate the causes of deregistration, reflect on the report, and identify problems in both the Department of Health and Social Development to provide a comprehensive response at the subsequent Council meetings. Further, OGS was tasked with writing to Statutory Councils and requesting the following: The total number of professionals successfully registered and issued with certificates under each Council for the relevant period. Details of professionals who were not registered, including reasons for non-registration. Any additional challenges the 5 statutory Councils (**SANC, HPCSA, SADTC, SACSSP & SAPC**) have encountered during the registration process? The reports were subsequently tabled at the Council meeting of 27 March 2025. The following resolutions emanated from that meeting. To convene a special Council with the above-mentioned Councils and schedule a webinar.
4.	Token of appreciation for all frontline employees/ workers during this period	NEHAWU	24 April 2020	Referred to the CBC on 10 December 2024.	The last special CBC meeting was held on 08 October 2024. Labour presented the draft agreement, and their draft was shared with the parties, both at the level of the Council and at the level of the CBC. The decision was to table the draft agreement to the Special Council for finalisation and adoption. The agreement was signed on 23 October 2024.
5.	Draft Collective Agreement on Picketing Rules	NEHAWU	14 January 2021	Ongoing	Labour is yet to finalise its mandating process for the draft collective agreement on picketing rules.

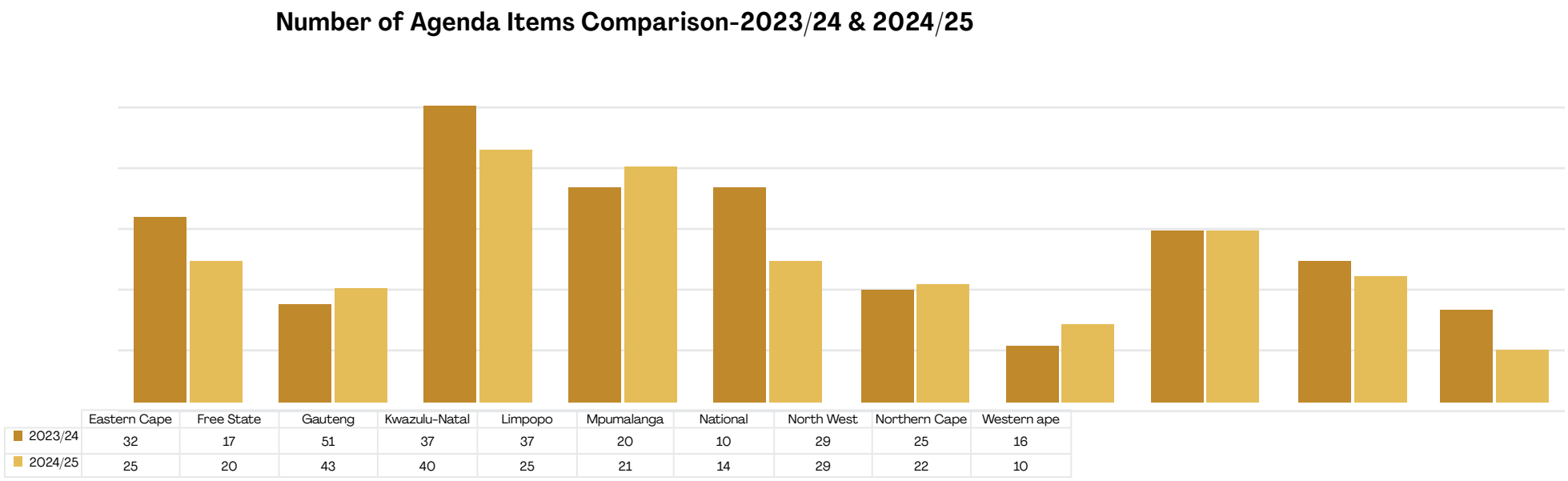
No.	Agenda Item	Submitted By	Date Submitted	Date Resolved/ Status	Analysis
6.	Standardisation of Remuneration and Absorption of Community Health Workers in the Department of Health	NEHAWU	26 January 2022	Removed from the agenda on 27 March 2025 after Labour reserved their rights.	On 10 December 2024, a decision was taken in the Council meeting to conduct a facilitation process between Labour and the Employer to finalise clause 5.5. However, the Employer requested that the item not form part of the facilitation as they were still studying the Labour court judgment so as to determine their next cause of action. Labour submitted the names of the people who will form part of the EWG on 02 April 2025.
7.	Current CHWS Contract of Employment vs Lifespan of Resolution 2 of 2022	NEHAWU	26 January 2022	Removed from the agenda on 27 March 2025 after Labour reserved their rights.	On 10 December 2024, a decision was taken in the Council meeting to conduct a facilitation process between Labour and the Employer to finalise clause 5.5. However, the Employer requested that the item not form part of the facilitation as they were still studying the Labour court judgment so as to determine their next cause of action. Labour submitted the names of the people who will form part of the EWG on 02 April 2025.
8.	Procedure for Training and Nurse Intake	NEHAWU	11 April 2022	Item at CBC	At the meeting of 18 February 2025, the Employer indicated they had not received a mandate on the item. However, they proposed a special CBC meeting in three (3) weeks to respond to the matter.
9.	Child and youth care workers perform duties that are not within their profession (scope of practice)	PSA	14 June 2023	Removed on 21 February 2025 during negotiations.	On 10 December 2024, Labour reserved their right on the matter, and the matter was taken for facilitation and the matter was subsequently removed.

No.	Agenda Item	Submitted By	Date Submitted	Date Resolved/ Status	Analysis
10.	Amendment of Resolution 4 of 2017 – Agreement on the Payment of Special Allowances and Danger Allowance	NEHAWU	23 August 2024	Ongoing	The FPOs are currently not professionalised despite the proposed sustainable model for professionalisation, which the employer is refusing to implement. They are currently performing critical dissecting work and are receiving an allowance in line with clause 4.5 of Resolution 4 of 2017. This allowance is not sufficient, especially because in most cases, they perform this work without the direct supervision of a pathologist. Worst of all, they are not even professionals.
11.	Amendment of Resolution 2 of 2010 – OSD for Therapeutic, Diagnostic and Allied Professionals	NEHAWU	23 August 2024	Ongoing	The FPOs are currently not professionalized despite being OSD. Unlike other workers who are OSD, they are unable to grade progress at regular intervals. Gauteng FPOs were removed from OSD, hence their remuneration for the same work is better than the other Provinces.

No.	Agenda Item	Submitted By	Date Submitted	Date Resolved/ Status	Analysis
12.	Amendment of Resolution 2 of 2004-Revised Non-Pensionable Allowance Referred to as Rural Allowance	NEHAWU	11 October 2024	Ongoing	When the resolution was signed in 2004, Speech Therapist as a job category encompassed both Speech Therapy and Audiology, which is how the job title is indicated on the PERSAL system. HPCSA also recognise this profession as Speech Language and Hearing Professionals. This is the reason why all Speech Therapists and audiologists have been receiving Rural Allowance since the Resolution became effective. Unfortunately, the job titles were split into two, Speech Therapist on the one side and Audiologist on the other. This caused a situation whereby some Public Health institutions terminated the rural allowance for audiologists because their job category did not appear on Resolution 2 of 2004. Hence, NEHAWU put forward that the resolutions should be amended to accommodate the change of job titles. It is important to emphasize that we do not intend, through this item, to include new job categories in the Resolution.
13.	Levies Increase Proposal	OGS	10 December 2024	Ongoing	The current levy of the Council is regulated in terms of PHSDSBC Resolution 3 of 2014, which came into effect on 01 April 2015. In terms of the agreement, the total levy contribution has remained fixed at R10.00 (i.e., R5.00 per party per month) for the past ten (10) years. The levy is received directly by the PHSDSBC via the PERSAL and PERSOL systems (or any other salary administration of the Government). As this agreement ends on 31 October 2024, it is crucial to review and adjust the levy to reflect changes in economic conditions and ensure the sustainability of our funding model.

No.	Agenda Item	Submitted By	Date Submitted	Date Resolved/ Status	Analysis
14.	Salary Disparity: Forensic Pathology Managers	PSA	25 October 2024	Ongoing	A significant salary disparity exists among Forensic Pathology Managers across the country. This disparity undermines the principle of equal pay for equal work, which should be consistently applied. The inequity has caused considerable instability within the ranks of Forensic Pathology Managers in the public health sector. To rectify this unfairness, we urge the employer to take immediate steps to eliminate the differences in terms and conditions of employment. This should include, but not be limited to, ensuring equal pay/ remuneration for employees performing the same or similar duties, or work of equal value. The PSA recommends that the employer implement a uniform pay structure for all Forensic Pathology Managers nationwide, using the highest current pay as the prevailing standard.
15.	Agreement on the Establishment and Regulation of Multi-Lateral Committees (MLCs)	Employer	14 October 2024	Referred to the CBC on 10 December 2024	Parties at the institutional level meet and discuss matters that affect them at that level. However, such engagements are not regulated by any agreement as a result those engagements are haphazard and unstructured and cannot be enforced. This often leads to tensions, disputes and ultimately, in some instances, industrial actions. It is against this background that the Employer proposed the establishment and formalization of MLCs.

Figure 11: **Number of agenda items comparison -2023/24 & 2024/25**



	Eastern Cape	Free State	Gauteng	Kwazulu-Natal	Limpopo	Mpumalanga	National	North West	Northern Cape	Western ape
2023/24	32	17	51	37	37	20	10	29	25	16
2024/25	25	20	43	40	25	21	14	29	22	10

Programme 3: **Dispute Management**

This programme provides for effectively promoting labour peace through dispute prevention programmes and the expeditious management of disputes. The PHSDSBC has been accredited for three years, from 01 June 2022 to 30 June 2025, in terms of section 127 of the LRA to perform dispute resolution functions (conciliations and arbitrations, including inquiry by an arbitrator), subject to the conditions imposed by the governing body of the CCMA and the terms set out in the accreditation certificate.

Table 18: Main Services and Standards on Statutory and Non-Statutory Efficiencies

Programme Name		**Dispute Management**			
Strategic Objective	**Baseline (Actual Achievement 2023/2024)**	**Planned Or desired Standard/ Target 2024/2025**	**Actual Achievement 2024/2025**	**Deviation From Planned Target To Actual Achievement 2023/2024**	**Comment On Deviation**
To promote labour peace through prompt dispute prevention programmes and expeditious dispute resolution processes	100%	To comply 100% with the 30-day turnaround time for conciliations heard and finalised. (492/492)	100%	N/A	Target achieved
	44%	45% compliance of arbitrations heard and finalised within 90 days. (847/1270)	67%	N/A	Target achieved

Programme Name		Dispute Management			
Strategic Objective	**Baseline (Actual Achievement 2023/2024)**	**Planned Or desired Standard/ Target 2024/2025**	**Actual Achievement 2024/2025**	**Deviation From Planned Target To Actual Achievement 2023/2024**	**Comment On Deviation**
	79%	To comply with 80% of the arbitration processes heard and finalised. (1022/1270)	80%	N/A	Target achieved.
	100%	To comply 100% with the awards issued within 14 days. (215/215)	100%	N/A	Target achieved: 49 awards in favour of employees; and 166 awards in favour of the employer
	45%	To comply with the 50% settlement rate on all processes heard and finalised. (307/662)	46%	N/A	Target partially achieved due to: Parties resolve to proceed with an arbitration process instead of settling the dispute
	17%	Comply with the maximum of 9% postponements of all processes heard. (265/1270)	21%	N/A	Target not achieved due to: Cases postponed at the hearing in the main; Ill-health; and Witness not available

Summary of **Disputes**

The prominent issues that arose about disputes in the 2024/2025 financial year are as follows:

a. Dispute referrals decreased by 2% in the 2024/2025 financial year compared to the 2023/2024 financial year.

b. The Total number of processes conducted and linked to cost in the 2024/2025 financial year increased by 11% compared to 2023/2024.

c. The employees of the provincial DOH referred the highest number of disputes, which constituted 85% of the total disputes referred.

d. The disputes referred to the PHSDSBC were mainly because of ULP relating to benefits and promotion. Promotion disputes were mainly related to alleged irregular recruitment processes, and benefit disputes were mainly related to pay progression.

e. Dismissals related to misconduct are the highest nature of dismissal disputes reported for the period under review.

f. Agreements on the implementation of OSDS, particularly Resolution 3 of 2007 (OSD for nurses), are the highest collective agreement referred for interpretations and/or application., The disputes related to the non-implementation of the collective agreement regarding the translation of applicants and grade progression.

g. Individuals referred the highest number of disputes compared to trade unions individually.

h. Gauteng referred the highest number of disputes compared to other provinces.

Strategy to Overcome Areas of Underperformance

The challenge of the parties postponing arbitration hearings continues to be an Achilles' heel for the PHSDSBC. The reasons for postponements at the hearing vary from one case to another and include ill health, the need to secure witnesses by subpoena, requests from parties to be accorded more time to review documents, applications for recusal or joinder, and sometimes their availability.

There is a need to review the efficiencies and develop more realistic ones, considering the complexities of the public service and the sector. The cost order will continue to be implemented where frivolous postponement applications are submitted before the panellist at the hearing. There were no changes to the planned targets during the reporting period.

Linking Performance to Budget

Table 19: Dispute Management Budget

Sub-programmed name	2023/2024			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
Dispute Management	R 17 327 328	R 9 142 082	R 8 185 246	R 16 522 389	R 10 970 317	R 5 552 072
Total	**R 17 327 328**	**R 9 142 082**	**R 8 185 246**	**R 16 522 389**	**R 10 970 317**	**R 5 552 072**

Jurisprudence

Conducting an Arbitration in Terms of Section 138 Of The LRA: Is The "Laissez-Faire" Or "Coup De Main" Approach by Commissioners Appropriate?

Section 138 of the Labour Relations Act 66 of 1995 ("the LRA") lay down the framework within which an arbitration must be conducted. It sets out the rights of the parties to an arbitration. More importantly, it gives the commissioner, and not the parties, a discretion on how to conduct an arbitration.

Discretion is by its nature a subjective concept. While there might be guidelines or principles to guide decision making, the final choice often depends on an individual's interpretation and application of those guidelines or principles, making it susceptible to personal judgment and perspective. The task is made even more daunting by the choice that commissioners have between the adversarial and inquisitorial approaches to conducting civil trials and litigation. Some commissioners prefer to follow the traditional adversarial approach and adopt a hands-off approach in conducting arbitrations. Others prefer to lend a helping hand to the parties and get involved in the proceedings. Some prefer a combination of the two approaches.

The big elephant in the room remains though: what is the correct approach to conducting an arbitration and at what point is the line crossed between arbiter and player?

Our law reports are replete with cases where parties have taken commissioners to task for being involved in proceedings, accusing commissioners of being biased and ultimately denying them the right to a "fair trial" so to speak.

We are also not short of legal literature on what the courts have laid down as parameters of reasonableness in so far as the exercise of discretion in the conduct of the proceedings by a commissioner is concerned.

This little piece is intended to provide commissioners and users of the alternative dispute resolution institutions made provision for in the LRA with some idea of the courts' interpretation of the content of section 138(1) and what is expected of commissioners in the process.

The best place to start in any discussion of section 138(1) is the 18 September 2008 landmark decision of the constitutional court in *CUSA v Tao Ying Metal Industries and Others* [2009] 1 BLLR 1 (CC). In that matter, the Constitutional Court held that the LRA introduces a simple, quick, cheap and informal approach to the adjudication of labour disputes. The Constitutional Court further held (at para 64) that "*consistent with the objectives of the LRA, commissioners are required to "deal with the substantial merits of the dispute with the minimum of legal formalities." This requires commissioners to deal with the substance of a dispute between the parties. They must cut through all the claims and counter - claims and reach for the real dispute between the parties. In order to perform this task effectively, commissioners must be allowed a significant measure of latitude in the performance of their*

functions. Thus the LRA permits commissioners to "conduct the arbitration in a manner that the commissioner considers appropriate". But in doing so, commissioners must be guided by at least three considerations. The first is that they must resolve the real dispute between the parties. Second, they must do so expeditiously. And, in resolving the labour dispute, they must act fairly to all the parties as the LRA enjoins them to do."

On 17 March 2015, the CCMA gazetted Guidelines on Misconduct Arbitration which came into effect on 1 April 2015. The guidelines reinforce the discretionary powers of a commissioner in conducting an arbitration.

On 13 June 2016, the Labour Appeal Court held in *Satani v Department of Education, Western Cape and Others* (2016) 37 ILJ 2298 (LAC) (para 14) that "*in conducting proceedings "with the minimum of legal formalities" suggests that arbitration proceedings are not a court of law and do not follow a system of binding precedents. Their proceedings are strictly speaking not required to mimic rules and procedures adopted in courts of law. To this end, the commissioner has a discretion to elect among others, an inquisitorial or adversarial approach in conducting arbitration proceedings. Such a choice, in my view, should be dictated by the nature of the dispute, the parties to the dispute as well as all other factors that might be relevant in order to achieve the goal of dealing with the substantial merits of the dispute fairly, evenhandedly, quickly and with minimum of legal formalities.*"

The Labour Appeal Court further held (at para17) that "*it is accepted that commissioners are not expected to merely sit back and allow the parties to present their cases and not guide them to the real issues that are to be determined. There will be instances where intervention on the part of the commissioner would be necessary, whether an adversarial or inquisitorial has been adopted. However, commissioners must guard against an intervention that is likely to suggest bias or a perception of bias in favour of a particular party to the dispute. He/she must refrain from assisting a party to the detriment of the other, cross-examining witnesses by inter alia, challenging the consistency of a witness, expressing doubt about the credibility and reliability of a witness; putting leading questions to witnesses; answering questions for witnesses; showing disrespect to the parties' representatives; not allowing representatives to present their cases without undue interference; doubting the capacity of a party's chosen representative to represent a party and appearing to be an expert who knows everything and evincing a mind not open to persuasion. The list is not exhaustive.*"

In *Impala Platinum Ltd v Jansen and others* [2017] 4 BLLR 325 (LAC), the Labour Appeal Court also had to comment on the approach followed by the commissioner in conducting an arbitration following allegations of bias against the commissioner. In upholding the approach followed by the commissioner during the arbitration proceedings, the Labour Appeal Court held that "section 138 gives the commissioner a discretion as to the form of the proceedings and the manner in which the proceedings are conducted. *The Act prescribes that the commissioner must deal with the substantial merits of the dispute with the minimum of legal formalities. The Act envisages the role of the commissioner to be more investigative than adversarial. This is less formal and should provide an expeditious access to justice. Section 138 therefore sets out two essential requirements: (i) that the commissioner must conduct the proceedings in a manner that the commissioner considers to be appropriate in order to determine the dispute fairly and quickly (ii) that the commissioner does so with the minimum of legal formalities.*"

The labour Appeal Court further held that an arbitration conducted in terms of the LRA must not be equated with the processes in a civil court and further that "*a commissioner has relative carte blanche to conduct the proceedings with the minimum of legal formalities in an inquisitorial or investigative mode. He or she is entitled to solicit information himself/herself in order to come to a finding that is fair. This would also means that a commissioner who adopts an adversarial approach to the proceedings must not simply sit back and not interfere or solicit any information from a witness. S/he is entitled to do so, more so if s/he believes that certain issues are not sufficient clear and where he/she is of the view that s/he requires more information. Seeking clarity is a right of any presiding officer, otherwise how else would s/he come to a just finding?*"

On 11 August 2020, the Labour Court held in *Lyttleton Dolomite (Pty) Ltd v NUM obo Lekgau and Others* (2020) 41 ILJ 2871 (LC) (11 August 2020) that "*clauses 20 and 21 of the CCMA Guidelines are the source of the so-called "helping hand" principle. The provisions require an arbitrator at the commencement of arbitration proceedings to inform the parties (inter alia) of: i) the fact that the proceedings will be recorded; ii) any potential conflicts of interest; iii) the rules of proceedings; iv) the role and powers of the arbitrator; iv) the procedure in terms of which documents are introduced into proceedings; and v) the requirement that if evidence of a witness is disputed, the other party should, at the appropriate stage, question the witness in that regard and put its version to the witness so that the witness has an opportunity to respond.*"

The helping hand approach was reinforced by the Labour Court on 03 September 2024 in *FAWU obo Members v Imperial Logistics (Pty) Ltd and Others* (JR62/20) [2024] ZALCJHB 360 and the court outlined the circumstances when it will be appropriate for a commissioner to lend a helping hand.

As can be seen from the CCMA guidelines and the principles emanating from the cases cited above, there is no right or wrong approach to the way a commissioner exercises the discretion to conduct an arbitration. It's a question or matter of preference. That preference is mostly guided by the obligation to deal with the dispute fairly and quickly with the minimum of legal formalities as well as the sophistication of the parties.

Fairness is a value judgment. Commissioners must therefore exercise the discretion bestowed upon them judicially and within the parameters of legality and the bounds of reasonableness.

A commissioner's hand is, therefore, very critical and crucial in an arbitration process. S/he can keep their hands to himself/ herself (hands-off approach) or use their hand to help the parties (helping hand approach). However, the commissioner decides to use the hand, the hand must not deny fairness to the parties or disadvantage one party over the other. So, beware and be careful how the hand is used. Otherwise, it risks becoming "the hand of God..."

Adv James Ngoako Matshekga

Resident Panellist

PART C:

HUMAN RESOURCES MANAGEMENT

Staff Matters

The tables below reflect employment and vacancies, employment changes, reasons for staff leaving, labour relations issues: misconduct and disciplinary action, and equity target and employment equity status.

Table 20: Personnel costs

Programme	Personnel Expenditure	Personnel Expenditure As a Percentage Of Total Expenditure	Number Of Employees	Average Personnel Cost Per Employee
Office of the General Secretary	R 2 123 000	14%	2	R 1 062 000
Collective Bargaining	R 2 591 000	17%	5	R 518 000
Dispute Management	R 3 692 000	24%	7	R 527 000
Information and Communications Technology	R 2 531 000 000	17%	3	R 844 000
Corporate Services	R 3 360 000	22%	8	R 420 000
Interns	R 416 000	3%	6	R 69 000
Temporary Staff	R 514 000	3%		R 257 000
TOTAL	**R 15 227 000**	**100%**	**31**	**R 3 697 000**

Table 21: Trainingcosts

Programme	Personnel Expenditure	Training Expenditure	Training Expenditure As a Percentage Of Personnel Cost	Number Of Employees Trained	Average Training Cost Per Employee
Office of the General Secretary	R 2 123 000	30	1%	2	15
Collective Bargaining	R 2 591 000	75	3%	5	15
Dispute Management	R 3 692 000	11	0%	7	2
Information and Communications Technology	R 2 531 000	45	2%	3	15
Corporate Services	R 3 360 000	120	4%	8	15
Interns	R 416 000	-	0%	6	-
Temporary Workers	R 514 000	-	0%		-
TOTAL	**R 15 227 000**	**281**	**10%**	**33**	**62**

Table 22: Employment vacancies

Programme	2023/2024		2024/2025		Percentage of vacancies
	Number of employees	Approved posts	Number of employees	Vacancies	
Office of the General Secretary	2	2	2	0	0%
Collective Bargaining	5	5	5	0	0%
Dispute Management	7	7	7	0	0%
Information and Communications Technology	3	3	3	0	0%
Corporate Services	6	8	8	0	0%
Interns	4	0	5	1	0%
Temporary Workers	2	0	2	0	0%
Total	**29**	**25**	**32**	**1**	**4%**

Table 23: Employment and vacancies per salary band

Salary band	2024/2025			Percentage of Vacancies
	Approved posts	Number of employees	Vacancies	vacancies %
Top Management	1	1	0	0%
Senior Management	4	4	0	0%
Professional Qualified	3	3	0	0%
Skilled	10	10	0	0%
Semi-Skilled	9	9	0	0%
Unskilled	2	2	0	0%
Interns	6	5	1	17%
Temporary Workers	0	2	0	0%
TOTAL	**35**	**36**	**1**	**3%**

Table 24: Employment changes

Salary band	Employment at the beginning of the period	Appointments	Terminations	Employment at the end of the period
Top Management	1	0	0	1
Senior Management	4	0	0	4
Professional Qualified	3	0	0	3
Skilled	6	4	1	9
Semi-Skilled	6	4	1	9
Unskilled	2	2	0	4
Temporary Workers	0	2	2	0
Interns	5	3	3	5
TOTAL	**27**	**15**	**7**	**35**

Table 25: Reasons for staff leaving

Reason	Number	Percentage of the total number of staff leaving
Death	0	0%
Resignation	2	71%
Dismissal	0	0%
Retirement	0	0%
Ill Health	0	0%
Expiry of Contract	3	29%
Other	0	0%
TOTAL	**5**	**100%**

Table 26: Disciplinary action

Nature of disciplinary actions	Number
Verbal Warning	0
Written Warning	0
Final Written Warning	0
Dismissal	0
Demotion	0
Suspension	0
Settlement Agreement	0
Total	**0**

Table 27: Employment equity status and target

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	0	0	0	0	0	0	0
Senior Management	2	0	0	0	0	0	0	0
Professional Qualified	2	0	0	0	0	0	0	0
Skilled	2	0	0	0	0	0	0	0
Semi-Skilled	2	0	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
Interns	2	0	0	0	0	0	0	0
Temporary Workers	0	0	0	1	0	1	0	2
TOTAL	**11**	**0**	**0**	**1**	**0**	**1**	**0**	**2**

Table 28: Employment equity plans and targets

Levels	Female							
	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	1	0	0	0
Professional Qualified	1	0	0	0	1	0	0	0
Skilled	7	0	1	0	0	0	0	0
Semi-Skilled	7	0	0	0	0	0	0	0
Unskilled	2	0	0	0	0	0	0	0
Interns	2	0	0	0	0	0	0	0
Temporary Workers	0	0	0	1	0	1	0	1
TOTAL	**20**	**0**	**1**	**1**	**2**	**1**	**0**	**0**

Table 29: Staff with disabilities

Levels	Disabled staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	1	0	1
Professional Qualified	0	0	0	0
Skilled	0	2	0	1
Semi-Skilled	0	0	0	1
Unskilled	0	0	0	0
Interns	0	0	0	0
Temporary Workers	0	0	0	0
TOTAL	**0**	**3**	**0**	**3**

AUDITED FINANCIALS

PHSDSBC

Public Health and Social Development
Sectoral Bargaining Council

Public Health and Social Development Sectoral Bargaining Council
(Registration number LR2/6/6/144/1)
Financial statements
for the year ended 31 March 2025

Public Health and Social Development Sectoral Bargaining Council

(Registration number: LR2/6/6/144/1)
Financial Statements for the year ended 31 March 2025

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Collective Bargaining and Dispute Management within the Public Health and Social Development Sector
Registered office	Public Service Bargaining Centre PHSDSBC: Building A and E 260 Basden Avenue Lyttelton 0176
Postal address	P.O. Box 11467 Centurion 0046
Bankers	Nedbank
Auditors	TicMend Inc Chartered Accountants (SA) Registered Auditors The Gables Building 320 Jan Shoba Street Hatfield Pretoria 0028
Legal advisors	Bowman Gilfillan
Company registration number	LR2/6/6/144/1

Public Health and Social Development Sectoral Bargaining Council

(Registration number: LR2/6/6/144/1)
Financial Statements for the year ended 31 March 2025

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Published

19 June 2025

Council's Responsibilities and Approval

The Council is required by the Companies Act of South Africa, to maintain adequate accounting records and is responsible for the content and integrity of the financial statements and related financial information included in this report. It is Council's responsibility to ensure that the financial statements fairly present the state of affairs of the Council as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the financial statements.

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

The Council acknowledge that it is ultimately responsible for the system of internal financial control established by the organisation and place considerable importance on maintaining a strong control environment. To enable the General Secretary to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Council and all employees are required to maintain the highest ethical standards in ensuring the Council's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Council is on identifying, assessing, managing and monitoring all known forms of risk across the Council. While operating risk cannot be fully eliminated, the Council endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Council have reviewed the Council's cash flow forecast for the year to 31 March 2026 and, in the light of this review and the current financial position, the Council is satisfied that the organisation has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Council's financial statements. The financial statements have been examined by the Council's external auditors and their report is presented on page 5 - 9.

The financial statements set out on pages 10 to 23, which have been prepared on the going concern basis, were approved by the board of directors on 19 June 2025 and were signed on its behalf by:

Approval of financial statements

Chairperson: M.H. Fadal

General Secretary: M.S. Sibiya

Public Health and Social Development Sectoral Bargaining Council

(Registration number: LR2/6/6/144/1)
Financial Statements for the year ended 31 March 2025

Council's Report

The Council has pleasure in submitting its report on the financial statements of Public Health and Social Development Sectoral Bargaining Council for the year ended 31 March 2025.

1. Nature of business

The Public Health and Social Development Sectoral Bargaining Council (PHSDSBC) was registered with the Registrar of Labour Relations in terms of Section 35 and 36 of the Labour Relations Act, 1995, as amended.. The objectives of the Council within registered scope are to:

1.1 Promote labour peace in the public health and social development sector;

1.2 Promote and maintain sound relationships between the employer and its employees;

1.3 Promote negotiation and collective bargaining to conclude collective agreements on matters of mutual interest to the employer and employees falling within the scope of the Council;

1.4 Supervise and enforce collective agreements;

1.5 Promote the effective and expeditious resolution of disputes in the public health and social development sector between:

1.5.1 The employer and trade unions admitted to the Council;

1.5.2 The employer and trade unions not admitted to the Council;

1.5.3 The employer and the employees, where the employer has the requisite authority to resolve such disputes;

1.5.4 A party to the Council and the Council, or the General Secretary in relation to specific issues in its Constitution;

1.6 Promote effective communication between the employer, its employees and the trade unions in the public health and social development sector;

1.7 Promote effective communication and co-ordination of the Council and its Chambers;

1.8 Comply with its duties within the scope of its powers in terms of the Act and its Constitution and;

1.9 Consider and deal with such other matters as may affect the interests of the parties to the Council.

The operating results and statement of financial position of the organisation are fully set out in the attached financial statements and do not in our opinion require any further comment.

There have been no material changes to the nature of the Council's business from the prior year.

2. Review of financial results and activities

The financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the Council are set out in these financial statements.

3. Going Concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

4. Auditors

TicMend Inc continued in office as auditors for the Council for 2025.

At the AGM, the Council will be requested to reappoint TicMend Inc as the independent external auditors of the Council and to confirm Tsanwani Mulaudzi as the designated lead audit partner for the 2025 financial year.

5. General Secretary

The Council's General Secretary is Mr M.S. Sibiya.

6. Liquidity and solvency

The Council has performed the required liquidity and solvency tests required by the Companies Act of South Africa.

TICMEND INC

CHARTERED ACCOUNTANTS AND REGISTERED AUDITORS

INDEPENDENT AUDITOR'S REPORT

To the members of Public Health and Social Development Sectoral Bargaining Council (PHSDSBC)

Report on the Audit of the Annual Financial Statements

Opinion

We have audited the annual financial statements of set out on pages 5 to 19, which comprise the statement of financial position as at 31 March 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of PHSDSBC as at 31 March 2025, and its financial performance and cash flows for the

Council: Tsanwani Mulaudzi CA (SA) RA, Associate Council: Mulalo Mammburu CA (SA) | Tineyi Kagondo CA (SA) CFE
+27 (012) 341 0205 | +27 (083) 717 4202 | +27 (071) 858 4442
The Gables Building | 320 Jan Shoba Street | Pretoria | Hatfield | 0028

year then ended in accordance with International Financial Reporting Standards for Small and Medium – Sized Entities and the requirements of the Labor Relations Act 66 of 1995.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the annual financial statements section of our report. We are independent of the company in accordance with the sections 290 and 291 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa.

The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Council is responsible for the other information. The other information comprises the Council's Report as required by the Labor Relations Act 66 of 1995. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual 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 annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained

prior to the date of this auditor's report, 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 Council and those Charged with Governance for the Financial Statement

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

In preparing the annual financial statements, the Council is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Annual 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 International Standards on Auditing 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 International Standards on Auditing, we exercise professional judgement and maintain professional skepticism 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 company'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 company'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 annual 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 company to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the annual 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.

We also provide the Council with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Council, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a

matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

TicMend Inc.
Tsanwani Mulaudzi CA(SA), RA

Pretoria

19 May 2025

Public Health and Social Development Sectoral Bargaining Council

(Registration number: LR2/6/6/144/1)
Financial Statements for the year ended 31 March 2025

Statement of Financial Position as at 31 March 2025

	Note(s)	2025 R	2024 R
Assets			
Non-Current Assets			
Property, plant and equipment	2	6,990,419	8,271,799
Intangible assets	3	139,140	115,129
		7,129,559	**8,386,928**
Current Assets			
Trade and other receivables	5	409,892	460,767
Prepayments	4	133,739	76,653
Cash and cash equivalents	6	63,638,206	62,969,578
		64,181,837	**63,506,998**
Total Assets		**71,311,396**	**71,893,926**
Equity and Liabilities			
Equity			
Retained income		69,719,825	69,187,369
Liabilities			
Current Liabilities			
Trade and other payables	7	432,335	748,806
Provisions	8	1,155,821	1,553,170
Bank overdraft	6	3,415	404,581
		1,591,571	**2,706,557**
Total Equity and Liabilities		**71,311,396**	**71,893,926**

Public Health and Social Development Sectoral Bargaining Council

(Registration number: LR2/6/6/144/1)
Financial Statements for the year ended 31 March 2025

Statement of Comprehensive Income

	Note(s)	2025 R	2024 R
Revenue	9	39,052,942	39,996,821
Other income	10	855,167	366,084
Operating expenses	11	(43,650,451)	(41,219,243)
Operating loss		**(3,742,342)**	**(856,338)**
Investment revenue	14	4,282,959	4,419,764
Profit for the year		**540,617**	**3,563,426**
Other comprehensive income	16	-	-
Total comprehensive income for the year		**540,617**	**3,563,426**

Public Health and Social Development Sectoral Bargaining Council

(Registration number: LR2/6/6/144/1)
Financial Statements for the year ended 31 March 2025

Statement of Changes in Equity

	Retained income R	Total equity R
Balance at 01 April 2023	**65,615,782**	**65,615,782**
Profit for the year	3,563,426	3,563,426
Other comprehensive income	-	-
Total comprehensive income for the year	**3,563,426**	**3,563,426**
Balance at 01 April 2024	**69,179,208**	**69,179,208**
Profit for the year	540,617	540,617
Other comprehensive income	-	-
Total comprehensive income for the year	**540,617**	**540,617**
Balance at 31 March 2025	**69,719,825**	**69,719,825**
Note(s)	16	

Statement of Cash Flows

	Note(s)	2025 R	2024 R
Cash flows from operating activities			
Cash receipts from customers		39,958,984	40,571,221
Cash paid to suppliers and employees		(42,978,958)	(41,495,728)
Cash used in operations	17	(3,019,974)	(981,307)
Interest income		4,282,959	4,419,764
Net cash from operating activities		**1,262,985**	**3,438,457**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(199,024)	(1,946,428)
Proceeds from sale of property, plant and equipment	2	5,833	49
Net cash from investing activities		**(193,191)**	**(1,946,379)**
Total cash movement for the year		**1,069,794**	**1,492,078**
Cash and cash equivalents at the beginning of the year		62,564,997	61,072,919
Total cash at end of the year	6	**63,634,791**	**62,564,997**

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

The financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Labour Relations Act. The financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period, unless stated otherwise.

1.1 Property, plant and equipment

Property, plant and equipment are tangible assets which the Council holds for its own use are expected to be used for more than one period.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the Council, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

Cost includes costs incurred initially to acquire or construct an item of property, plant 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, plant and equipment, the carrying amount of the replaced part is derecognised.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the Council.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight line	20 Years
Furniture and fixtures	Straight line	05 Years
Motor vehicles	Straight line	05 Years
Computer equipment	Straight line	03 Years
IT Infrastructure	Straight line	05 Years

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount.

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

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

Accounting Policies

1.1 Property, plant and equipment (continued)

During the year the Council purchased new laptops and scrapped the old laptops as at the 31 March 2025.

Accounting Policies

1.2 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance.

Intangible assets are initially recognised at cost and subsequently at cost less accumulated amortisation and accumulated impairment losses.

Research and development costs are recognised as an expense in the period incurred.

Amortisation is provided to write down the intangible assets as follows:

Item	Depreciation method	Average useful life
Computer software	Straight line	05 Years

In cases where management is unable to make a reliable estimate of the useful life of an intangible asset, its best estimate is applied, limited to 05 years.

The residual value, amortisation period and amortisation method for intangible assets are reassessed when there is an indication that there is a change from the previous estimate.

1.3 Financial instruments

Initial measurement

Financial instruments are initially measured at fair value (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. They are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

1.4 Tax

Current tax assets and liabilities

The Council is Exempt from Income Tax and thus does not have current and/or Deferred Tax implications on its transactions.

1.5 Impairment of assets

The Council assesses at each reporting date whether there is any indication that property, plant 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 profit or loss.

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 profit or loss.

Accounting Policies

1.6 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 and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

Related Party Transactions

The following is a summary of transactions with related parties during the year and as at year end:

Chairperson of the Council:	2024/25	2023/24
Chairperson's Fees and claims	R 365 381.00	R 376 421
Key Management Personnel - Senior Managers:		
Remuneration	R6 037 827.49	R6 018 064.35

Accounting Policies

1.7 Provisions and contingencies

Provisions are recognised when the Council has an obligation at the reporting date as a result of a past event; it is probable that the Council will be required to transfer economic benefits in settlement; 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.

Provisions are not recognised for future operating losses.

1.8 Revenue

Due to the nature of the Council's revenue (levies deducted from employees salaries). Revenue is recognised when the National Treasury transfers levies deducted from employees to the Council's bank account through Persal, to the extent that the Council has rendered services under the Collective Agreement. Revenue is measured at the fair value of the consideration received or receivable, excluding sales taxes and discounts.

Interest is recognised, in profit or loss, using the effective interest rate method.

1.9 Other Income

Other income increased due to the sale of desktops, which were initially expensed as they had a low cost value. Additionally, the Council has received funds from its insurance company for the claim settlement.

Notes to the Financial Statements

	2025 R	2024 R

2. Property, plant and equipment

	2025			2024		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Buildings	14,037,705	(8,305,642)	5,732,063	14,037,705	(7,603,756)	6,433,949
Furniture and fixtures	3,188,076	(3,143,342)	44,734	3,240,179	(3,211,717)	28,462
Motor vehicles	1,099,314	(528,291)	571,023	1,099,314	(365,142)	734,172
Computer equipment	1,164,616	(675,979)	488,637	1,515,627	(681,561)	834,066
IT Infrastructure	5,607,224	(5,453,262)	153,962	5,559,484	(5,404,872)	154,612
WIP - Fixed Assets Clearing	-	-	-	86,538	-	86,538
Total	**25,096,935**	**(18,106,516)**	**6,990,419**	**25,538,847**	**(17,267,048)**	**8,271,799**

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Transfers	Depreciation	Closing balance
Buildings	6,433,949	-	-	-	(701,885)	5,732,063
Furniture and fixtures	28,462	31,749	(9)	-	(15,467)	44,734
Motor vehicles	734,172	-	-	-	(163,149)	571,023
Computer equipment	834,066	119,535	(60,626)	-	(404,338)	488,637
IT Infrastructure	154,612	47,740	-	-	(48,390)	153,962
WIP - Fixed Assets Clearing	86,538	-	-	(86,538)	-	-
	8,271,799	**199,024**	**(60,635)**	**(86,538)**	**(1,333,229)**	**6,990,419**

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Disposals	Depreciation	Closing balance
Buildings	7,135,834	-	-	(701,885)	6,433,949
Furniture and fixtures	80,587	-	-	(52,125)	28,462
Motor vehicles	1	815,744	-	(81,574)	734,172
Computer equipment	212,938	884,036	(49)	(262,860)	834,066
IT Infrastructure	315,780	160,110	-	(321,279)	154,612
WIP Fixed Assets Clearing	-	86,538	-	-	86,538
	7,745,140	**1,946,428**	**(49)**	**(1,419,723)**	**8,271,799**

Notes to the Financial Statements

Figures in Rand

3. Intangible assets

	2025			2024		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Computer software	312,642	(173,502)	139,140	226,104	(110,975)	115,129

Reconciliation of intangible assets - 2025

	Opening balance	Additions	Amortisation	Closing balance
Computer software	115,129	86,539	(62,528)	139,140

Reconciliation of intangible assets - 2024

	Opening balance	Amortisation	Closing balance
Computer software	160,350	(45,220)	115,129

4. Prepayments

Camera	-	49,300
Microsoft 365 and telephone system	36,533	27,353
Caseware and Sage	97,206	-
	133,739	**76,653**

Net prepayments

Current assets	133,739	76,653

Notes to the Financial Statements

	2025 R	2024 R
5. Trade and other receivables		
Trade receivables	48,022	79,667
Accrued income	342,670	381,096
Other receivable	19,200	-
	409,892	**460,767**
6. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Cash on hand	4,019	4,632
Bank balances	63,634,187	62,964,946
Bank overdraft	(3,415)	(404,581)
	63,634,791	**62,564,997**
Current assets	63,638,206	62,969,578
Current liabilities	(3,415)	(404,581)
	63,634,791	**62,564,997**
7. Trade and other payables		
Trade payables	13,906	489
Other payables	200,462	183,794
Accrued expense	217,967	564,523
	432,335	**748,806**

8. Provisions

Reconciliation of provisions - 2025

	Opening balance	Additions	Utilised during the year	Closing balance
Provision for Leave	464,202	932,062	(915,389)	480,875
Provision for 13th Cheque	1,088,968	427,509	(841,531)	674,946
	1,553,170	**1,359,571**	**(1,756,920)**	**1,155,821**

Reconciliation of provisions - 2024

	Opening balance	Additions	Utilised during the year	Closing balance
Provision for Leave	441,721	535,004	(512,523)	464,202
Provision for 13th Cheque	892,851	1,059,290	(863,173)	1,088,968
	1,334,572	**1,594,294**	**(1,375,696)**	**1,553,170**

9. Revenue		
Levies	39,052,942	39,996,821

Notes to the Financial Statements

	2025 R	2024 R
10. Other income		
Cost Orders and Recycling	24,241	50,673
Penalty Charged	171,828	182,490
CCMA Subsidy	167,980	137,035
Insurance Settlement & Profit on sale	491,118	(4,114)
	855,167	**366,084**
11. Operating expenses		
Operating expenses include the following expenses:		
Depreciation and amortisation	1,395,757	1,464,945
Employee costs	15,578,234	16,073,841
12. Employee cost		
Employee costs		
Basic	15,912,598	15,473,003
Performance Bonus	(357,570)	330,391
Leave pay provision charge	23,206	124,828
Long service bonus	-	145,619
	15,578,234	**16,073,841**
13. Depreciation, amortisation and impairments		
The following items are included within depreciation, amortisation and impairments:		
Depreciation		
Property, plant and equipment	1,333,229	1,419,724
Amortisation		
Intangible assets	62,528	45,221
Total depreciation, amortisation and impairments		
Depreciation	1,333,229	1,419,724
Amortisation	62,528	45,221
	1,395,757	**1,464,945**
14. Investment revenue		
Interest revenue		
Bank	4,282,959	4,419,764
15. Auditor's remuneration		
External Audit Fees	231,725	262,901
Internal Audit Fees	-	350,425
	231,725	**613,326**
16. Other comprehensive income		
Components of other comprehensive income - 2025		

Notes to the Financial Statements

	2025 R	2024 R
17. Cash used in operations		
Net profit before taxation	540,617	3,563,426
Adjustments for:		
Depreciation, amortisation, impairments and reversals of impairments	1,395,757	1,464,945
Movement in provisions	(397,349)	218,594
Loss on Disposal	46,642	-
Investment income	(4,282,959)	(4,419,764)
Changes in working capital:		
(Increase) decrease in trade and other receivables	50,875	208,320
(Increase) decrease in prepayments	(57,086)	(76,653)
Increase (decrease) in trade and other payables	(316,471)	(1,940,175)
	(3,019,974)	**(981,307)**

Public Health and Social Development Sectoral Bargaining Council

(Registration number: LR2/6/6/144/1)
Financial Statements for the year ended 31 March 2025

Detailed Income Statement

	Note(s)	2025 R	2024 R
Revenue			
Levies		39,052,942	39,996,821
Other income			
Cost Order Orders and Recycling		24,241	50,673
Penalty Charged		171,828	182,490
CCMA Subsidy		167,980	137,035
Insurance Settlement and Profit on sale		491,118	(4,114)
		855,167	**366,084**
Expenses (Refer to page 25)		**(43,650,451)**	**(41,219,243)**
Operating loss		**(3,742,342)**	**(856,338)**
Investment income	14	4,282,959	4,419,764
Profit for the year		**540,617**	**3,563,426**

Detailed Income Statement

	Note(s)	2025 R	2024 R
Operating expenses			
AGM -Chambers		(214,975)	(201,089)
AGM - Council		(666,440)	(72,281)
Accounting fees		(51,286)	(50,076)
Advertising		(522,050)	(370,050)
Annual report		(73,297)	(77,259)
Arbitrations and conciliations		(7,410,052)	(6,110,942)
Assessment rates & taxes		(488,267)	(467,208)
Auditors remuneration	15	(231,725)	(613,326)
Bad debts		33,629	(130,435)
Bank charges		(26,849)	(28,792)
Body Corporate Levies		(448,814)	(448,920)
Chairperson's fees and claims		(365,381)	(376,421)
Cleaning		(268,532)	(3,053)
Conference cost		(2,603,668)	(2,266,233)
Loss on Disposal		(59,903)	(49)
Depreciation, amortisation and impairments		(1,395,757)	(1,464,945)
Employee costs		(15,578,234)	(16,073,841)
IT expenses		(342,558)	(215,953)
Insurance		(552,731)	(454,689)
Legal expenses		(2,379)	(82,495)
Meetings and refreshments		(1,463,163)	(1,391,930)
Placement fees		(101,053)	(256,996)
Postage		(60,381)	(64,392)
Printing and stationery		(305,291)	(372,879)
Promotions		8,800	(15,500)
Repairs and maintenance		(509,040)	(759,641)
Security		(32,263)	(29,392)
Software expenses		(84,979)	(222,702)
Staff welfare		(143,803)	(184,121)
Strategic and operational planning		(965,550)	(404,407)
Subscriptions		(944,238)	(714,731)
Telephone and fax		(859,330)	(963,779)
Training		(450,717)	(491,813)
Transport and freight		(875,751)	(722,579)
Travel - local		(4,297,420)	(3,670,764)
WCA Levies (COID)		(27,092)	(13,842)
Water and electricity		(483,485)	(450,633)
Year end Chambers		(369,713)	(598,850)
Year end Council		(416,713)	(382,235)
		(43,650,451)	**(41,219,243)**

The supplementary information presented does not form part of the financial statements and is unaudited

Notes:

PHSDSBC

0860747322

phsdsbc.org.za

Blocks A and E
260 Basden Avenue
Lyttelton
Centurion

servicedesk@phsdsbc.org.za

in everything that we do, we believe in giving hope and restoring dignity