



*Integrated  
Annual Report  
2022/23*

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# Chairperson's report



**It gives me great pleasure to present the 2022/23-financial year *Integrated Annual Report* on behalf of the PSA Board of Directors.**

## **Collective bargaining**

In 2022/23, the PSA was again at the forefront of collective bargaining in the public service. In November 2022, the PSA led public servants to picketing lines, opposing government's salary-increase offer and it escalated to a very successful one-day strike. These actions by committed public servants were assisted by largely setting the tone for the 2023-salary negotiations in the public sector and the PSA, working with like-minded unions, concluded a multi-term collective agreement that will be applicable for 2023 and 2024.

Beyond the Public Service Coordinating Bargaining Council (PSCBC), the PSA also negotiated the following various collective agreements to the benefit of its members and broader workers in the mentioned jurisdictions:

The PSA concluded the following General Public Service Sectoral Bargaining Council collective agreements in the report period:

- Migration of the Naval Base Station into the Naval Base Durban - Department of Defence
- Arrangement of working time for Security Officers Civilian Secretariat for Police Service.

The above-mentioned agreements are still to be ratified by the Council.

The PSA concluded the following PSCBC collective agreements in the report period of 2022/23:

- PSCBC Resolution 1/2022: Declaration of the Public Service Coordinating Bargaining Council Summit on Collective Bargaining.
- PSCBC Resolution 1/2023: Agreement on the transfer and integration of staff into the Border Management Authority.
- PSCBC Resolution 2/2023: Agreement on the payment of salary adjustment in the Public Service for the financial years 2023/24 and 2024/25.

The PSA concluded the following Public Health and Social Development Sectoral Bargaining Council (PHSDSBC) collective agreement in the report period of 2022/23:

- PHSDSBC Resolution 3/2022: Agreement on Standardisation of Remuneration for Community Health Workers in the Department of Health - the extension of Resolution 1/2021.

## Members' rights

Committed to the service promise to members, the PSA attended 1 601 grievance meetings, 1 134 disciplinary hearings, 1 238 conciliations, and 841 arbitrations. In addition, the PSA is actively pursuing 168 Labour Court cases on behalf of its members. The PSA's interventions resulted in awards in favour of members amounting to R22 874 581.46 during the report period.

## Training

Continuously building capacity amongst PSA trade-union representatives and staff members, the various PSA training interventions led to a total number of 1 312 PSA trade-union representatives and 154 PSA staff members being trained. The PSA, as an affiliate to Fedusa, benefited from several training activities for trade-union representatives such as Constituency Capacity Building and Advocacy Training with a total number of 307 delegates being trained for the period of 2022/23 and 50 PSA members benefited from the Fedusa bursary programme.

## Finance and corporate governance

The PSA solidified its financial position insofar as reserves have grown from R32 432 044 in 2013 to R87 935 929 at 2022/23 year-end over the past decade, despite the deficit of R2 291 929 this year. The main cost drivers for the deficit in this report period were internal labour matters, increased security services, and the industrial action. Considering that for the past three consecutive years there was no membership fee increase, the Board appreciates management and all role players in their efforts to ensure that expenditure is managed carefully. The PSA champions good corporate and financial governance and the Board is also proud to again highlight the unqualified external audit opinion.

## Membership growth

Various activities were embarked upon during the report year to retain membership and to grow the Union. PSA staff, trade-union representatives, and members worked endlessly in recruiting new members. The Union's active membership grew from 237 270 on 1 January 2022 to 241 842 on 31 December 2022, which further cemented the PSA's representation weights in various bargaining forums.

## Communication

During the report period, the PSA published media statements and received coverage in print, radio, and television media to the value of R144 434 065. Internal communications, focussing on agenda items of workplace forums, bargaining chambers, sectoral and national councils, to members amounted to 668 newsletters being issued.

The effective communication, internal and external, assisted continuous brand expansion to such an extent that street stalls are selling PSA branded clothing during strikes. The PSA as a brand has reached all corners of South Africa.

## Continuous acts of kindness

The PSA, as a caring Union, continued with corporate social responsibility projects during the report period such as the #SchoolSafety project with community support interventions, and Mandela Day initiatives, to mention a few. The PSA in KwaZulu-Natal joined hands in assisting many communities that were severely affected by the catastrophic natural disaster floodings in the province during the reporting period.

## Associate Branch

The Associate Branch serving public service pensioners continues to look after pensioners' needs by assisting them with enquiries related to pension payments, medical aids, and other matters. The PSA holds the Branch management members in high regards for rendering the unselfish service to our vulnerable elderly.

## Federation

The PSA is the biggest affiliate of Fedusa and many of its office bearers were elected to the National Executive Committee and Provincial Executive Committees. Fostering relationships on all fronts, the PSA effectively participated in various important social dialogue structures. Fedusa assisted in bringing public service unions together, which led to the remarkable achievement of the 2023/24 multi-term collective agreement, which improved the wages of public service workers.

## End remark

I announced my retirement from National Leadership and the position of Chairperson of the Board during the 2021 Congress and I wish the organisation all the best in continuing to serve and protect the workers of South Africa. It was an honour and privilege to have been afforded the opportunity the past 30 years to be part of this esteemed organisation. On behalf of the Board of Directors, thank you to our members, trade-union representatives, office bearers, executive management, and staff members, for their unselfish efforts in ensuring that the rights and interests of public sector workers are protected.



Pierré Snyman  
**CHAIRPERSON**

# Management of the PSA

## Board of Directors

The PSA's Board of Directors, in the absence of the General Assembly in session, acts in its stead and is responsible for the strategic direction and oversight of the PSA's business. During the period under review, the following members served on the PSA's Board of Directors:

**Dr Lufuno Mulaudzi** (former President) – re-elected on 20 September 2021 as President and resigned from the Office of President on 7 March 2023.

**Cebo Mntwini** (Vice-President) – elected on 16 September 2019 and his term of office ended on 19 September 2022.

**Nomabandla Silinyana** (Director) – elected on 16 September 2019 and her term of office ended on 19 September 2022.

**Tshekiso Sebati** (Director) – elected on 11 January 2021 (2020 Annual General Meeting) and resigned as a Director on 7 June 2022.

**Justice Shiburi** (Interim-President) – re-elected on 19 September 2022 as Vice-President and appointed as Interim-President by the Board on 7 March 2023.

**Pierré Snyman** (Chairperson) – re-elected on 11 January 2021 (2020 Annual General Meeting).

**Mosala Seelamo** (Vice-Chairperson) – re-elected on 19 September 2022.

**Nondumiso Mvubu** (Director) – elected on 11 January 2021 (2020 Annual General Meeting).

**Anadele Coetzee** (Director) – re-elected on 20 September 2021.

**Noah Bodiba** (Director) – elected on 19 September 2022.

**Refithile Baloyi** (Director) – elected on 19 September 2022.

**Ncedisa Mahala** (Director) – elected on 19 September 2022.

**Adv Jenó Singh** (Director) – elected on 19 September 2022.

## Administration

**Marcus Ramakgale** was appointed as General Manager on 15 September 2021 and his contract with the PSA ended on 3 February 2023.

**Madelain Müller** was appointed as the acting General Manager on 8 June 2022.

## Board Committees of the PSA

The President of the Board may attend Board Committee meetings in an *ex-officio* capacity. The Chairperson of the Board may attend the Audit and Risk Committee meetings in an *ex-officio* capacity.

The following members serve/served on the different Board Committees of the PSA and attendance at Board and Committee Meetings is reflected on page 4.

Director	Board	ARC	STIC	Remco	SEC	HRC	CoC	SRC	Stabilisation Committee	Burco
Dr L Mulaudzi	8									
C Mntwini	4			3					1	2
J Shiburi	10	5	2		3	5				3
P Snyman	10	2				5			1	
M Seelamo	9	5	2							
R Baloyi	6	2				3				
N Bodiba	6		1			3			1	
A Coetzee	10			3	3	2				2
N Mahala	6				1				1	2
N Mvubu	9		2		3					4
T Sebati	2	1		1						
N Silinyana	4	3	1	3	1					
Adv J Singh	6	2							1	
<b>Total meetings</b>	<b>10</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>4</b>

## Board Meetings

The PSA's Board of Directors, in the absence of the General Assembly in session, acts in its stead and is responsible for the strategic direction and oversight of the PSA's business.

## Audit and Risk Committee

The Audit and Risk Committee (ARC) oversees the finances of the organisation. This Committee is also responsible for overseeing the policies and procedures and audits performed to assist the Board in assurance. The following was presented to the Audit and Risk Committee:

- Quarterly management reports
- Audited Annual Financial Statements
- External Audit Reports
- Internal Audit Reports
  - Asset Management
  - Provincial Offices Audit – The following Offices were audited during the report period: Bloemfontein, Durban, Pietermaritzburg, and Nelspruit
  - Membership Management
  - Internal Control Review
  - Information Technology General Control Review
  - Procurement
  - Follow-up Review
  - Internal Audit Charter Review
- Annual and Revised Budget
- Financial and IT Policies

## PSA Short-Term Insurance Committee

The Short-term Insurance Committee (STIC) oversees the short-term insurance processes and financials. The following items were presented to the Committee:

- Quarterly Financial Reports
- Quarterly Claims Loss Ratio
- Marketing Plan
- New Products

## Remuneration Committee

The Remuneration Committee (Remco) oversees the remuneration of Senior Management, the Board, and Sitting Fees of Chairpersons and Board Members. The Committee recommends Senior Management's salary increases to the Board for approval and recommends increases of the Board honoraria and sitting fees of Chairpersons to the Board for approval by the Annual General Meeting.

Members representing structures  
(Appointed by the Annual General Meeting to serve on Committee for a period of four years)

- **Chris Krüger** – attended three meetings – re-elected on 20 September 2021.
- **Dimakatso Tsutsubi** – attended three meetings – elected on 11 January 2021.
- **Solomon Mokoane** – attended three meetings – elected on 11 January 2021.

- **Mahlatse Ditle** – attended three meetings – elected on 11 January 2021.

### Social and Ethics Committee

The Social and Ethics Committee (SEC) is responsible for monitoring the activities on social and ethical development, good corporate citizenship, the environment, health and public safety, consumer relationships, and labour and employment.

### Human Resources Committee

The Human Resources Committee's (HRC) primary role is to supplement, support, advise, and provide guidance to the Board on matters related to the appointment, duties and responsibilities, and performance management of the General Manager.

### Stabilisation Committee

The Committee was established to address issues that threaten the stability and sustainability of the organisation.

### *Ad-hoc* Statute Review Committee

This Committee (SRC) was established to review the PSA Statute but did not meet during the report period whilst the PSA was awaiting confirmation of previous Statute amendments.

### *Ad-hoc* Bursary Committee

The Committee (Burco) was established to investigate the possibility of establishing a bursary fund for the dependent children of members.

Members representing Structures  
(*Appointed by structures to serve on ad-hoc committee*)

- **Sibongile Mathibela** - attended four meetings.
- **Linge Pheko** - attended four meetings.
- **Nkosinathi Thwala** - attended four meetings.
- **Simon Sono** - attended two meetings.

## **PSA Fedusa affiliation**

Pushing new barriers to ensure that the Federation of Unions of South Africa (Fedusa) remains a key player in the labour market remained the crucial focus. Co-creating strategies and ensuring that the spirit of unity and family bonds are cemented and advanced was a key pillar of focus.

Training and education in Fedusa achieved good results in terms of building capacity amongst affiliates' shop stewards and linkages to members on the ground. It further enhanced a spirit of camaraderie amongst affiliates, broadening horizons and opportunities for growth overall.

PSA delegates undertook the following international travel during the report period:

- **Nomabandla Silinyana**: ITUC AFRICA - 23<sup>rd</sup> General Meeting, 25 to 29 September 2022, Tunisia.
- **Pierré Snyman** and **Nomabandla Silinyana**: 5<sup>th</sup> ITUC Congress, 16 to 22 November 2022, Melbourne, Australia.

### Training and Education Committee

Empowering members and ensuring that they can improve conditions in workplaces remained a driving force. The PSA's presence and uptake of the extended Fedusa training were remarkable as figures documented year-on-year improved and the ability to foster closer relations with other Fedusa affiliates. Attendance and outreach in both rural and urban areas in the country proved to be successful and the process of monitoring and evaluation with the intent of driving capacity building and development will follow as Fedusa strives for life-long learning. Fedusa is proud of accomplishments and the transition to digital certification allowed mutual relations to simultaneously embrace the ambitions of the Fourth Industrial Revolution.

Fedusa and its affiliates were awarded an opportunity, through the ETDP Seta and Ditsela Workers Education Institute, to acquire 100 once-off bursaries of up to R30 000 per learner for union members or union staff officials who are enrolled with a university or any institute of higher learning. Ditsela, in collaboration with the ETDP Seta, in March 2023 together with Fedusa was mandated to recruit, receive applications from suitably qualified beneficiaries, and process these to the set standard by the ETDP Seta. Letters of awards were subsequently sent to the successful and deserving beneficiaries, with 50 bursaries being awarded to PSA members.

### PSA representation on Fedusa structures

Fedusa National Executive Committee (NEC)

The management of Fedusa between National Congresses vests in this Committee.

All Fedusa affiliates are represented in this structure, which is the highest decision-making body in Fedusa between congresses and is convened approximately once every two months. The PSA representatives are Pierré Snyman, Nomabandla Silinyana, Madeleine Müller, Nondumiso Mvubu, Cebo Mntwini, and Mosala Seelamo.

### Fedusa Management Committee

This Committee consists of ten persons, namely the elected National Office Bearers, the General Secretary, the Deputy General Secretary, and four persons appointed by the National Executive Committee. This Committee oversees the day-to-day affairs of Fedusa and meets between NEC meetings, and reports to the NEC. The PSA representatives are Pierré Snyman (Vice-President: Public Sector), Nomabandla Silinyana (Vice-President: Social Justice and Gender), and Cebo Mntwini.

### Fedusa Financial Committee

This Committee assists the Management Committee with technical work on Fedusa's finances. It is chaired by the Vice-President: Finance and the Secretariat function is shared by the General Secretary and the Financial Officer. The PSA is represented by Anadele Coetzee.

### Fedusa Training and Education Committee (TEC)

The Committee is a constitutional structure that deals with all issues regarding trade-union education and education in South African society. All affiliates are represented on the TEC by worker leaders or officials concerned with education and training in their respective unions. The PSA is represented by Tshekiso Sebati.

### Fedusa Social Justice Committee

This Committee is an active constitutional structure of Fedusa and is actively engaged in dealing with socio-developmental issues. It stands for freedom, dignity, and equality in the workplace, development of men and women in South Africa, transparency, fair labour practices, and upward mobility for all. The PSA is represented by Nomabandla Silinyana (Vice-President: Social Justice and Gender) and Nondumiso Mvubu

### Fedusa Development Committee

The Committee is the champion of youth struggles of Fedusa. The PSA is represented by Ncedisa Mahala.

### Fedusa Public Sector Committee

The Committee is a constitutional structure that deals with issues and developments affecting the Fedusa membership in the public sector. All affiliates organising in the public sector are represented on the PSC by worker leaders or officials. The PSA is represented by Pierré Snyman (Vice-President: Public Sector), Justice Shiburi, and Jannie Oosthuizen.

### Provincial Executive Committee

In terms of the Fedusa Constitution, the NEC shall establish Provincial Executive Committees to assist Fedusa in its provincial coordination and activities. Each Provincial Executive Committee elects a Provincial Chairperson, Provincial Vice-Chairperson, Provincial Secretary, Provincial Training Coordinator and Gender and HIV/Aids Coordinator. Office bearers of the Provincial Executive Committee hold office for three years. The PSA is represented as follows:

**Eastern Cape:** David King (Chairperson), Lihle Mlungwana (Training Coordinator), and Louis Basson.

**Free State:** Fredre' Fouche (Training Coordinator), Lizzy Melesi (Gender Coordinator), Matau Molelekoa, Kagisho Lebogang Motlhale, and Shadrack Motlhale.

**Gauteng:** Solomon Mokoane (Chairperson), Peter Moloji (Secretary), and Ernest Phaladi.

**KwaZulu-Natal:** Sithembile Nngcobo (Youth Coordinator), Phindile Buthelezi, and Nkosinathi Thwala.

**Limpopo:** Cornelius Sebothoma (Chairperson), Pudiamakwa Thotse, and Ngwanakgati Malepe.

**Mpumalanga:** Johnny Nwaila (Chairperson) and Benedict Mdluli.

**Northern Cape:** Keamoghtse Ntuane (Deputy Chairperson), Kagisho Seshuane (Secretary), Lulu Hlophe, Victor Selabe, and Rodger Scholtz.

**North West:** Mogomotsi Mosheshe (Chairperson), Daniel Sekhu, and Japhta Moate (Secretary).

**Western Cape:** Carel Roestorff (Chairperson), Natalie Adams (Secretary), and Lwellyn Fuller.

Fedusa looks forward to many more fruitful and progressive relations with the PSA as we collectively drive the power of members and the working class.

# Marketing and communication

## Communication

In 2022, the PSA embarked on massive strike action in the Public Service in support of members' wage demands. The strike was led by the PSA, the first such action since 2010. The PSA staged lunchtime pickets and held a protest march in Pretoria on 10 November 2022, joined by thousands of members, following the unilateral implementation of a 3%-wage increase by government.

To ensure that PSA members stayed updated on all matters during the entire process, the PSA relied on trusted communication tools to provide members with continuous customer-focused service delivery. Efforts to update the membership database with members' contact details were intensified to ensure effective communication with members.

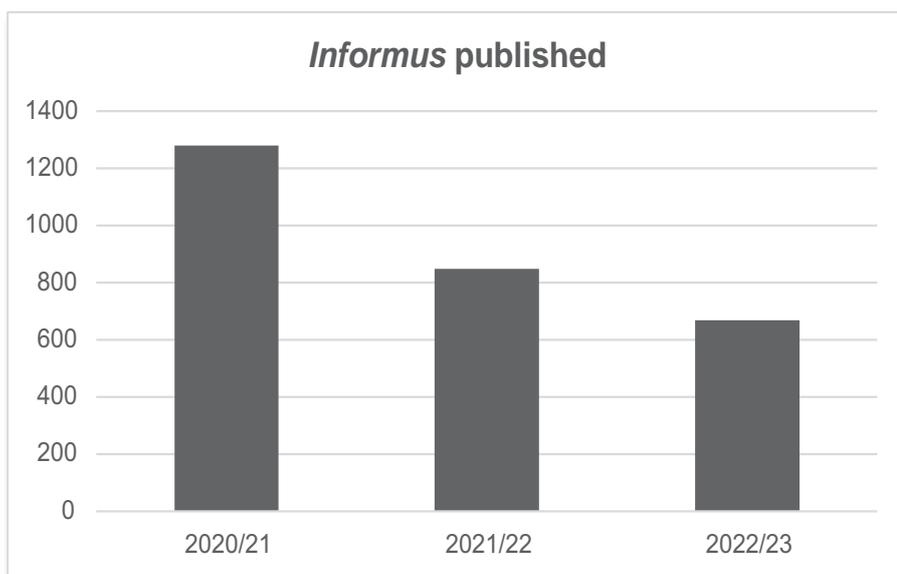
The PSA's electronic newsletter, *Informus*, remained the main medium for informing and updating members on labour-related developments and Union matters. In total, 668 editions were published during the report period. The graph below reflects the volume of this newsletter for the past three report periods.

In total, twelve editions of the PSA's newsletter for shop stewards *PSALink*, were published during the report period.

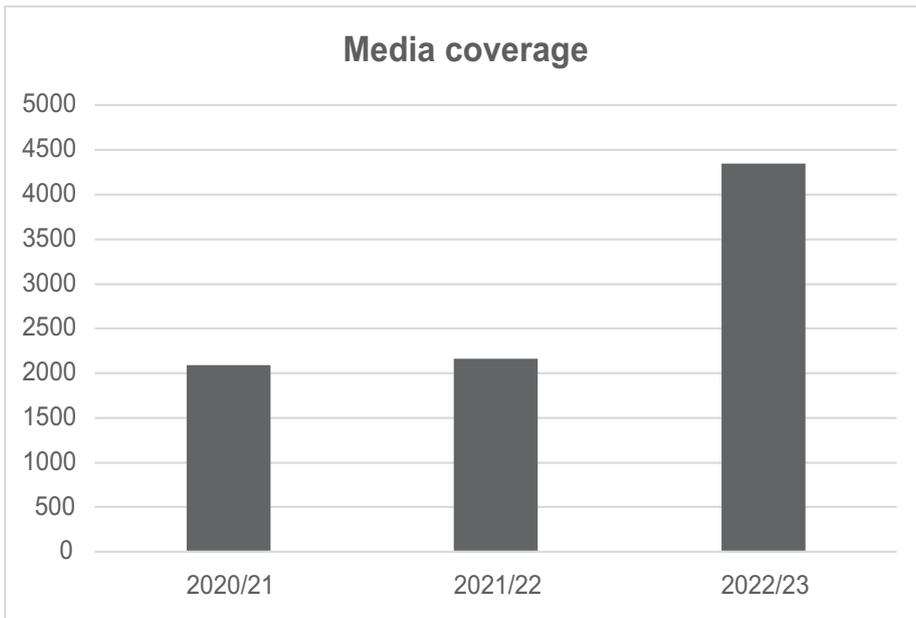
The *PSA magazine* remains an important platform for sharing in-depth information with members and promoting the benefits of a PSA membership, whilst also actively supporting the recruitment of new members. Four editions of this publication were produced during the report period and were distributed electronically by means of email, and SMS, with hard copies being distributed by PSA Provincial Offices.

*PSA magazine* recruitment competitions remain popular with members and resulted in a considerable number of new members being recruited during the report period.

SMSs were also used to spread PSA's messages as well as issuing welcome messages to new members and congratulating them on their birthdays.



The PSA's media presence continued to grow in both local and national media. The PSA further actively pursued the growth of the Union's media database. These efforts resulted in expanding the media database to 517 contacts by the end of the report period. The PSA issued 144 topical media statements during the report period, which resulted in a media presence of 4 344 clips (print, broadcast, and on-line) with an advertising value equivalent (AVE) of R144 434 065. The graph below reflects the PSA's media coverage (number of clips) for the past three report periods.



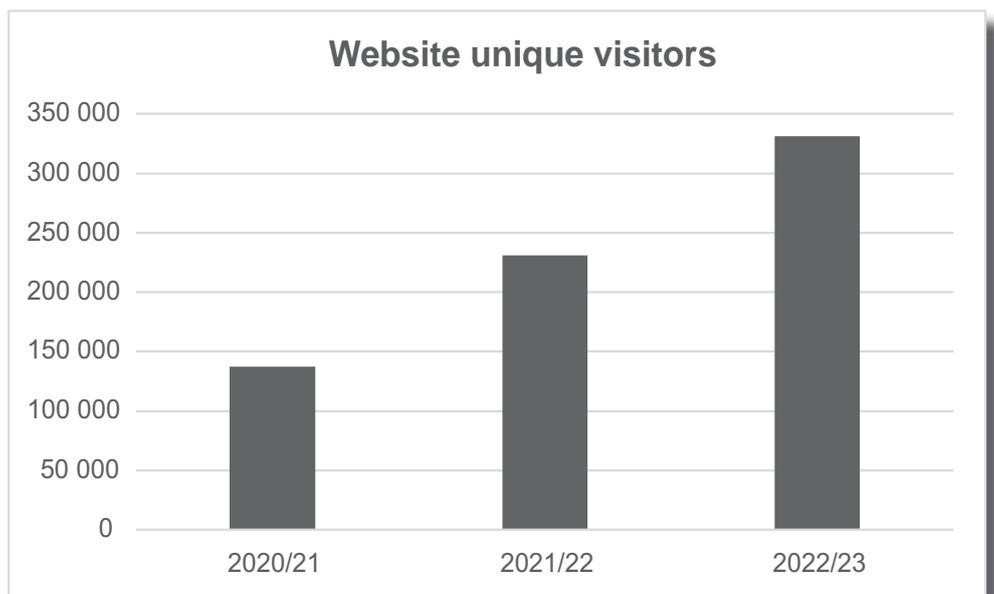
Visitors to the website increased from 231 098 during the previous report period to 331 435 during the period under review as reflected in the accompanying graph. The website continues to provide comprehensive information on the Union's work, including all PSA publications, video productions, contact information for PSA offices, detailed fringe benefit listings for PSA business partners, the option to join the Union by completing an on-line application form as well as the PSA Member Portal.

In support of service delivery, the PSA Member Portal was launched in November 2022 and allows members to be in control of their Union membership. Members can view and update important membership information, generate PSA membership certificates, electronic membership cards, request proof of indemnity insurance (for relevant occupational groups), submit and view cross-transfer requests and lodge enquiries, amongst others.

Since the launch of the portal until the end of the report period, 3 576 successful registrations by members were recorded.

In addition, the PSA recorded a further 663 news clips on social media platforms with an AVE of R17 141 720.68, bringing the total AVE for all media coverage during the report period to R161 575 785.68.

The PSA website ([www.psa.co.za](http://www.psa.co.za)), as a valuable source of comprehensive information on the PSA and its activities, continued to experience a growth in unique visitors.



The importance of social media was again highlighted in 2022 as a method to provide constant up to date communication to members. The PSA has profiles on *Facebook*, *Twitter*, *Instagram*, *YouTube*, as well as *TikTok*. The *TikTok* page was launched to engage with younger public servants. These platforms continued to show steady growth in the overall number of followers and page likes during the report period. The *Facebook* page remains the most followed PSA social-media page, with more than 40 300 followers by the end of the report period. Provincial Offices are additionally increasingly using *WhatsApp* groups to ensure swift sharing of information with shop stewards, members, and PSA structures.

The PSA produced 26 in-house video clips on various topics, including updating members on the status of PSCBC wage negotiations, during the report period. This included ten *PSALive* productions, which are short video clips providing updates on pertinent issues. These were published on the PSA website and social media platforms.

The PSA's electronic helpdesk (*ask@psa.co.za*), received and administered 10 308 enquiries during the report period, compared to 13 337 enquiries during the previous report period. This facility is incorporated into the membership management system to enhance service delivery to members and support accurate reporting.

In support of national and provincial brand promotion, the PSA undertook a radio advertising campaign through the country's largest radio stations with a provincial footprint, namely, *Good Hope FM* in the Western Cape, *Ligwalagwala FM* in Mpumalanga, *TRU FM* in the Eastern Cape, *Jozi FM* in Gauteng and both *You FM* and *Mahikeng FM* in North West, reaching 2 062 000 listeners in the process.

## Fringe benefits

In addition to service to members being in line with the PSA's core business of protecting and promoting their workplace rights and interests, the PSA also offers a range of national and provincial fringe benefits to members. These benefits are in the form of group or other products at discounted rates to place members in a better bargaining position than the public. The PSA has a close relationship with its business partners nationally and at a provincial level, where they are also actively involved in many PSA activities, including joint corporate social investment initiatives.

During the report period, a new national fringe benefits contract was concluded with *The Best Funeral Society (Pty) Ltd (TBFS)* on 30 March 2023 for a funeral insurance product and administration specialist.

**PSAclub:** During the report period, the following new products were added to the *PSAclub*: *ChaufHER*, *Netstar*, *Superbalist*, *Choice Clothing*, *JD Group: Rochester*, *M-Direct*, *Pick 'n Pay*, and *Accommodation*: 24 additional venues were added, *i.e.*, *Aha Hotels and Lodges* at various locations in South Africa, *Bayview Hotel Plettenberg Bay*, *Guvon Glenburn Lodge*, *Guvon Glenburn Lodge*, *Guvon Kloofzicht Lodge*, *Guvon Fairway*, *Harewood Lodge*, and *Umbhamba Eco Lodge*.

## Other benefits

The PSA has a short-term insurance contract with *In-dwe*, an independent short-term insurance broker.

**Funeral schemes** are available through *Assupol*, *Dignity*, *Hollard*, *Old Mutual*, *Metropolitan*, *Zisekele*, and *Sanlam*.

**Assurance and other products** are available from *Old Mutual*, *Metropolitan*, *Assupol*, *Optivest*, *Zisekele*, *AIG*, *Hollard*, and *Sanlam*.

*Metropolitan's* Life Cover Plan bridges the gap between funeral and life cover.

*Dignity* has a support service that helps to arrange, support, advise, and assist clients with funeral arrangements.

*Old Mutual* provides trauma and emergency support.

Legal services are provided by *Lifesaver Legal*, *Community Legal Clinic*, *Legalex*, and *Lipco Law*.

Emergency rescue services with the *Automobile Association* are provided at a discount.

*Lifesaver Legal* included emergency roadside and home assistance service, provided by *Europ Assist* to its policy holders.

Financial services, assistance, and education are provided by the following companies:

*Old Mutual Finance*, provides consolidations, unsecured personal loans, and a fully transactional account known as a Money Account. *Old Mutual Finance* pays a cash-back bonus every twelve months.

*Finwell* assists with debt mediation, debt counselling, and assistance with a home-ownership program with *SA Homeloans*.

*Credit Gateway* provides the following financial services and products: free credit report, report fix, debt negotiation, and credit life insurance consolidation.

*Thuthukani* provides home-improvement finance and a cash pay-out benefit of 20% of the total loan amount for labour-related cost in relation to home improvements.

*Optivest* provides quotations and broker appointments for medical schemes and healthcare related products to PSA members. *Optivest* also liaises with medical schemes regarding unpaid claims and assists to register chronic medication. *Optivest* further provides gap cover.

*Zisekele* assists members with Road Accident Fund claims.

*Octogen* assists members with financial assessment, debt counselling, debt management, budget repair, and financial education.

## PSA Short-Term Insurance Scheme

The PSA Short-Term Insurance Scheme for motor, homeowners', and household insurance is insured by *Guardrisk* and administered by *PSG Insure Short-Term Administration*. The Scheme had 2 763 policyholders by the end of the report period.

*PSA Assist* is available to clients on a dedicated line 24/7, for emergency and assistance services.

## PSAClub

All PSA members are automatically enrolled. *PSAClub* deals consist of four categories, namely:

- **EARN POINTS:** Accumulate points from points shops and accumulate points in the member's e-wallet.
- **DISCOUNT:** Discount when purchasing from discount-shop partners.
- **COUPONS:** Get discount on items in store by presenting a coupon at the point of sale.
- **STAMPS:** Collect stamps from participating shops and earn a free product.

*PSAClub* provides the following four insurance products to add points to the *PSAClub e-wallet*:

- **Supporter** - Included benefits: 24/7 Medical Advice; 24/7 Legal Advice; Tutor Assist; Stokvel Lotto Benefit.
- **Guardian Angel** - Included benefits: M-Travel, Digital Vault, Road Secure Assistance, Panic SOS, Home Assist, Crime Assist, Quarterly Cash Prize, Legal Assist, Medical Assist, and Tutor Assist.
- **For Family** - Included benefits: Stay Benefit, Meals Benefit, Transport Benefit, and Drinks Benefit.
- **Protect** - Included benefits: Airtime Benefit, Prepaid Power Benefit, Grocery Benefit, Butcher Benefit, Flower Benefit, and Three-Day Car-Hire Benefit.

In total, more than 255 000 products and services were utilised by members.

The **PSA Holiday Resort**, near East London, offers equipped chalets and camping facilities at discounted rates for PSA members.

Other exclusive benefits administered by the PSA include the **PSA Funeral Benefit** where, in the event of a member's death, the dependents or next-of-kin can approach the PSA (within six months of the death) for financial assistance with funeral costs. During the report period, this benefit amounted to R4 500. By the end of the report period, a total of 752 claims to the value of R3 384 000 were paid. During this period, there was a decrease of 446 paid claims compared to the previous period. The reduction can be attributed to the fact that in the previous financial year (2021/22), there was a significant increase in funeral claims owing to the impact of COVID-19.

The **PSA professional indemnity cover** for nursing staff and medical technologists is unique in the trade union industry, as cover has been secured at an initial R1 million, per member, per year, with no limitation, at no additional cost to the member. The scheme is administered by *Garrun Insurance Brokers*.

The **PSA's insurance cover for its office bearers offers** such members, or their substitutes, who serve the PSA in an official capacity, e.g., to assist members in labour matters, or when attending official PSA meetings, limited insurance cover on medical expenses, death, and permanent or temporary disability.

# Collective bargaining

The PSA's Collective Bargaining unit represents a core component of the Union's activities and is critical in establishing new rights for public-sector employees through constructive engagements at various levels of negotiation at recognised platforms. An integral function of the unit entails the negotiation and conclusion of collective agreements on matters of mutual interest and further to ensure the establishment of organisational rights as contemplated in the *Labour Relations Act*. The PSA represents members in the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sectoral Bargaining Council (GPSSBC), Education Labour Relations Council (ELRC), and the Public Health and Social Development Sectoral Bargaining Council (PHSDSBC), as well as their sub-structures and in various state-owned entities.

The following statistics were recorded for the report period of 1 April 2022 to 31 March 2023:

- Number of meetings: 190
- Agenda items discussed: 601
- Collective agreements signed: 3
- Interest disputes declared: 4

The following matters are highlighted for the report period:

## Public Service Coordinating Bargaining Council

### Wage negotiations: 2022/23

The employer tabled a revised salary increase offer of 3% across-the-board on 26 August 2022 and continuation of the R1 000-cash gratuity and pay progression, which are regulated as per sectoral agreements.

This process was followed, and the majority of Branches voted to reject the revised offer. All votes from Branches were calculated according to vote weights. In total, eleven branches did not participate or elected not to express a mandate owing to the poor response.

A Special Council meeting was subsequently scheduled on 3 October 2022 on the request of labour, where labour pronounced the outcomes of their mandating process. The PSA attempted to persuade the employer to re-open negotiations, but it was not keen and indicated that clause 17.10(b)(l) of the PSCBC Constitution provided for the agreement to fall away by the use of the word "or". The PSA's main concern was the discontinuation of the cash gratuity. The PSA declared a dispute when the employer announced a final offer of a 2%-salary increase. The matter was conciliated but not resolved. Prior to embarking on industrial action, parties must agree on picketing rules. Unfortunately, there was no movement by the employer and the picketing rules were concluded.

The PSA served notice to embark on industrial action. The PSA participated in a national march on 10 November 2022 and subsequent joint marches across the country were undertaken.

The employer then unilaterally implemented the 3% increase, with the continuation of the cash gratuity. The PSA had a "brain-storming session" where several issues were raised, with the most salient matter being the continuation of the cash gratuity beyond 31 March 2023. In the interim, the PSA obtained a legal opinion on the way forward as the previous agreement indicated that the "cash gratuity will continue until such time as a new agreement is signed".

The employer unilaterally implemented the final offer, which it had tabled (3%) and the legal opinion provided that the employer would be in breach of the collective agreement, PSCBC Resolution 1/2021, and the PSA would have recourse to enforce the agreement. The advice from the legal representatives also resolved that it would be futile and unaffordable to continue with any industrial action for 2022-wage demands and the focus should be directed at 2023/24-wage demands and not cloud issues by focusing on the cost-of-living adjustment and housing.

#### Wage negotiations: 2023/24

A special Council meeting was held on 17 February 2023, where the employer tabled the following draft salary offer for the 2023/24-financial year:

- Multi-term agreement for three years (Year 1: 4.7% sliding scale and Year 2 and 3: Projected CPI with 6.5% capping).
- Conversion of current cash gratuity into a pensionable salary increase (cash gratuity equates to average of 4.2% plus 0.5% = 4.7%).

Numerous engagements were held between the majority of labour. On 23 February 2023, the majority parties of labour tabled consolidated demands. The meeting was disrupted by minority unions, but the majority succeeded in tabling their demands. During a special Council meeting on 14 March 2023, the employer improved its offer to an all-inclusive 7%-pensionable increase on a sliding scale. The effect of such an offer would ensure that employees would have an improvement on their pensionable income and a real growth towards their pension. The cash gratuity would therefore cease to exist as it was now part of the pensionable salary.

The majority rejected the 7% offer and requested the employer to revise its offer. On 17 March 2023, a special Council meeting was scheduled, and the employer tabled its final offer as follows:

- Draft offer for a two-year agreement as opposed to a three-year agreement.
- For the 2023/24-financial year, the employer improved its offer to an all-inclusive 7.5% average pensionable salary increase.
- For the 2024/25-financial year, the increase would be projected CPI (if the projected CPI was less than 4.5%, the projected CPI for the period would be 4.5%, if the projected CPI was above 6.5%, the projected CPI would be 6.5%).
- The agreement had a surety compliance clause to avoid any reneging or non-implementation of the outer year to the agreement.

In practice, in terms of the new offer, members could expect an improvement in their pensionable income, thereby contributing to an increase in their pension savings. In addition, members who qualified for 1.5%-pay progression added to the offered 7.5% increase, could benefit an overall 9% increase (7.5% plus 1.5%).

The PSA took the revised offer to members and the majority of members accepted the offer. The agreement enjoyed majority signature on 31 March 2023 and implementation was underway by the end of the report period.

#### Presentation: Professionalisation of Public Service

The National School of Government, through the Department of Public Service and Administration, made a presentation to Council on a draft framework developed by Cabinet on the professionalisation of the Public Service. Amongst some of the matters that the framework intended to address was to remove politics from the appointment process. Labour raised several questions of clarity and concerns regarding the process. It was agreed that the presentation would be circulated amongst labour to study the document as the presentation was a mere overview of the framework. Parties engaged substantively on this matter during the Public Service Summit. The *status quo* was to remain until wage negotiations were finalised.

#### Clause 8 on Outstanding Matters – Previous Resolutions

##### **Clause 8.1.2: Resolution 4/2015 (Clause 4.1.4)**

##### **Clause 8.1.3: Resolution 5/2015 (Clause 3)**

In terms of the provision of the said Resolutions, Sectoral Councils were tasked to identify additional categories to receive a danger dispensation. These categories would be negotiated in the PSCBC. The reports from Sectoral Councils, except from the Safety and Security Sectoral Bargaining Council, indicated that parties could not reach agreement on the inclusion of additional categories and therefore escalated the matter to the PSCBC for further engagement. Research conducted on the Danger Insurance was presented by the researcher at a workshop, as agreed. The document, however, still raised serious concerns and clarity was sought on what would happen to the current allowance. It was requested that the extension of the allowance to all public servants be explored. Parties also agreed that the matter would be further engaged on in future negotiations. The *status quo* remained during the report period as wage negotiations received preference.

## General Public Service Sectoral Bargaining Council

### GPSSBC Resolution 1/2021: Improvement in conditions of service for official duties performed during meal intervals

A collective agreement was concluded in July 2021 after all parties signed, giving effect to clause 9.4 PSC-BC Resolution 1/2007 and to identify and agree on the occupational categories of staff within the scope of the GPSSBC in respect of whom compensation would be paid for official duties performed during meal intervals. The collective agreement's (PSCBC Resolution 1/2007) clause 8.4 provides that:

*"Compensation for employees who are, due to the nature of their work, required to remain on duty during their meal interval shall, where required, be determined in the respective sectoral bargaining councils".*

Employees would only be compensated for executing those duties that could not be left unattended and could not be performed by another employee. Subsequently, the Sector identified correctional officials employed by the Department of Correctional Services and who are assigned responsibilities to escort inmates to court, hospitals, other Correctional Centers and/or Community Correctional Centers, and to various hospitals to guard inmates, and those allocated external guarding responsibilities, and are posted in towers. Employees would be paid for such work performed against the rate of pay applicable for overtime work. Affected employees thus enjoy this benefit as and when required to perform assigned duties as articulated in the Resolution.

### GPSSBC Resolution 2/2021: Sea-going allowance for employees of Department of Forestry, Fisheries, and the Environment

A collective agreement was entered into between parties at Council and enjoyed majority signature on 21 July 2021. The agreement covers, in the main, employees of the Department who are responsible for research, monitoring, control, and surveillance expeditions at sea, which duties are usually performed in excess of a normal working day. The sea-going allowance will only be payable where sea expeditions are longer than 16 hours. The agreement further repealed GPSSBC Resolution 1/2009. Further, employees who engage on sea expeditions for a period of less than 16 hours will receive overtime payment and allowances as per GPSSBC Resolution 1/2007.

The sea-going allowance will be adjusted annually on 1 April, based on the average CPI of the previous year, as provided by Statistics South Africa. The agreement was workshopped to ensure that implementation was seamless as all ambiguities were clarified.

### Transfer of Agricultural Colleges from Department of Agriculture to Department of Higher Education and Training

As part of the reconfiguration of government departments, government undertook a process to transfer Agricultural Colleges to the Department of Higher Education and Training. The rationale was that Colleges were providing post-schooling education, which was correctly located under the latter Department as Agricultural Colleges were enjoying benefits associated with post-schooling institutions. The matter was tabled at the Council. Labour, however, raised concerns and objections to the processes that were taking place outside Council. Subsequently, a task team was established and would be reporting to Council.

### Other matters

The review of Resolution 3/2001 and Resolution 1/2004 (Full-Time Shop Stewards) and the amendment of Resolution 2/2009 (Pay Progression) were under discussion and were disrupted by salary negotiations, which took priority over other matters.

## Public Health and Social Development Sectoral Bargaining Council

The *status quo* remained on all matters as reported below owing to wage negotiations receiving priority.

### Token of appreciation

The PSA registered frustration and disappointment with the employer for failing to provide a token of appreciation to frontline health workers who delivered essential services during the COVID-19 pandemic. The pandemic brought about unprecedented challenges to government services, particularly in the Public Health and Social Development Sector. Despite these challenges, frontline workers continued to demonstrate commitment to combat the pandemic to assist government in meeting its mandate and responsibility. Frontline workers sacrificed several rest days and family time in the line of duty.

Their dedication and continued service ensured that service delivery was not interrupted during the pandemic.

The objective of this agreement was to provide for a token of appreciation for all qualifying frontline employees who provided services during the pandemic. The token of appreciation was subjected to a negotiation process. A draft collective agreement was tabled for parties to engage on. Unfortunately, the process did not yield any positive results. The employer tabled a counter proposal during a special Council meeting on 24 February 2023. This entailed two days' special leave as token of appreciation to frontline workers.

Labour requested time to consider the draft and subsequently tabled a counter proposal of five days' special leave. By the end of the report period, the matter was still being discussed at Council level.

#### Standardisation: Remuneration and conditions of service for Community Health Workers - Department of Health

Parties to Council resolved to prioritise standardisation of the remuneration and conditions of service of Community Health Workers (CHWs) in the Department of Health. Unfortunately, the provisions as contained in clause 5.5 of PHSDSBC Resolution 1/2018 had not been finalised and further engagements were required to address and finalise specific issues as stipulated in clause 5.5. The clause stipulates that, *"parties to ensure the development of Standard Operational Procedure for the recruitment, selection, appointment, placement, remuneration, skills development, dispute resolution, occupational health and safety processes and the absorption in the health system for CHWs and the subsequent process that may follow in line with policy framework and strategy for ward-based outreach."*

Parties to Council signed a collective agreement, extending the lifespan of Resolution 1/2018 with a further twelve months to allow them to conclude on outstanding matters as per clause 5.5. Unfortunately, the issues as per the clause were still not finalised and would necessitate a further extension of the agreement with twelve months, which would allow parties to conclude on outstanding matters. The employer tabled an agreement to extend the timeframe with another twelve months. The effect of such an extension allowed that CHWs' contracts would continue until 10 July 2021. Most of labour, inclusive of the PSA, supported the principle as it would secure the employment of CHWs whilst parties committed to finalise on outstanding matters as contemplated in clause 5.5 of Resolution 1/2018.

A task team that was established to finalise a sustainable model to absorb CHWs did not conclude its work during the report period.

A collective agreement was signed by the majority of parties, extending the lifespan of the agreement until 10 July 2025 to allow parties to conclude on the modalities as prescribed by the agreement. During a Council meeting, labour raised serious legal implications with the approach of a sectoral determination and the existence of a collective agreement and the binding nature of a collective agreement. During engagements, the employer indicated that the due date for inputs on the sectoral determination was extended until 28 February 2023. Labour, however, was of the view that it was against legislation to make a sectoral determination whilst CHWs were covered by a collective agreement. Labour rejected a parallel process. The employer requested more time to consider its options.

Parties agreed that the General Secretary of Council would draft a letter to the Department of Employment and Labour to highlight that there was a collective agreement in place, which regulated the terms and conditions of employment of CHWs and there was no need for such a determination.

#### Amendment: Clause 4.1.1 and 4.2.2 of PHSDSBC Resolution 2/2017 (Framework Agreement on Payment of Rural Allowance and Amendment of **Occupational-Specific Dispensation** for Social Service Professionals and Occupations)

In a Council meeting, a presentation was made on the matter. It was agreed that the Department of Social Development would provide a response to the presentation, which it subsequently did.

Clause 4.1.1 of the agreement stipulates that within ten days from the date of the agreement, the employer would table a proposed model on rural allowance at Council for eligible Social Service Professionals and Occupations for negotiation. Unfortunately, the employer negated from its position to engage on the matter and held the view that the matter should be engaged on at the level of the PSCBC. Labour expressed dismay with the employer's attitude and only after the PSCBC directed the employer that the PHSDSBC did have jurisdiction to engage on the matter, did the employer accept this.

## Education Labour Relations Council

### Implementation: Constitution and Collective Agreement on Increase of Threshold

Council was engaging on the amendment to the ELRC Constitution and an increase in the ELRC threshold. Owing to the complexities with working-together agreements in the CTU-ATU, parties agreed to provide additional time for the respective unions in the CTU-ATU to provide a mandate and for the CTU-ATU to then provide a consolidated mandate to Council. This matter was by the end of the report period still under discussion at Council level.

### Conditions of service: Grade-R Educators

Council was engaging on conditions of service for Grade-R Educators. A task team was established. A decision was taken that all Grade-R Educators would be consulted to be transferred from the Department of Social Development to the Department of Basic Education.

### Quality Management System (QMS) for school-based Therapists and Psychologists task team

The task team investigated the review of the job description of Therapists and Psychologists. It further investigated the performance-assessment model for the two job categories. The task team submitted a draft proposal for discussion by parties at the level of Council. A collective agreement was signed, and a QMS training programme was developed for Therapists and Psychologists. Training continued in all provinces, except in Limpopo, as the province does not have school-based Therapists.

### Teacher well-being/Safety in schools

The employer provided a report reflecting all activities undertaken or still to be undertaken by the respective provinces to educate teachers on school safety and teacher well-being. Advocacy training was to be concluded before 31 March 2023. Council requested the provincial ELRC to provide constant status reports on the management of safety measures in schools. Council would monitor and give support through the Quality Learning and Teaching Campaign (QLTC) structures.

## Scope of Community Education and Training (CET)

Discussions were underway to determine under which bargaining council the CET should resort. The Secretary of the ELRC confirmed that the discussion must take place at the PSCBC, and all parties agreed. The matter was still under discussion by the end of the report period.

### Assessment: Full-time shop stewards

A performance assessment system instrument for full-time shop stewards was developed and would be distributed to parties for inputs. Full-time shop stewards would be assessed on five key performance areas by their supervisors from respective unions. This matter was still under discussion and a draft agreement was circulated to all parties by the end of the report period.

### Public Administration Measures (PAM) task team

Resolution 2/2018 promulgated the amendment of Chapter D of the PAM document. The task team would conduct research on the public examination under Chapter D. It would also conduct research on the salary structure to determine the notch increment for educators who are re-appointed into the education system. The task team would also investigate surrogacy leave for educators. The task team would further engage various stakeholders, such as the DPSSA, on the implication of the leave determination of the Public Service in this regard. The task team further looked into the creation of new categories of employees appointed to perform examination-related work.

### Criminal Law (Sexual offences and related matters) Amendment Act

The employer made a presentation on the amended Act. The Act outlaws sexual exploitation and sexual grooming of children and persons with mental disabilities. It provides that perpetrators of any sexual offence against vulnerable persons be recorded in the *National Register for Sex Offenders*. The amendment prevents educators and public servants to work or to be placed in circumstances where they have access to vulnerable persons. The Department is required to vet existing employees and parties agreed to finalise the consultation process on the vetting process. The updated report on vetting of newly recruited educators was loaded on the ELRC's website for ease of reference.

## ELRC constitutional challenge by Western Cape Education Department (WCED)

The WCED challenged the ELRC regarding the referral of complex cases to the Labour Court. It maintained that the ELRC had jurisdiction to adjudicate over those cases.

## Expedited recruitment process and digital Z83

The employer reported progress on the usage of the digital portal for the recruitment and selection process. The portal system received 78 085 applications from 244 advertised posts. The system is user friendly and reliable. The employer further reported that a service provider was appointed to assist with validation and screening of application forms for level 1 to 8.

## Draft collective agreement: Appointment of markers for examination

Labour submitted a draft collective agreement and parties agreed to defer it to the task team for further deliberation.

## Recruitment and Selection Policy

The employer presented a recruitment and selection policy, which was already deliberated and adopted at the GPSSBC. Parties rejected the policy and urged the employer to develop a draft policy that was aligned to the scope of Technical Vocational Education and Training (TVET) lecturers. The employer was also requested to submit a policy road map to be used for consultations. The matter was deferred to a task team.

## Distribution of laptops to TVET lecturers

The Department provided laptops to lecturers as tools of trade, which were distributed as follows: Eastern Cape (1 363), Free State (739), Gauteng (1 280), North West (554), KwaZulu-Natal (2 165), Mpumalanga (872), Limpopo (1 280), and Northern Cape (0).

## State-owned entities

### Companies and Intellectual Property Commission (CIPC)

After lengthy negotiations, the PSA and the CIPC agreed on the following for the 2022/23-financial year:

- 4.5%-salary increase for employees earning up to R1 million;
- 3%-salary increase for employees earning over R1 million up to R1.5 million; and
- 2%-salary increase for employees earning over R1.5 million.
- Data allowance to increase to every employee by R50. Some employees were receiving a R300 allowance and some a R600 allowance, depending on their position and function. The R50 increase was implemented to all employees.

### State Information Technology Agency

The PSA tabled demands early in 2023 for a 12%-salary increase across-the-board, a standby-allowance increase from R200 to R250, a data increase from R350 to R500, and airtime increase from 500 to 700 minutes. The insourcing of security and cleaners was part of the demand. Negotiations were not concluded by the end of the report period.

### South African Local Government Association (Salga)

The PSA and Salga concluded the following improvement in conditions of service for the 2022/23- financial year:

- Salary adjustment for non-managerial staff (levels 4 – 8);
- 5.2%-salary adjustment for employees who met performance expectations (3 – 3.9);
- 5.4%-salary adjustment for employees who exceeded performance expectations (4 – 4.5);
- 5.7%-salary adjustment for employees with outstanding performance outcomes (4.6 – 5);
- Employees who scored less than 3 (1 – 2.9) received a base award of 4.7% without reducing a percentage as per normal practice.

## South African Revenue Service (SARS)

During the report period, the following demands were tabled for the 2022/23-financial year: A single-term agreement, which consists of CPI + 4%, a R2 500 token of appreciation to be extended to all employees on retirement, the inclusion of two more medical-aid brokers, amendments to the qualifying criteria for bursary allocation, introduction of a 1.5%-pay progression, and the implementation of a new career-development framework.

Following a deadlock in negotiations, members embarked on industrial action. After protracted industrial action, wage negotiations were concluded on the following terms that saw members receive a bonus/once-off payment of 8.62% together with a salary increase of a single-term agreement of 1.5% plus the difference of what the Public Service received (*i.e.*, 3%). Parties also agreed to extend the R2 500 token of appreciation to all employees who retire between the ages of 60 to 65 years. The employer further agreed to introduce a capability framework that would result in upward movement of employees without the need for a vacant position. Parties further agreed that medical brokers could be increased but only after expiry of the current contract in 2025.

During the report period, parties also concluded consultations on the introduction of an employee value proposition (EVP) pilot project. The EVP project would enable staff who are not in contact with taxpayers to work from home for several days per month. The EVP would further enable staff to report to any SARS office, therefore enabling staff to work from anywhere in the country and, in extreme circumstance with the required approval, from outside the borders of the country. The EVP would also provide more leave days during school holidays for parents with school-going children to promote family time. The pilot project would run until June 2023 and thereafter further discussions between parties would take place.

## National Library of South Africa

The PSA submitted salary demands for the 2022/23-financial year in December 2022. Parties commenced negotiations in May 2022, with the employer offering an increase of 1.5% across-the-board. Negotiations continued until parties resolved to wait for the finalisation of a PSCBC-wage agreement. Upon the unilateral implementation of a 3% increase for public servants, the NLSA maintained its 1.5% offer. The PSA declared a dispute, which was conciliated and settled on 3 February 2023. It entailed an increase of 1.5% across-the-board and a cash allowance of R1 300 to be paid to all NLSA employees.

## Cross-Border Road Transport Agency

The PSA obtained organisational rights on 6 February 2023, representing the majority of employees. The PSA tabled a demand for a 10%-salary increase across-the-board. Salary negotiations were concluded on 31 March 2023 as set out below:

- Increase on sliding scale plus 3%-pay progression (to be received on employee's anniversary month - not performance based).
- Level A to B: 10% increase (7% + 3%); Level C1 to C5: 9% increase (6% + 3%), and Level D1 to D2: 8% increase (5% + 3%).

## Local Government Sector Education and Training Authority

The PSA tabled the following demands for the report period: A 10%-salary increase across-the-board and a R1 000-transport allowance. Salary negotiations commenced on 22 March 2023, however, parties deadlocked as the employer insisted on reconfiguring the bargaining unit to exclude certain managers. Labour objected to the employer's proposal. This impasse led to salary negotiations being kept in abeyance. The PSA is, however, hopeful that through subsequent engagement the matter will be resolved amicably, and wage negotiations will be concluded soon.

Not all employees qualify for the 3%-pay progression on their anniversary date, especially those who are already at the top of their scale. According to the Chairperson's notes of 30 March 2023, the Senior Manager: Finance mentioned that 16 employees do not qualify for the pay progression.

## Human Sciences Research Council

Owing to the dwindling membership at the Human Sciences Research Council (HSRC), bargaining power was reduced to that of a consultative forum, however, the HSRC Board approved the implementation of the following cost-of-living adjustment, effective 1 April 2022 (backdated): 4% increase for staff on cost-to-company earning below R1 million per annum and 3% for staff earning above R1 million per annum. In addition to these salary increments, a once-off payment was made from the salary surplus as at 31 March 2022:

- All Payroll staff (Baseline- and project-funded) earning less than a cost-to-company of R1 million per annum: R1 750 per month for every completed month of the financial year.
- All H7 Payroll staff who has been in the employ of the HSRC for the entire duration (full twelve months owing to contract extensions) from 1 April 2022 to 31 March 2023 (baseline- and project-funded): R1 000 per month for every completed month of the financial year; and

- All HS Payroll staff earning a cost-to-company of R1 million or more per annum: R1 500 per month for every completed month of the financial year.

### South African Weather Service

The PSA, with labour, jointly submitted a salary demand for 12% across-the-board and continuation of the cash gratuity and/or a R5 000 once-off non-pensionable cash amount. During engagements labour revised its demand to 10% and the continuation of a cash gratuity and/or a R 5000 once-off non-pensionable amount. Negotiations were ongoing by the end of the report period and the employer would respond to labour's demand on 17 July 2023. Most of the other issues that were engaged on during this period centred on policy and operational matters.

### South African Social Security Agency

A salary increase of 3% plus a R1 000-cash gratuity were awarded to all employees falling within the bargaining unit for the year 2022/23. The employer refused to engage on salary negotiations at the bargaining forum and members did not provide a sufficient mandate for a dispute to be declared. As a result, the increases were implemented in line with PSCBC Resolution 2/2023. The majority of other issues dealt with centred around policy issues.

### Industrial Development Corporation

The PSA was successful in negotiating the following salary increases for the 2022/23-financial year and A & S (Admin and Support Staff) were given a sliding scale increase as follows:

- Those earning at the top of the salary band received a 7.1% increase;
- Those earning in the middle of the salary band received a 7.6% increase; and
- Those earning at the lower end of the salary band received a 9.3% increase.

M & P (Senior Professionals and Professionals) received an annual guaranteed package increase of 6.7%. In addition, an incentive bonus was paid to all employees who reached a score of three and above. The distribution of the bonus was according to the non-pensionable allowance allocation in terms of the Performance Management Policy.

### Public Protector SA

A myriad of issues was discussed at the Office of the Public Protector. Some of the highlights are listed:

**Vacation leave:** Employees at the Public Protector received instructions from managers that they could not take vacation leave owing to operational reasons. Employees were later refused to take leave and informed the PSA about this situation. The PSA demanded in the bargaining forum that employees should be allowed to take leave or be paid for their leave days. The employer acceded to allow employees to take their leave days and others were paid out for their leave days.

**Pay progression:** The PSA received information that employees at the Public Protector did not receive their pay progression of 2021. The PSA engaged with the employer, demanding urgent implementation of the pay progression. The employer acceded to the PSA's demand and the submission for implementation was swiftly approved. Members received their pay progression in January 2022.

**Filing of vacant positions:** The PSA demanded that vacant positions be filled and that the staff establishment be increased to avoid a heavy workload on employees. The employer acceded to the demand and started to fill vacant positions and create new positions as per the demand.

### Office of Health Standards Compliance

The following demands for the 2022/23-financial year were submitted by labour in the bargaining forum for the first time:

- 12% cost-of-living adjustment for all salary levels
- 50% housing subsidy
- 50% medical-aid subsidy
- Bursaries for children of employees

Negotiations were concluded wherein the employer opted to implement the Public Service salary agreement, citing that it was not yet ready to negotiate outside of the PSCBC as it did not generate any income, except the funding it received from the National Department of Health and Treasury. Members received their salaries in line with the Public Service, backdated to 1 April 2023.

### South African Health Products Authority

The PSA demanded the following for the 2022/23-financial year:

- 15% increase for all salary levels
- Continuation of the gratuity
- Abolishment of salary level 5 and 6 where the entry salary level should be at level 7
- R1 000 housing subsidy

Negotiations were ongoing by the end of the report period and should be finalised before end of July 2023.

## Provincial notes

### Eastern Cape

Structure meetings took place on a regular basis in line with the *PSA Statute*. The PSA represented members' interests in all collective bargaining forums by tabling agenda items. At the Eastern Cape Parks and Tourism Agency, a pay progression system was introduced, which was a new benefit to those employees.

During the report period, the Provincial Offices in Gqeberha and Mthatha enforced section 8(1) of the *Occupational Health and Safety Act* in state departments, specifically at SASSA and the Department of Home Affairs where workstations did not comply with health and safety standards and compromised members' safety. By the end of the report period, almost all departments were compliant with COVID-19 protocols.

The Coordinating Chamber of the Eastern Cape Province, the PHSDSBC and SASSA had regular meetings, with the PSA as dominant role player in addressing members' matters. The Eastern Cape GPSSBC Chamber was dysfunctional but following the involvement of the PSA provincial management, it was resuscitated.

Security measures at Eastern Cape departments are compromised and the PSA was engaging heads of departments with possible escalation of these matters to the Chamber. The PSA established a labour forum at Ikhala TVET College where members' issues would receive attention. The Provincial Office in Mthatha held a successful march in November 2022, supported by more than 2 000 members. This was followed by a Fedusa march in Bisho, which was dominated by PSA members.

### Gauteng

During the report period, the Provincial Office in Johannesburg participated in Council meetings at the GPSSBC, PHSDSBC, and PSCBC. Provincial steering committee meetings, various task teams meetings, and bilateral meetings contributed to resolving issues raised by members. The following statistics underline the Office's involvement in collective bargaining matters: Bargaining Forum meeting attended: 47 with 297 items discussed.

The Office also negotiates at the Gauteng Enterprise Propeller, a parastatal that functions from Johannesburg. Wage negotiations for the 2022/23-financial year were concluded and resulted in the following increase for members:

A once-off cash gratuity was paid to employees, which was a compromise as the employer's initial position was a 0%-salary increase owing to funding constraints.

The Provincial Office in Pretoria is responsible for negotiations at parastatals in the Pretoria area and negotiates at the Financial Intelligence Centre (FIC), Financial Sector Conduct Authority (FSCA), Safety and Security Sector Education and Training Authority (SASSETA), South African Nursing Council (SANC), and South African Pharmacy Council (SAPC). The Office also signed recognition agreements with the South African National Biodiversity Institute and Onderstepoort Biological Products.

**SASSETA:** In November 2022, a meeting was held with SASSETA on issues related to the performance bonus, HR policies, amended job descriptions as well as the recruitment and selection policy. During the report period, the Provincial Office entered salary negotiations, which resulted in the implementation of a 7.5%-salary adjustment plus a bonus payable as follows: Rating of 60 to 69: 5%; rating of 70 to 79: 6%, and rating of 80 and above: 8%

**FSCA:** A decline in membership left the PSA with no bargaining power. Recruitment drives were being set up to ensure that the threshold is reached.

**SANC:** Salary negotiations were concluded successfully for a 5.4% increase, which was implemented from 1 April 2022.

**FIC:** A salary increase of 3.5% was agreed upon for implementation from 1 April 2022, together with working remotely two and three days on alternate weeks.

**SAPC:** A general Labour Forum engagement between the PSA and SAPC took place on 1 April 2022. Agreement was reached for a 4.5% increment and 1.5% for pay progression, which were implemented from 1 April 2022.

### Free State

The Provincial Office ensured representation at all collective bargaining forums. The Office and provincial structures continuously promoted members' interests. Structures assigned to the Provincial Office could not hold meetings as planned owing to COVID-19 restrictions. Virtual meetings also presented challenges owing to the unavailability of resources for some structures. Collective bargaining statistics for the 2022/23-financial year reflect 20 collective bargaining forum meetings and 63 items discussed. No collective agreements were signed, and no interest disputes were declared.

The Provincial Office attended provincial departmental task team meetings dealing with issues of collective bargaining, including finalisation of the recognition of approved qualifications, which has been outstanding with most provincial departments. The Office also played a key role in the transfer of Early Childhood Development from the Department of Social Development to the Department of Basic Education.

## KwaZulu-Natal

Representation at all bargaining forums was a priority that was achieved. Social dialogue was maintained by successfully deploying chief negotiators of both the Provincial Offices in Durban and Pietermaritzburg to represent members at the various bargaining forums. All provincial branches and committees allocated to the Provincial Offices held meetings to comply with the *PSA Statute*. Inputs on matters of mutual interest were discussed as a standing item. Compliance with the Province's strategic objectives was closely monitored to ensure high performance. A training intervention to empower shop stewards in this important functional area was conducted. As a result, more than 150 shop stewards were trained on collective bargaining.

The Provincial Offices attended approximately 200 collective bargaining forum meetings during the report period. These included meetings related to workplace forums, task teams, stakeholder engagement, Exco, and Chamber meetings. The high activity level of bargaining forums addressed more than 350 issues that were discussed in these forums. In addition, four disputes were declared, whilst no collective agreements were signed, or policies adopted during the report period.

The Provincial Offices, during the report period, continued forcing employers to comply with occupational health and safety requirements. This resulted in the temporary closure of five departmental workplaces to ensure the safety of employees.

## Limpopo

The PSA remained at the forefront of enforcing the implementation of occupational health and safety measures to ensure that employers provided a safe and healthy workplace. Several offices were issued with contravention and prohibition notices in ensuring such compliance. The Provincial Office, for example, ensured compliance with the *Occupational Health and Safety Act* at Vhembe Social Development where toilets were not functioning. Lulekani Police Station was amongst the institutions issued with a contravention notice for failing to comply with occupational health and safety standards.

The Department of Agriculture, Land Reform and Rural Development in Matangari Service Centre was ultimately closed, and employees were moved to another institution.

The Provincial Office also successfully intervened at several departments where there was non-compliance with occupational health and safety standards, including Motshana Clinic, where members of the community could not visit the Clinic because of bad odours caused by a shortage of water.

The Provincial Office further successfully assisted members collectively after a circular was issued, stating that the assessment and moderation for salary levels 1 to 12 would be finalised in October 2021 and that the Department did not have budget to implement performance bonus payments. As parties could not agree during a Council meeting on 24 February 2022, a dispute was declared. The matter was set down for conciliation on 23 March 2022. After failing to reach an agreement during conciliation, arbitration was requested. During arbitration the employer, through its legal representative, presented a settlement offer of R40 000 to be paid to 11 017 eligible members.

The PSA is active in the Limpopo Chambers of the GPSSBC, PSCBC, and PHSDSBC and has the responsibility to chair the latter Chamber. Related statistics include 28 collective bargaining forum meetings and 132 items discussed. No collective agreements were signed, and no interest disputes were declared.

## Mpumalanga

In the GPSSBC Chamber, the PSA successfully negotiated the review of the Resettlement and Hostel Allowance in the Department of Education. The policy was previously disadvantaging officials in that the Hostel Allowance for officials who had relocated from afar to assist with services in different schools was beneath living means. After seeking inputs from labour, the employer conceded to the review and the amended policy will be forwarded to Chamber.

The long-overdue approval of the Recognition of Improved Qualifications Collective Agreement has reached an advanced stage. Previously, the employer hesitated to engage with labour to recognise improved qualifications by officials in different posts. The employer thus followed the correct procedure by seeking the involvement of the DPSA. The DPSA was by the end of the report period reviewing posts that were labelled as crucial and eligible for the recognition of qualifications.

The PSA played an integral role in ensuring that the safety of members at the Departments of Health and Social Development is not compromised by employer, following numerous attacks at health facilities in Mpumalanga and one at the Department of Social Development offices. The PSA intervened and the employer agreed to enhance security systems and to repair all non-functional security equipment. Several health facilities employers complied with resolutions taken in bilateral meetings. The PSA will continue to monitor compliance.

Hazardous infrastructure at the Department of Education in different districts caused the call for inspections by the Department of Employment and Labour. Various offices experienced no running water, poor ablution system, and dilapidated structures. The PSA requested inspections, which resulted in the offices being closed owing to non-compliance with the *Occupational Health and Safety Act*. Close monitoring was done and although repairs continue, hazardous offices were barricaded, and all affected districts have proper ablution systems and running water. The PSA succeeded in negotiations regarding the inequality related to skills development in the Department of Health. The employer used to advertise an allocation of 70% for the training of professional nurses for external candidates and only gave internal staff 30%. The PSA negotiated and reached an agreement that the employer would only allocate external candidates 50% and internal staff 50%.

The Provincial Office attended all GPSSBC, PHSDSBC and PSCBC bargaining chamber meetings and obtained inputs from members of structures on agenda items for discussion in such meetings.

## Northern Cape

The PSA participated actively in the Public Service Coordinating Chamber for Northern Cape, GPSSBC, and PHSDSBC Chambers in the Northern Cape. The following examples are indicative of the active role the Provincial Office played in ensuring that members' interests were pursued and protected:

- Played an integral role in ensuring that all Departments in the Northern Cape complied with the DPSA Organisational Design Directive of 2016, where it was required to consult with labour to re-design functional structures.
- Ensured the successful merger of the Department of Agriculture and the Department of Economic Development and Nature Conservation to form the Department of Agriculture, Environmental Affairs, Rural Development, and Land Reform.
- Migration of Early-Childhood Development from the Department of Social Development to the Department of Basic Education.

- 6.9%-salary adjustment across-the-board after vigorous negotiations at Sol Plaatje University in Kimberley.

## North West

The Provincial Office participated actively in the various Provincial Chamber meetings where the PSA played an integral part. The PSA maintained its majority status in the GPSSBC Chamber in North West. The PSA was especially successful in this Chamber in resolving the issue where Administrative Assistants were given the task to do motivations on Educators' PMDS. The PSA also played a major role in enforcing compliance with the *Occupational Health and Safety Act* in the PHSDSBC Chamber, particularly at the Department of Social Development, where workstations did not meet health and safety standards.

## Western Cape

The Provincial Office actively participated and played a role in the PHSDSBC, GPSSBC, and Coordinating Chamber of the PSCBC of the Western Cape Province (CCPWCP). The PSA is the majority Union in the GPSSBC Western Cape. The PSA's Labour Relations Officers served on various task teams of these Chambers, including consultative forums and the Health/Social Development task team. Representatives from the PHSDSBC and GPSSBC Branches were identified and attended these Chambers together with Labour Relations Officers. All changes to the establishments in Western Cape Government departments were dealt with in the CCPWCP consultative forum as guided by means of a memorandum of understanding and a personnel plan. The Chamber has proven to be very effective and assisted in making the Public Service Coordinating Chamber of Western Cape more efficient.

The safety of members enjoyed high priority in the CCPWCP. The PSA played a major role in escalating inputs from members. This is a standing item on the agenda. Both the MEC for Community Safety and the Director-General of the Premier are involved in addressing this issue.

A work organisation policy, which guides flexible working times and working from home, was consulted in the CCPWCP. The PSA played a vital role in submitting inputs prior to the policy being considered duly consulted. A harassment policy was also consulted in the Chamber and the PSA once again played its role by submitting inputs prior to the policy being considered duly consulted.

The PSA is the only union recognised at the Western Cape Blood Services. The Branch and negotiator are fully engaged in negotiations and a successful salary agreement was signed in the report period.

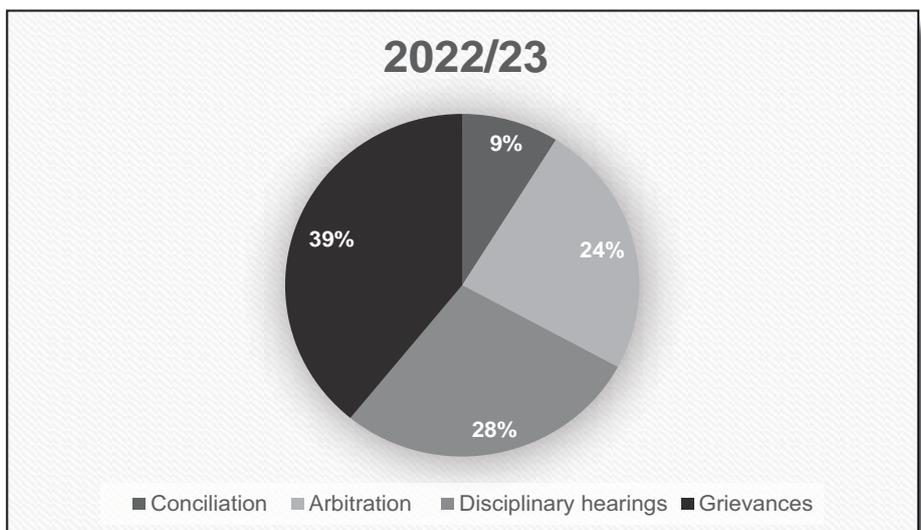
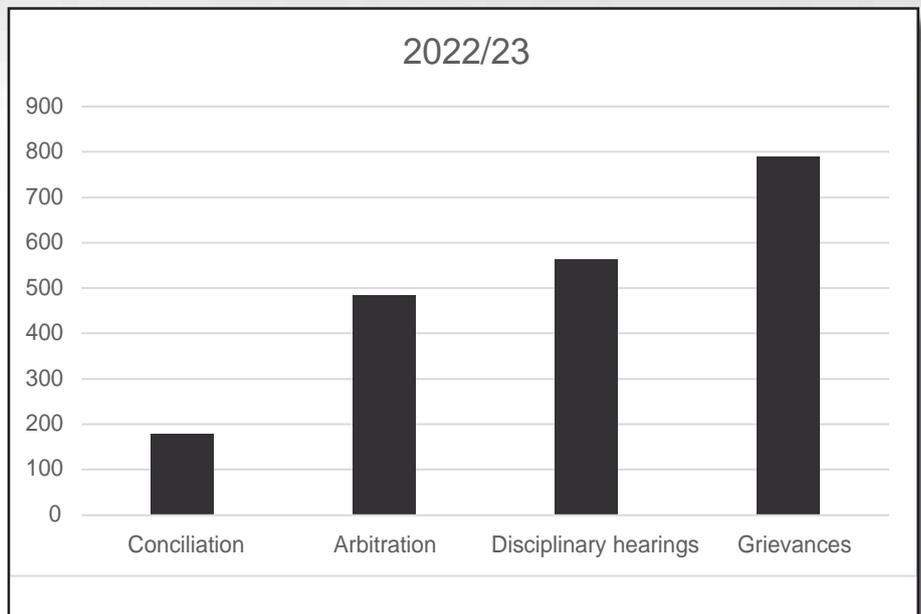
# Members' rights

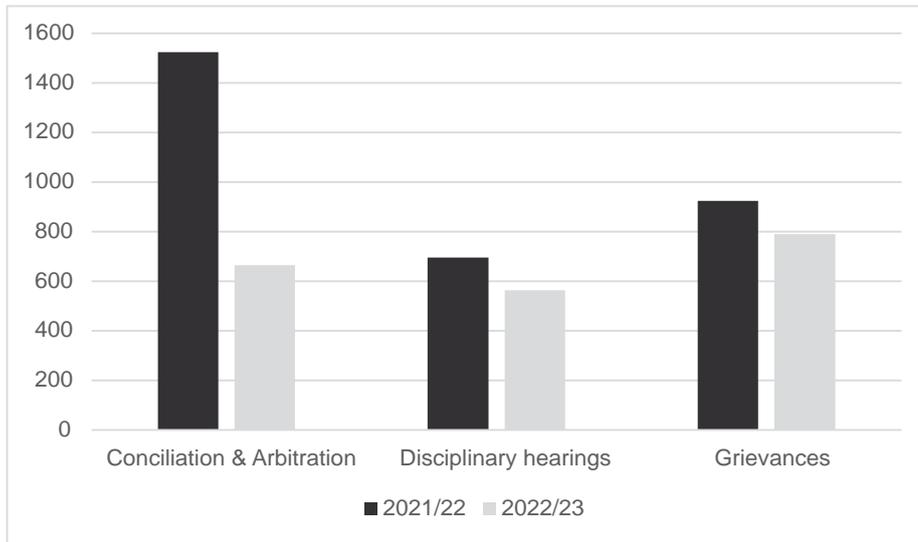
The Members' Rights Section forms a core component of the PSA's product offering and seeks to promote and protect the rights of members through representation by PSA officials and union representatives during disputes and disciplinary hearings at Public Sector Councils and the Commission for Conciliation, Mediation and Arbitration (CCMA).

In addition to these services, legal assistance is also provided to members employed in the Public Service and some state-owned entities.

The accompanying diagrams reflect the main activities of the Section for the report period.

The diagram on page 23 depicts a comparison of activities for the period 2021/22 and 2022/23.





- Disciplinary hearings: 21 (all successful)
- Conciliations: 39 (one successful and 38 unsuccessful)
- Arbitration hearings: 19 (15 successful and four unsuccessful)
- Grievances: 27 (25 successful and two unsuccessful)
- Legal assistance was approved for taking two arbitration awards not in favour of members on review.

## Provincial notes

### Eastern Cape

The PSA strengthened its profile in the province by successfully challenging workplace-related injustices in all forms. The Provincial Offices in Gqeberha and Mthatha successfully represented members in matters ranging from settling at conciliation and arbitration in cases relating to correction of notches, grade progression, payment of performance bonus and other benefits such as hostel supervisory allowance and night shift allowance, and reinstating members in unfair dismissal disputes.

The Provincial Office in Mthatha represented members with the following labour-related matters during the report period:

- Disciplinary hearings: 77 conducted with 15 finalised (twelve successful and three unsuccessful)
- Conciliations: 13 (eight successful and three unsuccessful)
- Arbitrations: 53 (11 finalised and successful)
- Grievances: 40 (six successful)
- Legal assistance was approved to take one arbitration award not in favour of a member on review, whilst six review applications by employers were opposed.

The Provincial Office assisted members in obtaining compensation exceeding R1 815 000 as a result of favourable settlement agreements as well as arbitration awards.

The Provincial Office in Gqeberha represented members with the following labour-related matters during the report period:

Compensation of R1.2 million was paid to members as a result of favourable settlement agreements and arbitration awards.

One of the most notable victories in members' cases for the Provincial Office in Gqeberha related to a member at the Department of Transport who was unfairly dismissed after a disciplinary hearing. At arbitration, the dismissal was declared procedurally and substantively unfair. The arbitrator ordered that the member be reinstated but the employer took the award on review. The PSA successfully opposed the review application of the employer at the Labour Court and the Court ruled in the member's favour, ordering the employer to reinstate the member as if the dismissal never took place and pay the member more than R700 000 in back pay.

### Gauteng

The Provincial Office in Johannesburg assisted members and ensured effective protection of their rights in workplaces based on effective dispute resolution mechanisms and prescripts being adhered to. During the report period, the Provincial Office recorded the following statistics:

- Conciliations: 84 (eight successful and 76 unsuccessful)
- Arbitrations: 51 (32 successful and 19 unsuccessful)
- Hearings: 57 (43 successful and 14 unsuccessful)
- Grievances: 86 (48 successful and 38 unsuccessful)

The Office dealt with a total of 278 cases.

Successful hearings and arbitrations resulted in some R829 718 in backpay and/or compensation being awarded to members. In total, 43 members were successfully defended and either reinstated or found not guilty in disciplinary hearings.

The Office worked closely with six full-time shop stewards and numerous shop stewards during the report period to ensure that members received exemplary service. Shop stewards were used to mainly deal with grievances at institutional level to ensure that full-time shop stewards and Labour Relations Officers are available to handle more serious matters.

The Provincial Office in Pretoria continued to promote and protect members' rights and recorded 548 new cases during the report period. Related statistics are set out below:

- Conciliations: 170  
(30 successful and 140 unsuccessful)
- Arbitrations: 153  
(59 successful and 94 unsuccessful)
- Disciplinary hearings: 229  
(91 successful and 138 unsuccessful)
- Grievances: 115  
(57 successful and 58 unsuccessful)

The Office further registered 41 new cases for legal assistance. The high number of court referrals was brought about mostly by challenging unsuccessful arbitrations, which derived from commissioners making reviewable awards. The Office from 1 February 2023 started to operate on the basis that full-time shop stewards and full-time office bearers are operational in the Labour Relations Officer space prioritise cases and combining efforts to address the resolution of cases.

The Office was successful in many matters related to grievance hearings, disciplinary hearings, conciliations, and arbitrations. On average, between 27 and 30 successful cases were finalised per month, amounting to 237 successful matters being facilitated by the Office during the period under review. These successful cases resulted in payments of R11 167 334.60 to members. This excludes awards based on interpretation disputes.

## Free State

The Provincial Office continued to effectively protect members' workplace rights with an improvement on turn-around times. The Office utilised case management tools to manage feedback to members regarding their disputes.

Labour Relations Officers and Members' Affairs Coordinators conducted thorough preparation of cases in consultation with members. Constant engagements with shop stewards in identifying challenges affecting members yielded positive results. Items that were not resolved in engagements with the employer were escalated to Chambers. This approach resulted in most cases being dealt with institutionally. Legal assistance was used as the last option after all possible actions were unsuccessful. Services to members, as set out below, were achieved by three Labour Relations Officers with the assistance of five full-time shop stewards and five shop stewards:

The total monetary value paid to members in this regard for the report period amounted to R968 851. The following statistics were recorded:

- Conciliations: 78  
(20 successful and 58 unsuccessful)
- Arbitrations: 52  
(33 successful and 19 unsuccessful)
- Grievances: 144  
(88 successful and 56 unsuccessful)
- Disciplinary hearings: 58  
(31 successful and 27 unsuccessful)

## KwaZulu-Natal

The effective defending of members' rights of members are an important pillar of the operational plans of the Provincial Offices in Durban and Pietermaritzburg. Such protection during the report period took the form of representing members in grievances, disciplinary hearings, arbitrations, and court adjudication in various government institutions, bargaining councils, and courts.

PSA members falling under the ambit of the Provincial Office in Pietermaritzburg are employed at 39 government departments and parastatals and are assisted by three Labour Relations Officers, two full-time shop stewards, and shop stewards employed at various workplaces. During the report period, members were represented members as set out below:

- Conciliations: 41  
(32 successful and nine unsuccessful)
- Arbitrations: 41  
(25 successful and 16 unsuccessful)
- Grievances: 84  
(38 successful and 46 unsuccessful)
- Disciplinary hearings: 79  
(43 successful and 36 unsuccessful)

The monetary value for members as a result of settlement agreements and arbitrations amounted to R1.5 million.

The Office finalised four Labour Court cases with success. The Office applied an effective case management system by monitoring old and new cases to ensure progress.

The Provincial Office in Durban's compliance with the PSA's norms and standards resulted in an improvement in service delivery and the reduction of complaints during the report period. Integration between Labour Relations Officers and Members' Affairs Coordinators ensured that members were updated on the status of their cases. The Office was assisted with cases by a team of full-time shop stewards, full-time office bearers, and shop stewards. During the report period, the PSA's mentorship program provided the Durban Office with additional support by 45 shop stewards to represent members as set out below:

- Conciliations: 33  
(two successful and 31 unsuccessful)
- Arbitrations: 40  
(twelve successful and 28 unsuccessful)
- Disciplinary hearings: 56  
(39 successful and 17 unsuccessful)
- Grievances: 36  
(28 successful and eight unsuccessful)

The total monetary value to members as a result of successful settlement agreements and arbitration awards amounted to R450 000 during the report period. The Office further obtained twelve favourable Labour Court judgements.

## Limpopo

The PSA Provincial Office takes pride in representing members in the province. The Office recorded 249 new cases during the report period. Labour Relations Officers and Members' Affairs Coordinators cooperated to engage with members regarding their cases. Shop stewards from different departments assisted the Office with grievances, conciliations, and disciplinary hearings. Related statistics are indicated below:

- Disciplinary hearings: 128  
(48 successful and 80 unsuccessful)
- Conciliations: 28  
(eight successful and 20 unsuccessful)
- Grievances: 294  
(230 successful and 64 unsuccessful)
- Arbitrations: 80  
(56 successful and 24 unsuccessful)

The PSA, in the process, secured compensation for members amounting to R1 809 167.76.

## Mpumalanga

The Provincial Office successfully represented members in cases during the report period as set out below with a total monetary value of R 974 000:

- Interpretation and application disputes: R664 000
- Unfair labour practice: R310 000

Case statistics are set out below:

- Disciplinary hearings: 66  
(46 successful and 20 unsuccessful)
- Conciliations: 49  
(ten successful and 39 unsuccessful)
- Arbitrations: 101  
(63 successful and 38 unsuccessful)
- Grievances: 117  
(76 successful and 41 unsuccessful)

The Office also dealt with unfair suspension matters whereby members were placed on precautionary suspension for more than 60 days, with departments continuously claiming that they were busy with investigations. In three of those matters, the rulings were in favour of the members and in one a settlement agreement was reached, and the member returned to work. This issue of unfair suspensions was also raised in the media owing to fruitless expenditure by Mpumalanga government departments.

The Office also dealt with two cases from the Department of Correctional Services related to unfair dismissals. In both cases, awards were received for reinstatement of the officials, which the employer failed to implement. The Office was by the end of the report period engaged in the enforcement of the two awards.

The Office was further busy with the enforcement of another two arbitration awards from the previous report period related to unfair labour practices in the Department of Correctional Services with a monetary value of R310 022.

In addition, the Office had five cases of matters where the awards were in favour of the PSA but were these were taken by the employer to the Labour Court for review. Legal assistance was approved to oppose the review applications.

## Northern Cape

The Provincial Office's interventions ensured that an amount of R1 882 730.12 could be collected during the report period on behalf of members after several favourable arbitration awards. This was made possible by the effective case management and the efforts of the dedicated team of Labour Relations Officers, full-time shop stewards, full-time office bearers, and shop stewards.

- Arbitrations: 137  
(97 successful and 40 unsuccessful)
- Disciplinary hearings: 15  
(eight successful and seven unsuccessful)
- Conciliations: 92  
(14 successful and 78 unsuccessful)
- Grievances: 18  
(ten successful and eight unsuccessful)

The Office further had ten cases in the Labour Court during the report period where legal aid was provided to members. One of these cases was concluded in favour of the said members whilst nine cases were awaiting adjudication.

## North West

The Provincial Office effectively assisted members in various Departments in grievances, conciliations, arbitrations, hearings, and Labour Court cases, dealing with 197 cases in total. Statistics reflect a high success rate in addressing disputes at conciliation. Related statistics are as follows:

- Conciliations: 33 (all successful)
- Disciplinary hearings: 57  
(53 successful and four unsuccessful)
- Grievances: 66 grievances  
(59 successful and seven unsuccessful)

A case worth mentioning relates to a member who was incorrectly appointed as the appointment was done on a part-time basis instead of full-time basis. This placed the member on a lower, incorrect notch. The matter was referred for arbitration in respect of a demotion, where a settlement agreement was reached, and the member received R103 000 in backpay. In another case, a member acted in a higher position from July 2021 until August 2022 without being remunerated for the higher position he was acting in. A dispute was declared in terms of an unfair labour practice relating to benefits. Whilst awaiting an arbitration date, the member was paid all outstanding monies, amounting to R139 779.98.

## Western Cape

Excellent representation by the Provincial Office's four Labour Relations Officers and nine full-time shop stewards was central to the service offering to members. During the report period, the following cases were finalised:

- Disciplinary hearings: 146  
(129 successful and 17 unsuccessful)
- Conciliations: 41  
(13 successful and 28 unsuccessful)
- Grievances: 172  
(124 successful and 48 unsuccessful).
- Arbitrations: 78  
(48 successful and 30 unsuccessful)

Office bearers from the province's 23 structures, assisted by shop stewards, dealt with numerous enquiries from members as well as less serious disciplinary, incapacity, and counselling matters.

Disciplinary charges varied from matters related to assault, absenteeism, and failure to report sexual harassment. Some members were found not guilty on all charges, whilst others received lesser sanctions than expected, leaving the members satisfied with the outcomes. For all serious sanctions, appeals were submitted and where unsuccessful, those with arguable merits were referred as disputes. Arbitrations included matters related to unfair labour practices related to promotion and benefits, to precautionary suspensions, and dismissals.

In total, 19 matters were on record at the Labour Court during the report period, most with long delays owing to the backlog of cases at the Court.

## Liaison

The Union's total audited membership figure on 31 December 2022 stood at 241 842\*, compared to 237 2706 at the beginning of the year on 1 January 2022. This constitutes a growth of 4 572 members (1.9% growth on total membership).

*\*Note: The growth and recruitment figures are not based on the financial year but rather on the annual audited membership figures whilst for all other activities the report covers the financial year from 1 April 2022 to 31 March 2023.*

The membership growth can be contributed to the PSA's focused liaison operations. The liaison team, assisted by the Membership Administration and Membership Income teams, put in an enormous effort to achieve this, in an extremely competitive environment and amidst challenging and adverse conditions.

The automation of the follow-up process on non-paying members also contributed largely to an increase in the number of paying members.

The PSA's Organising/Marketing Officers, full-time shop stewards/full-time office bearers and shop stewards deserve commendation for their persistence and quality service in the field, which led to the PSA being regarded as the Union of Choice and convincing non-members to join the PSA.

The statistics below represent core activities during the report period:

• Worksites visited	14 294
• Members addressed	106 084
• Non-members addressed	36 646
• Training session attended	306
• Branch meetings attended	118
• Distance travelled (km)	545 663

The PSA's membership distribution per Provincial Office as at 31 December 2022 (\*see note above) is set out below:

PSA Provincial Office	31 December 2022 (Audited)
Eastern Cape (Gqeberha)	13 357
Eastern Cape (Mthatha)	13 723
Free State	24 168
Gauteng (Johannesburg)	22 080
Gauteng (Pretoria)	43 808
KwaZulu-Natal (Durban)	25 690
KwaZulu-Natal (Pietermaritzburg)	22 059
Limpopo	19 604
Mpumalanga	13 098
North West	14 099
Northern Cape	8 459
Western Cape	21 697
<b>Total</b>	<b>241 842</b>

### Provincial notes

#### Eastern Cape

The Province increased its membership in the Mthatha area from 13 205 to well over 13 435. The Provincial Office in Gqeberha recruited more than 1 200 members during the report period (\*see note above). One of the Organising/Marketing Officers in the province was amongst the top five recruiters in the country. The participation of shop stewards and business partners in recruitment campaigns contributed towards successful growth in membership.

During the report period, both Provincial Offices ensured that branches and committees were fully functional with the assistance of Members' Affairs Coordinators who ensured that structures met according to statutory requirements. The Offices also ensured compliance with the submission of minutes of meetings of branches and committees within 30 days as required by the *PSA Statute*. Standing agenda items relating to rights, collective bargaining, and liaison assisted in reminding structure members of their shop-steward responsibilities. Structures and shop stewards were encouraged to attend the Fedusa's advocacy training and occupational health and safety (OHS) training. This assisted Offices as they relied on shop stewards to handle OHS-related challenges in their workplaces. Labour Relations Officers and Organising/Marketing Officers, assisted by full-time shop stewards, ensured proper identification and handling of OHS matters. These included decaying buildings, expired fire extinguishers, locked emergency doors with no access to keys, as well as electricity and water challenges.

## Gauteng

The Provincial Office in Johannesburg and its Organising/Marketing Officers made use of social media to ensure effective communication with members and structures. During the report period, the Office recruited 2 340 new members and thus exceeded the target. Membership resignations were followed up and contained. This success is attributed to the commitment of the entire Office. During the report period, the Office showed an overall growth in membership of 861 (\*see note above). Business partners formed an integral part of the Office's recruitment strategy and were utilised at mass meetings and open days, where they also assisted with recruitment material.

All branches and committees were fully functional with no elections outstanding or vacancies. Training interventions were arranged on an ongoing basis for shop stewards and newly elected shop stewards. Shop stewards were also identified to attend Fedusa training during the report period. Additional shop stewards were identified to attend hearings and arbitrations with Labour Relations Officers and full-time shop stewards to receive on-the-job training and create additional capacity. The PHSDSBC Branch worked closely with the Office to increase capacity at institutional level. This reduced the workload linked to grievances as these identified shop stewards handled grievances at institutional level. During the report period, 106 shop stewards were trained.

The Provincial Office in Pretoria's membership for the reporting year stood at 43 808 (\*see note above), representing a positive membership growth of 463 members. Three of the Office's Organising/Marketing Officers were amongst the top ten performers in the country, which realised substantial growth during the report period. The Office identified new areas for recruitment, which resulted in the PSA organising at employers such as Onderstepoort Biological Products and the South African National Biodiversity Institute. Excellent recruitment was also undertaken by 20 shop stewards associated with the Office. In an effort to improve retention of members in the education sector, the responsible Organising/Marketing Officer and some shop stewards in the sector undertook a drive, which also resulted in the recruitment of members. The Office secured three positions amongst the top ten PSA recruiters in the country and 20 shop stewards associated with the Office were acknowledged as top recruiters.

The Office held open days, conducted one-on-one engagements with members, and ensured constant stakeholder management. Organising/Marketing Officers used all tools available, including relationships with structures to increase visibility and market the PSA brand. Marketing by Organising/Marketing Officers and communication through various platforms with shop stewards, including *WhatsApp* and departmental visits, supported the PSA's visibility and brand awareness. The Office, together with business partners, facilitated various annual general meetings in departments, which also contributed to marketing and brand promotion.

During the report period, training was also provided for shop stewards through Fedusa initiatives. The Office continued to create environments within which to engage with shop stewards by ensuring that successful elections were facilitated of shop stewards in Emergency Medical Services. The creation of functional structures at the Department of Forestry, Fisheries, and the Environment as well as the Department of Agriculture, Rural Development, and Land Reform was facilitated. In addition, a successful inter-sectoral meeting was held.

## Free State

The Provincial Office continued to maintain and empower member structures and union representatives during the report period. The Province experienced a steady growth in membership of 2 411, for the reporting year (\*see note above), despite challenges owing to an increase in the number of public-service employees leaving employment, owing to natural attrition.

## KwaZulu-Natal

Various recruitment campaigns were launched by the Provincial Office in Durban during the report period to recruit new members and provide service delivery to existing members. The Office also engaged with members through the celebration of International Nurses' Day at Prince Mshiyeni Hospital in Durban, with more than 500 nurses in attendance. During the report period, more than 1 000 members were recruited with more than 600 institutions being visited. The Office's Organising/Marketing Officers achieved three positions amongst the PSA's top-ten recruiters. Three shop stewards associated with the Office were amongst the top-ten performers in recruitment and rights matters.

The Provincial Office in Pietermaritzburg monitored growth in all sectors to ensure that the PSA remained the majority union at most departments. Recruitment initiatives were carefully planned and executed in conjunction with the various branches and committees resorting under the Office. Organising/Marketing Officers and shop stewards received extensive training from the PSA's Training Unit to ensure high performance. During the report period, recruitment drives focussed on the SA Police Service, the Department of Correctional Services, and the Provincial Education Department. In total, 2 300 new members were recruited from these Departments. As a result of these successes, the Office obtained the first and fifth positions amongst the PSA's top-ten recruiters for the year. The Office's growth target was closely monitored, resulting in this target being exceeded for the report year by more than 400 new members, for which the Office also received an award. All staff members, full-time shop stewards, and shop stewards of the Office worked with dedication to achieve these results.

## Limpopo

Owing to the commitment the Organising/Marketing Officers, support staff, full-time shop stewards, and shop stewards, the Provincial Office grew by more than 200 members for the report period (\*see note above). One of the shop stewards, Solly Baloyi, was also recognised as one of the top-ten recruiters amongst PSA shop stewards. The Office further retained more members by winning cases and reducing cancellations.

PSA events such as Women's Day, Workers' Day, and inter-sectoral meetings improved the PSA's visibility whilst a training session in the province empowered shop stewards. Business partners *Old Mutual*, *Dignity*, *Metropolitan*, *Assupol*, and *Sanlam* participated in PSA events and open days across the province.

## Mpumalanga

The optimum use of shop stewards, full-time shop stewards, and business partners contributed to the Provincial Office's success in recruitment. The declaration of every Friday as a recruitment day and provincial competitions supported visibility and recognition of structures as they participated in all activities. Recruitment drives assisted in enhancing visibility and servicing of members in deep-rural areas. The Office's membership in the Education Sector increased with 250 members. Overall recruitment resulted in a membership growth of 339 members for the report period (\*see note above). The Office had good results in the retention of members, as evidenced by the limited number of cancellations received. The Office further located various retired members who then continued their membership of the Union.

Capacity building workshops were conducted in all the four districts on basic shop steward skills and constituency capacity building.

Labour Relations Officers, when attending to workplace matters, invited local shop stewards to observe as part of capacity building.

## Northern Cape

The Provincial Office registered a growth of 195 in membership for the report period (\*see note above). Regular liaison tours yielded good results and contributed to increased visibility for the PSA across the province. Two new Provincial Committees were established in the province, namely the Pensioners Committee and the Department of Higher Education and Training Provincial Committee.

## North West

The Provincial Office recorded a growth of 364 in membership during the report period (\*see note above) and recruited members at a new employer, the National Home Builders Registration Council, where 122 members were recruited.

The optimum use of shop stewards and full-time shop stewards contributed to recruitment successes.

Organising/Marketing Officers undertook special liaison visits, which enhanced the PSA's visibility. Business partners were involved in open days and structure meetings, which further contributed to the growth in membership.

The Office was especially successful at the Premier's Office in Mmabatho, where 55 members were recruited. In addition, employees at Community Education and Training Colleges who were mostly affiliated to another union were recruited, whilst Boitekong Clinic and Boiketong Secure Care Centre had PSA majority membership by the end of the report period.

The Office conducted in-house training for shop stewards at the South African Revenue Service. In total, twelve shop stewards were trained on the handling of disciplinary hearings, which created significant capacity for the Office.

## Western Cape

The Provincial Office's three Organising/Marketing Officers diligently recruited new members, and all reached their targets. The Office's "Battle of the Committees" competition again enjoyed enthusiastic participation by Western Cape structures with huge success as 598 new members were recruited between October and November 2022. The top recruiting structures were: (1) PHSDSBC, (2) GPSSBC, and (3) Department of Correctional Services.

Western Cape membership grew with 123 members for the report period (*\*see note above*).

The Western Cape Pensioners Committee is very active and held the requisite three committee meetings and an Annual General Meeting, which was well attended. The Committee is also actively involved in recruiting pensioner members. It visited structure meetings to encourage member who were about to retire, to join the PSA's pensioner member base. As a result, the Western Cape pensioner membership has grown to 416.

## Branch for Associate Members: Public Service Pensioners

### Management Committee

The Management Committee of the Branch comprises of Gideon Serfontein (Chairperson), Gerrie Malan (Vice-Chairperson), Dries du Plessis (Secretary), Buks Jordaan (Deputy Secretary), Hannes Botha, Rita Bessenger, Rienie van Blerk, Pietie Botes, and Stella Morrow as well as the elected Chairpersons of the Regional Committees as mentioned.

During the report period, the Management Committee held three Management meetings as well as the Annual Members' Meeting on 3 November 2022.

Despite the COVID-19 pandemic, the Management Committee continued to carry out its responsibilities and executed matters assigned to it by the PSA Board and the PSA's Annual General Meeting as well as matters of national pensioner interests identified in interactions with pensioners.

## Regional Committees

The following four functioning Regional Committees handle and promote the interests of Branch members at regional level:

- Cape Peninsula Regional Committee, chaired by Rob Moody, with Faldela Martin as Deputy Chairperson, and Basil May as Secretary.
- Southern Cape Regional Committee, chaired by Stan Davis with Joan Booysen as Secretary.
- Free State Regional Committee, chaired by Eben Fischer, assisted by Karel van den Berg as Deputy Chairperson, and Giel Marais as Secretary.
- Waterberg Regional Committee, chaired by Jakkie van Dyk, with Johan Wessels as Deputy Chairperson, and Johan Els as Secretary.

## Membership and recruitment

The Branch continued to play an active role in alerting and encouraging PSA members who are about to retire that they can join the PSA as associate members upon retirement. In addition, the Branch management throughout 2022 continued with its project to update its member database.

## Enquiries regarding pension and post-retirement medical assistance

During the report period, the Branch assisted numerous members to resolve their queries regarding pension matters and post-retirement medical assistance, thus continuing to provide a timeous and quality service to members. The proposal for a better dispensation for spouse's pensions is on the PSCBC agenda and will be debated.

## Social responsibility

Through their continued membership, associate members contribute to the funds that enable the PSA to execute its corporate social responsibility obligations and make contributions to deserving non-profit organisations.

## Liaison with other organisations

Regular liaison with similar organisations takes place on an ongoing basis to ensure that the Branch keeps up to date with matters concerning the interests of retired persons in connection with medical and social services. The Branch's Deputy Secretary keeps abreast with issues in the social-services field through liaison with non-governmental organisations in that field of services, with a special focus on matters that affect pensioners and senior citizens and their well-being.

## Strategic planning

Challenges facing former members of the Public Service do not cease upon their date of retirement, with specific reference to, amongst others, pension, and medical-benefit issues. It is for that reason commendable that the PSA is the only Union that accommodates a Branch Associate Members: Public Service Pensioners, as part of its structures. Examples of the PSA's interventions to protect the interests of pensioners are plentiful. In one such instance, the PSA ensured that increments for the annual increase of pension payments will not be less than 75% of the annually announced CPI-inflation rate. The PSA was also instrumental in ensuring labour representation on the Board of the Public Investment Corporation, which is the managing agent for the Government Employees Pension Fund. The PSA openly voiced opposition to suggestions to use pension funds to salvage struggling enterprises such as Eskom. The PSA also intervened to protect the terms of medical benefits of continuation members for former members of the Department of Correctional Services. The PSA further constantly speaks out against corruption that impacts on pensioners' retirement benefit.

The Branch applauds the efforts and incentives put in place by the PSA to facilitate the recruitment of members of the PSA for continued associate membership, prior to their retirement date. This will ensure that a viable Group Branch for Associate Members: Public Service Pensioners is maintained. Equally important are the steps being taken to update the pensioner database. Such efforts to secure the contact details of retiring members and their spouses are important as pensioners often relocate owing to aging and health reasons.

## Training

The report covers the interventions and training conducted by the PSA's Internal Training Unit for the report period.

## Material development

The following training material was developed:

- Advanced Labour Studies Programme
- Strategic Alignment
- Customer Service in line with PSA Strategic Objectives
- Collective Bargaining and Case Handling for Full-time Shop Stewards

## Training conducted

The following training interventions took place:

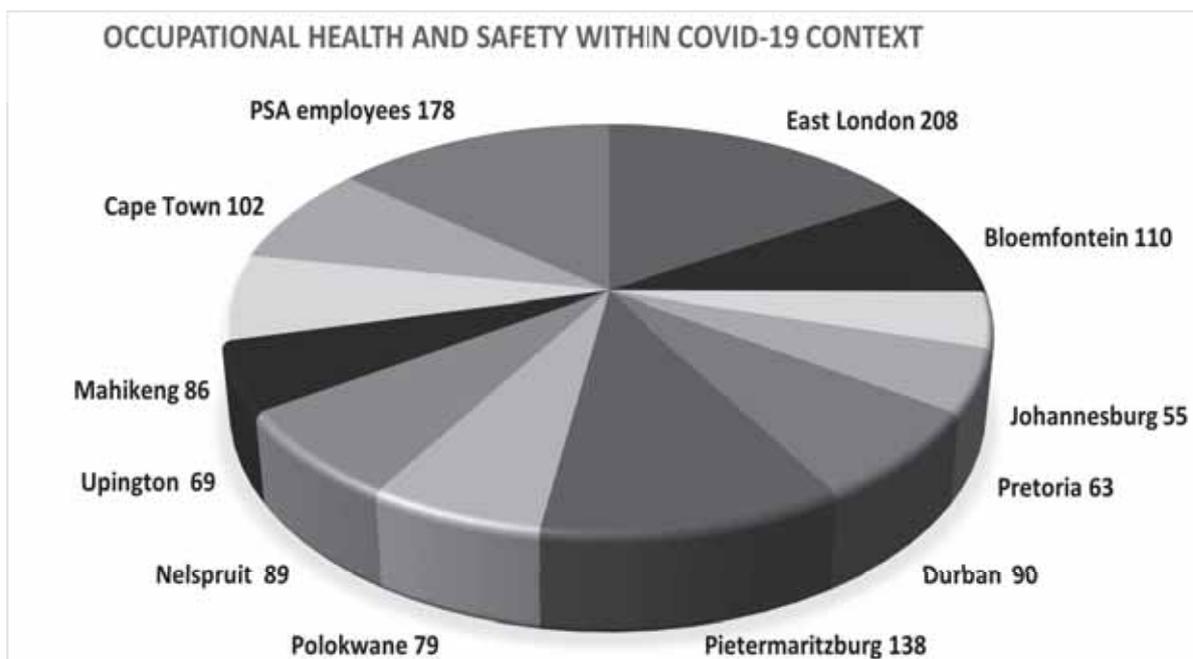
**Disciplinary Hearing Training: Free State - 16 and 17 May 2022:** The training was conducted by the PSA's Internal Training Officer, with 28 delegates being trained. The aim was to empower shop stewards on the handling of grievances and disciplinary matters to assist the Provincial Office in dealing with matters affecting members in the workplace.

**Virtual Case Handling Workshop: Free State - 21 May 2022:** The training conducted by the PSA's Internal Training Officer, with twelve delegates being trained. The aim was to further empower shop stewards on case handling of grievances and disciplinary matters to assist the Provincial Office in dealing with matters affecting members in the workplace.

**Development Induction for Department of Justice and Constitutional Development: Gauteng (Pretoria) - 26 and 27 May 2022:** Training was conducted by the PSA's Internal Training Officer, with 93 delegates being trained.

**Occupational Health and Safety (OHS) within COVID-19 Context:** In this intervention, funded by the ETDP Seta, the aim was to empower shop stewards in dealing with OHS matters affecting members in the workplace. Training was conducted by an external service provider with 1 089 participants being trained as set out below:

- Eastern Cape: East London - 4 August 2022
- Free State: Bloemfontein – 25 July 2022
- Gauteng: Johannesburg – 5 July 2022
- Gauteng: Pretoria – 4 July 2022
- KwaZulu-Natal: Durban – 1 August 2022
- Kwazulu-natal: Pietermaritzburg – 2 August 2022
- Limpopo: Polokwane – 18 July 2022
- Mpumalanga: Nelspruit – 21 July 2022
- Northern Cape: Upington – 28 July 2022
- North West: Mahikeng – 7 July 2022
- Western Cape: Cape Town – 5 August 2022
- PSA employees (virtual training) – 7 and 8 December 2022



**SOMAWIGA training:** The training was conducted by the PSA's Internal Training Officer for 70 participants on 15 and 16 August 2022. The aim was to provide basic shop steward training on grievances and disciplinary enquiries, the structure of the PSA, and training on the PSA staff establishment and levels of management.

**PSA Members' Affairs training:** This training was provided to PSA top management, Provincial Managers, Labour Relations Officers, Organising Marketing Officers, and Members' Affairs Coordinators in aligning the PSA strategic objectives to everyday activities. The session from 30 January to 3 February were conducted as set out below:

**Misconduct, Hearings, Conciliations, and Arbitrations: Gauteng (Pretoria) – 20 and 22 February 2023:** The training was conducted by the PSA's Internal Training Officer for 20 delegates, including full-time shop stewards/full-time office bearers, and shop who have been actively assisting the Provincial Office in Pretoria with cases over years. The training covered, amongst others, workplace disputes, dispute processes, unfair dismissal, and unfair labour practice.

The Training Unit further coordinated the following interventions:

- PSETA bursary induction for MANCOSA Project Management
- Processing of ETDP Seta documents
- Receptionist and Office Assistant training
- Labour Law Perspective and Case Handling training

Date	Programme	Facilitator	Trainees
30 January 2023	Strategic Alignment	Top Management	Management/ Provincial Managers
31 January 2023	Review of cases	External service provider: Adv L Bono	Management/ Provincial Managers / Labour Relations Officers
1 February 2023	Execution of operational plan	PSA Internal Training Officer	Management/Provincial Managers / Labour Relations Officers / Organising/Marketing Officers / Members' Affairs Coordinators
2 February 2023	Membership Management System	External service provider: Business Engineering	Management / Provincial Managers / Labour Relations Officers / Organising/Marketing Officers / Members' Affairs Coordinators

## Corporate social investment

The PSA, during the report period, continued with initiatives related to the successful #SchoolSafety project, which commenced in 2020. This ongoing project in which various schools across the country have been assisted aims to create a safe, caring schooling environment to support quality teaching and learning. The PSA further assisted by addressing the identified schools' most pressing needs. In addition to this project, complementary community enhancement projects were also undertaken.

In phase two of the #SchoolSafety project, a budget was R40 000 was available for each PSA Provincial Office. The following beneficiaries were assisted with identified needs:

- Lorraine Primary School (Western Cape) was assisted with a generator, a five-plate gas stove, classroom signage, a whiteboard and stationery.
- Danville Primary School (North West) was assisted with a copier machine.
- Kareedouw Primary School (Eastern Cape: Gqeberha) was assisted with a projector, chairs, fridge/freezer, soup spoons, a double kitchen sink, stainless steel table, a galvanised shelf, and pots.
- Mshadza Secondary School (Mpumalanga) was assisted with pots and a steel table, school shoes and tiles to renovate their kitchen.
- Lower Ntlasa Primary School (Eastern Cape: Mthatha) was assisted with fencing material.
- South Hills Primary School (Gauteng: Johannesburg) was assisted with a security door, a food garden, pots and repairing of 164 windows.
- Etendele Primary School (KwaZulu-Natal: Durban) was assisted with the replacement of broken doors.
- !Xunhvesa Combined School (Northern Cape) was assisted with the planting of a food garden and plants.
- Mmankogaedupe Secondary School (Limpopo) was assisted with a fence, a printer, and two laptops.

Dignity packs, sponsored by PSA business partner, *Old Mutual*, were provided to learners all these schools. In addition, PSA branded medals were also provided to the learners.

For the complementary community enhancement project, an amount of R35 000 was available each PSA Provincial Office to assist identified beneficiaries as set out below:

- Prince George MOD programme (Western Cape) was assisted with 53 hoodies, a laptop, 20 body balls and three speakers.
- Ambassadors of Change (North West) was assisted with sports equipment, 15 tables, 65 chairs and nets.
- Zamuxolo Creche (Eastern Cape: Gqeberha) was assisted with fencing equipment.
- Matsulu Cricket Club (Mpumalanga) was assisted with tracksuits and a laptop.
- Notintwa Ladies Football Club (Eastern Cape: Mthatha) was assisted with sports equipment.
- RAW Foundation (Gauteng: Johannesburg) was assisted with groceries and educational toys.
- Phakamani Progressive Health Clubs (KwaZulu-Natal: Durban) was assisted with two laptops, a camera, printer, and two speakers.
- Abraham Kriel Kinderhuis Nylstroom (Limpopo) was assisted with mattresses.

In April 2022, KwaZulu-Natal was hit by destructive storms, which flooded and destroyed homes, businesses, and infrastructure. More than 400 people lost their lives. The PSA responded to this tragedy by assisting affected communities. PSA staff donated food parcels, clothes, and blankets to victims. The PSA contributed a further R50 000 from provincial CSI budgets towards assisting victims with essential items. Fedusa matched the PSA's contribution and donated R50 000 towards the flood-relief project.

On Mandela Day 2022, the PSA embraced the spirit of *ubuntu* by reaching out to identified beneficiaries across the country. In the Eastern Cape, the Provincial Office in Mthatha donated 16 children's tables to Luthando Preschool and the Provincial Office in Gqeberha donated 40 fleece blankets and party packs to Hope for Kids Foundation/Zwide Creche. The Mpumalanga Provincial Office donated groceries to Sinet-hemba Home Base Care Centre, whilst the Gauteng Provincial Office in Pretoria and Head Office together donated a microwave oven and groceries to Homeless Solutions. The Gauteng Provincial Office in Johannesburg donated educational toys to Paula's Day Care Centre. The Provincial Office in Limpopo donated cutlery and bread savers to New Horizon School. The Provincial Office in the Northern Cape donated sanitary pads to !Xunkhwesa Combined School. In North West, the Provincial Office donated groceries to Signal Hill Village, whilst the Free State Provincial Office donated winter gloves, beanies, and scarfs to Bokamoso Day Care Centre. In the Western Cape, the Provincial Office supported by PSA business partner, *Metropolitan*, donated seedlings, and a water tank to Mhani Ghingi Trust.

In addition, PSA Provincial Offices annually identify and support organisations that assist communities in bettering lives. During the report period, the following beneficiaries were assisted: Rotarus Old Age Home (North West) was assisted with a TV and chairs; Nca-kini Secondary School (Mpumalanga) was assisted with school shoes; Heidelberg Hospital (Gauteng: Johannesburg area) was assisted with a team-building session and counselling for staff in the wake of the COVID-19 pandemic; Ndindani-Hlomela High School and Magome Primary School (Limpopo) were assisted with school uniform and school bags for several learners; Mahwibitwane Secondary School (Limpopo) was assisted with solar flood lights and a ladder; Grabouw fire victims (Western Cape) were assisted with blankets; an elderly resident of Mthatha was assisted with building a house (the Mthatha and Gqeberha Provincial Offices collaborated in this project); and Mthogotho High School (KwaZulu-Natal: Pietermaritzburg area) was assisted with 12 bicycles for learners who have to walk long distances to school.

In a final project for 2022/23, aimed at ensuring maximum utilisation of CSI funding and achieving CSI objectives, a project was undertaken whereby 3 058 solar rechargeable LED lights were obtained at a total expense of R415 765.68. These lights were to be distributed to identified beneficiaries during May 2023 to demonstrate the PSA's support to future workers during Workers' Month. Beneficiaries included mainly Grade-12 and -11 learners at schools identified by the Department of Basic Education as worst performing schools across all nine provinces in 2022. A detailed report on this project will be provided in the next Integrated Annual Report.

The PSA's 2022 National Women's Day event was hosted in Mpumalanga on 9 August 2022. Tickets for the event were sold at R10 each and the proceeds of the 250 tickets sold (R2 500) were used to purchase sanitary towels that were donated to Clau Clau Youth Development Forum.

Apart from its CSI projects, the PSA annually also supports welfare and charity organisations. PSA Branches are invited to nominate needy institutions to benefit from this financial assistance. During the report period, the PSA assisted the following organisations with an amount of R5 000 each:

- Regenerative Neighbourhood Development Agency, Western Cape (nominated by PSA Branch Department of Water and Sanitation: Western Cape);
- Grassy Park Empowerment Forum, Western Cape (nominated by PSA Branch Department of Defence: Western Cape);
- Women's Hope Education and Training Trust, Western Cape (nominated by PSA Branch Cape Peninsula Provincial Pensioners Committee: Western Cape);
- Itireleng Creche, Limpopo (nominated by PSA GPSSBC Branch: Limpopo); and
- Home Community Based Care Foster Care and Widows, Mpumalanga (nominated by PSA Branch Public Works and Transport: Mpumalanga).

The **Stiglingh Memorial Bursary** is awarded annually by the PSA to students engaged in medical or natural sciences studies from funds donated by the late PSA members, JH Stiglingh.

During the report period, two qualifying students at the University of the Western Cape each received a bursary of R10 000.

# Human resources

On 1 January 2023, the PSA commenced with the implementation of its approved Employment Equity Transformation Plan and Procedures (EETPP) for the five-year period of 1 January 2023 to 31 December 2027. The preceding Plan was for the period of 1 January 2018 to 31 December 2022.

During the report period of 1 April 2022 to 31 March 2023, the PSA's overall workforce profile reflected an increase of 1.04% from 94.56% (226) as at 31 March 2022 to 95.60% (239) at the end of the period under review in respect of employees from designated groups. Employees from the non-designated group decreased in percentage from 5.44% (13) at the end of March 2022 to 4.40% (11) at the end of the report period. The PSA's representivity statuses in the respective occupational levels as at 31 March 2023 were as follows:

Since 1 April 2022 until the end of the period under review, 100% (17) of employees recruited by the PSA came from the designated groups and 0% (0) from the non-designated group.

Hundred percent (100%) of employees (seven employees) promoted from within the PSA came from the designated groups and 0% (0) from the non-designated group.

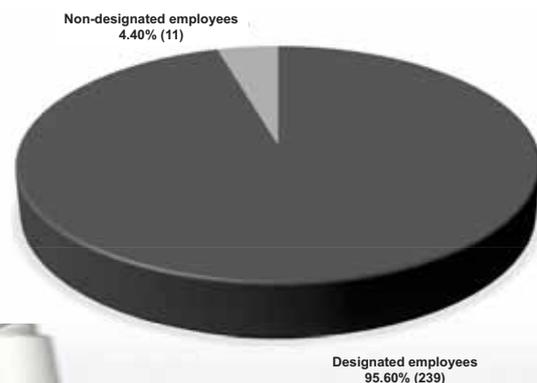
Terminations for the said period constituted 75% (six) from the designated groups of which 25% (two) were white females. The non-designated group constituted 25% (two) of the terminations.

The PSA remains fully committed to achieving a fully transformed workplace.

Occupational level	Overall designated target % (95.10% = EAP)	Current designated % (filled positions)	Current non-designated % (filled positions)
Top Management	95.10%	No positions filled	No positions filled
Senior Management	95.10%	85.71% (6)	14.29% (1)
Middle Management	95.10%	88.89% (16)	11.11% (2)
Skilled Technical	95.10%	92.98% (106)	7.02% (8)
Semi-skilled	95.10%	100.00% (95)	0.00% (0)
Unskilled	95.10%	100.00% (16)	0.00% (0)

At the end of the report period, 40.80% (102) of the PSA's workforce consisted of male employees, whilst 59.20% (148) of its workforce constituted female employees. The Economically Active Population of South Africa consists of 55.3% males and 44.7% females.

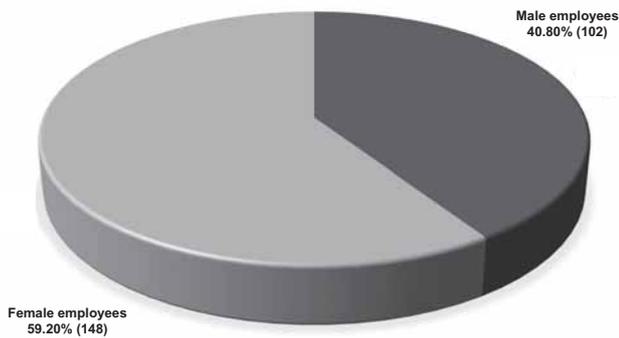
OVERALL EMPLOYMENT EQUITY PROFILE



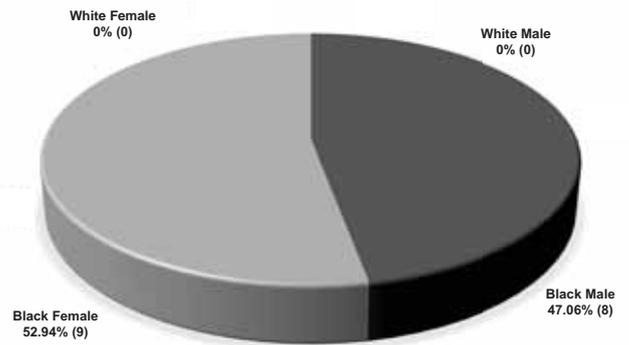
PSA workforce profile as on 31 March 2023

Occupational level	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	2	0	1	1	1	0	0	2	7
Professionally qualified and experienced specialists and mid-management	11	1	0	2	2	1	0	1	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	45	6	4	8	36	5	0	10	114
Semi-skilled and discretionary decision making	18	1	0	0	52	9	4	11	95
Unskilled and defined decision making	2	0	0	0	13	1	0	0	16
<b>TOTAL PERMANENT</b>	<b>78</b>	<b>8</b>	<b>5</b>	<b>11</b>	<b>104</b>	<b>16</b>	<b>4</b>	<b>24</b>	<b>250</b>

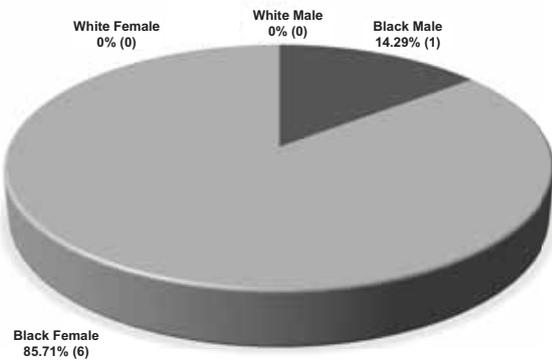
EMPLOYMENT EQUITY PROFILE: GENDER



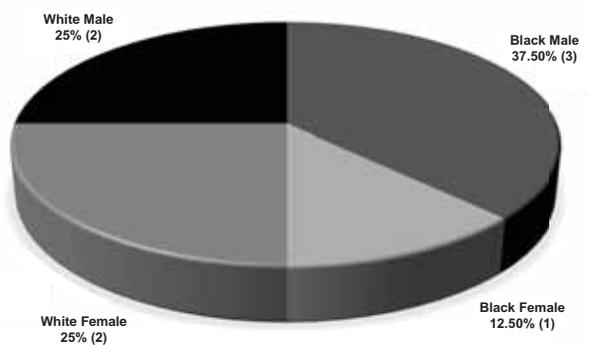
EMPLOYMENT EQUITY PROFILE: RECRUITMENT



EMPLOYMENT EQUITY PROFILE: PROMOTIONS



EMPLOYMENT EQUITY PROFILE: TERMINATIONS



# Information technology

The report period presented the PSA Information Technology (IT) function with challenges, enthusiasm, and exceptional achievements as part of its mandate to drive the organisation's digitisation efforts. The IT function's digitisation strategy encompasses several areas, including risk mitigation, mobility, infrastructure management, digitisation, and innovation. The IT Department is committed to collaborating with internal and external stakeholders to create value through digitisation and modernisation.

## Printer upgrades

Printers used by the PSA had been in service for the past five years, relying on outdated technology that lacked support for on-demand and mobile printing. To address these challenges, the PSA implemented new printing capabilities that offer the following improvements:

- Managing printing in colour
- Mobile printing
- Follow-me printing

The entire printing infrastructure of the PSA was upgraded with new printers, which are faster, more user-friendly, and provide better print quality, speed, and reliability. These printers also include enhanced security features to safeguard confidential documents.

## Laptop upgrades

Desktop devices or laptops are key digital productivity tools for all PSA users. To ensure productivity, the IT Department initiated upgrades based on the following factors:

- Asset depreciation
- Manufacturer warranty
- Three-year support tenure

Meeting these requirements, the PSA successfully rolled out newer, upgraded, and efficient desktop devices to all staff members. The new devices offer better performance, security, reliability, and extended battery life, enabling staff to work remotely for longer periods.

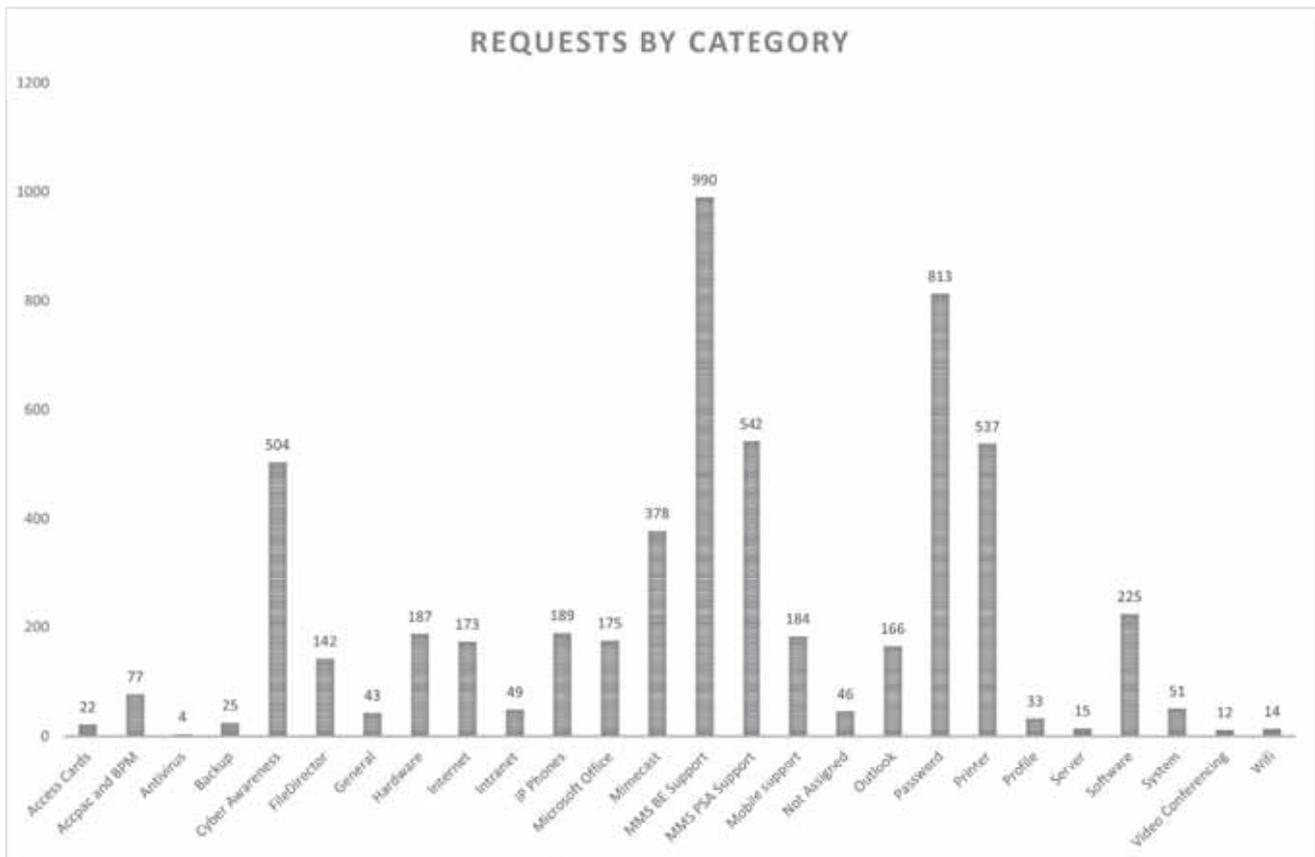
## Solutions support

Providing technological support to the PSA is a fundamental responsibility of the IT Department, offering first-, second-, and third-line support for the organisation's digital landscape. The figure on page 38 illustrates the successful support provided during the year for various solution categories.

## Cyber security

The PSA continued to face an increasing number of threats in the technology landscape that could potentially disrupt the organisation's operations. To mitigate these threats, defences were strengthened on multiple fronts. Targeted cyber training programs were conducted online, with an incentive program for users who finished all training.

The PSA further implemented the security consolidation and monitoring platforms *Panorama* and *SDWAN* to provide a centralised console for all firewall infrastructure. Physical firewalls were deployed at all PSA Provincial Offices to ensure real-time, onsite protection for users and the organisation, reducing response latency when connecting to *Teraco*, and internet breakouts from the Offices.



## Member Management System

The Member Management System is a critical solution supporting the PSA's core-business processes. Ensuring the stability of this solution is a top priority for the IT Department. The solution facilitates efficient business-process execution and productivity improvements, thereby assisting end users to deliver high-quality service to members. In pursuit of this goal, the following steps were taken:

- Established a service-level agreement with the vendor, incorporating heightened controls.
- Identified and eliminated processes that hindered processing and transaction speeds, negatively impacting user experience.
- Diverted functionality not related to supporting core processes away from the solution.
- Finalised implementation of the following enhancements to better support core processes: Case management, management reporting, and member end-user portal.

## Online voting/balloting for mandates

To alleviate the manual overhead and inefficiencies associated with the member mandating process, the PSA implemented an electronic voting solution. This enabled the PSA to obtain mandates from members via an authenticated electronic voting interface. This solution also supported the subsequent process to report on members' preferences.

The IT Department is committed to providing reliable and secure IT services to PSA staff and members.



# Environmental footprint

The PSA is the owner of Farm 803, Quenera Mouth East, which is 184 2059 ha in extent. The PSA is also the holder of the mining rights, and holder of the mining authorisation and is actively mining on the property.

The mine is approximately 15 km north of East London on the main road to Gonubie, close to the N2. The mine is an open-cast mine and the material being mined by means of extraction by an excavator is primarily building sand.

The PSA, as a responsible mining owner, approaches the mining operations as a holistic cradle-to-grave undertaking by taking cognisance of all economic, social, and environmental aspects to achieve sustainable development of South Africa's mineral resources.

The PSA affirms the commitments to the *Mineral and Petroleum Resources Development Act* to, amongst others, protect the environment for the benefit of present and future generations. In order for the PSA to comply with the prescripts of the *Act* and to attain the commitment to the ecological impact of mining operations, the PSA has appointed *Zutari* to, amongst others, act as environmental consultants to monitor and minimise the ecological impact the mining operations might have on the environment.

The PSA recognises the need for economic growth in conjunction with social development and the protection of the environment. With this in mind, the PSA appointed the service provider as environmental consultants to execute services taking into consideration statutory as well as common-law provisions, which acts as a liaison between contracted parties, governing bodies, and the PSA.

In line with the above, the service provider performs various functions associated with environmental protection such as frequent environmental audits to determine top-soil protection, removal and relocation of various plant species, and the introduction of specific indigenous plants. The service provider also acts as liaison between the PSA and the Department of Mineral Resources to finally sign off all areas previously mined and fully rehabilitated.



## Social and ethical conduct

The Board of Directors established a Social and Ethics Committee separately from the Audit and Risk Committee to ensure that due diligence in this regard is performed.

The Charter of this Committee was reviewed and approved by the Board of Directors. The Code of Conduct for members to address ethical behaviour, which was approved by the Board of Directors in March 2022, is under review and a task team was established by the Board to ensure that the Code of Conduct covers all members.

A Code of Ethics exists and is applicable to all employees and Board members to address ethical behaviour.

The PSA Ethics and Fraud Hotline is managed by *Advanced Call* on behalf of the PSA. The aim of the Hotline is to enhance an honest work ethic, whilst it provides employees with a method to bring any unethical and/or fraudulent business practices to the attention of management. The Hotline is specifically designed for PSA employees only and serves as an independent platform between management, employees, and full-time shop stewards. During the report period of 1 April 2022 to 31 March 2023, no protected disclosures were received through the Hotline.

The PSA also has a Whistle Blowing Policy to give effect to the *Protected Disclosures Act*. Any protective disclosure is reported on the PSA Ethics and Fraud Hotline. Protective disclosures can still be reported outside of the Hotline, as the Hotline is not the only reporting method that can be used. No protective disclosures were, however, made outside of the Hotline during the report period.



## Corporate governance

Good governance is essential for the effective administration of a business. The management of the PSA is acutely conscious of good governance principles and seek to implement these principles.

These principles promote disclosure and transparency on financial, operational, and other information. Good governance means promoting values for the whole of the PSA and demonstrating the values of good governance through behaviour.

Corporate governance is the exercise of ethical and effective leadership by the Board of Directors towards the achievement of the following outcomes:

- Ethical culture
- Good performance
- Effective control
- Legitimacy

Ethical and effective leadership should complete and reinforce each other.

The Board of Directors established the following committees to assist the Board with its responsibility and to ensure compliance with the relevant legislation:

- Audit and Risk Committee
- Remuneration Committee
- Social and Ethics Committee

By implementing an internal audit function, the PSA strives to constantly identify areas where management can improve the PSA as a business and providing value for money to its members.

The PSA has appointed internal auditors to ensure that the internal audit function remains independent.

The performance of external audits is a legislative requirement, and it gives some comfort to internal and external stakeholders.

The PSA is pleased to report that the PSA has always received an unqualified audit opinion from its external auditors. This means that the auditors are of the opinion that the financial statements fairly present the financial position, and its financial performance and cash flows are in accordance with the Internal Financial Reporting Standards and the requirements of the *Companies Act, 71 of 2008*, as amended.

# Financial governance and performance highlights

As an employee organisation, the PSA is registered in terms of the *Labour Relations Act, 1995* as a trade union. The PSA is recognised and admitted to the various relevant bargaining councils to protect and promote the individual and collective rights and interests of its members.

The PSA conducts its business operations as a “Non-Profit Company” of the *Companies Act, 2008* and, in terms of its Memorandum of Incorporation (MOI) as of a Non-Profit Company (NPC), it has no share capital, and the liability of its members is limited to one month’s subscription in the event of dissolution. The trade-union activities of the PSA are the core business, whilst it also operates a holiday resort, sand mine, and a cell captive insurance scheme under licence from *Guardrisk Insurance Company Limited* for the benefit of its members. A decision to sell the holiday resort and sand mine was taken in November 2022. The financial statements have been prepared such that this decision is reflected as required by International Financial Reporting Standards.

The Directors are required by the *Companies Act, 2008* to maintain adequate accounting records and are responsible for the content and integrity of the Annual Financial Statements. The Directors acknowledge that they are ultimately responsible for the system of internal control established by the PSA and place considerable importance on maintaining a strong internal control environment. To assist the Directors in discharging the responsibility in this regard, the Audit and Risk Committee has oversight over financial governance and risk to assist the Board with its financial responsibility.

The Board also established an internal audit function to provide oversight to obtain reasonable assurance regarding management’s assertions that objectives are achieved for effectiveness and efficiency of operations, reliability of financial information, and compliance with laws and regulations.

The external auditors are engaged to express an independent opinion on the financial statements of the PSA. The PSA’s external auditor, *SizweNtsalubaGobodo Grant Thornton Inc*, was re-appointed in January 2021 for a further three-year term and is currently in the last year of this term.

*SizweNtsalubaGobodo Grant Thornton Inc* issued an unqualified audit opinion regarding the financial affairs of the PSA for the year ending 31 March 2023.

The consolidated net profit of the PSA is R10 445 825, comparing to a net profit in the prior year of R23 128 280. The summarised financial performance of the different business divisions of the PSA are indicated under item 2 on page 6 of the financial statements.

The statement of cash flows indicates positive cash flows as at the end of the financial year.

According to the Board of Directors’ report for the financial year ended 31 March 2023, the Financial Statements support the financial viability of the PSA and reflect the view that the PSA will be a going concern in the foreseeable future based on its potential to raise adequate revenue to meet its obligations.

The Board of Directors would like to draw attention to the following points:

- Reconciliation of Equity paragraph 3 on page 7 of the Annual Financial Statements, which indicate the liquidity of retained income.

The audited detailed Financial Statements of the PSA for the year ended 31 March 2023 are fully set out from page 43 of this Report, and do not, in our opinion, require further comments.

Annual Financial  
Statements for the year  
ended 31 March 2023

**PUBLIC SERVANTS ASSOCIATION OF SOUTH AFRICA NPC**  
**(Registration number 1942/015415/08)**

Trading as PSA

These annual financial statements have been audited  
in compliance with the applicable requirements  
of the *Companies Act, 71 of 2008*

Issued 26 July 2023

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## General Information

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<b>Country of incorporation and domicile</b>	South Africa
<b>Nature of business and principal activities</b>	Trade Union
<b>Directors</b>	Mr MJ Shiburi (Interim President) Mr P Snyman (Chairperson) Mr MK Seelamo (Vice Chairperson) Ms AY Coetzee Ms NN Mvubu Mr RD Baloyi Mr NL Bodiba Mr N Mahala Adv J Singh
<b>Registered office</b>	563 Belvedere Street Arcadia Pretoria 0007
<b>Business address</b>	563 Belvedere Street Arcadia Pretoria 0007
<b>Postal address</b>	PO Box 40404 Arcadia Pretoria 0007
<b>Auditors</b>	SizweNtsalubaGobodo Grant Thornton Inc Chartered Accountants (SA) Registered Auditors South Africa
<b>Secretary</b>	Ms M Muller
<b>Company registration number</b>	1942/015415/08
<b>Tax reference number</b>	9009987166
<b>Preparer</b>	The annual financial statements were internally compiled by: N Ndlela Chief Accountant

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Index

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The reports and statements set out below comprise the annual financial statements presented to the members:

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### Preparer

N Ndlela  
Chief Accountant

### Published

26 July 2023

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Audit and Risk Committee Report

This report is provided by the Audit & Risk Committee of Public Servants Association of South Africa NPC in respect of the 2022/23 financial year.

### 1. Members of the Audit and Risk Committee and Meetings

The Audit and Risk Committee performs the duties laid upon it by Section 94(7) of the Companies Act, 71 of 2008 by holding meetings with the key role players on a regular basis and by the unrestricted access granted to the external auditors

The members of the Audit and Risk Committee are all independent non-executive directors. Below is schedule of the meetings:

Audit & Risk Committee Members	MEETING DATES				
	04-May-22	18-Jul-22	25-Jul-22	26-Oct-22	16-Mar-23
Mr MK Seelamo (Chairperson)	✓	✓	✓	✓	✓
Mr MJ Shiburi	✓	✓	✓	✓	✓
Mr MT Sebati *	✓	Resigned	Resigned	Resigned	Resigned
Ms NC Silinyana **	✓	✓	✓	Term ended	Term ended
Mr RD Baloyi	Not in office	Not in office	Not in office	✓	✓
Adv J Singh	Not in office	Not in office	Not in office	✓	✓

The Committee is satisfied that the members thereof have the required knowledge and experience as set out in Section 94(5) of the Companies Act, 71 of 2008 and Regulation 42 of the Companies Regulation, 2011.

\* Mr MT Sebati resigned from the Board of Directors on 07 June 2022.

\*\* Ms NC Silinyana's term of office came to and end during the September 2022 Annual General Meeting.

Subsequent to the resignation of Mr Sebati from the Board of Directors, Mr MK Seelamo was appointed as the new Chairperson of the Audit and Risk Committee during the Board meeting of 27 July 2022.

### 2. Annual Financial Statements

Following the review of the annual financial statements, the Audit and Risk Committee recommends approval by the Board of Directors and ultimately by the delegates at the Annual General Meeting.

### 3. The Effectiveness of Internal Control and Risk Management

The system of controls is designed to provide cost effective assurance that the assets are safeguarded and that the liabilities and working capital are efficiently managed in line with the Companies Act and the King IV Report on Corporate Governance requirements. Internal audit which has been outsourced, provides the Audit and Risk Committee as well as Management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process as well as regular internal audits and ultimately the external audits (interim and final), with the reports being presented to the Audit and Risk Committee at least on a quarterly basis. It was noted that no significant or material non-compliance with the prescribed legislation as well as internal policies and procedures have been reported. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

The Audit and Risk Committee is also directly responsible for the recommendation to the Board and approval at the Annual General Meeting of the independent Auditor's appointment.

On behalf of the Audit and Risk Committee.



**Mr MK Seelamo**  
Chairperson Audit and Risk Committee

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Directors' Responsibilities and Approval

---

The Directors are required in terms of the Companies Act, 71 of 2008 to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company 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 International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared and presented in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa, as amended.

The Directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the Directors to meet these responsibilities, the Board of Directors 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 company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

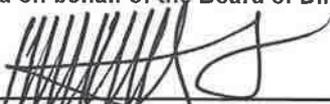
The Directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial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

The Directors have reviewed the company's cash flow forecast for the year to 31 March 2024 and, in light of this review and the current financial position, they are satisfied that the company has or had access to adequate resources to continue in operational existence for the foreseeable future.

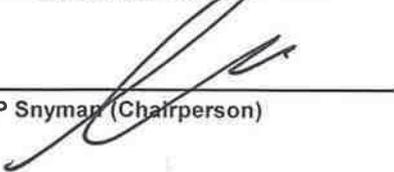
The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 9 to 11.

The annual financial statements set out on pages 12 to 64, which have been prepared on a going concern basis, were approved by the Board of Directors on 26 July 2023.

Signed on behalf of the Board of Directors By:



Mr MJ Shiburi (Interim President)



Mr P Snyman (Chairperson)

## Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

### Statement on Internal Financial Controls

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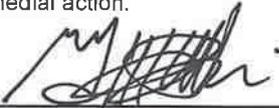
The directors, whose names are stated below, hereby confirm that:

(a) the annual financial statements set out on pages 12 to 64, fairly present in all material respects the financial position, financial performance and cash flows of the company in terms of IFRS;

(b) no facts have been omitted or untrue statements made that would make the annual financial statements false or misleading

(c) internal financial controls have been put in place to ensure that material information relating to the company has been provided to effectively prepare the annual financial statements of the company; and

(d) the internal financial controls are adequate and effective and can be relied upon in compiling the annual financial statements, having fulfilled our role and function within the combined assurance model pursuant to principle 15 of the King Code. Where we are not satisfied, we have disclosed to the audit committee and the auditors the deficiencies in design and operational effectiveness of the internal financial controls and any fraud that involves directors, and have taken the necessary remedial action.



Mr MK Seelamo (Vice Chairperson)



Mr MJ Shiburi (Interim President)

### Company Secretary's Certification

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In terms of Section 88(2)(e) of the Companies Act, 71 of 2008, as amended, I certify that the company has lodged with the Commissioner all such returns and notices as are required of a company in terms of the Act and that all such returns and notices are true, correct and up to date.

I also declare that, to the best of my knowledge, the company / trade union also complies with the requirements of the Labour Relations Act.



Ms M Muller

Acting: Company Secretary

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Directors' Report

---

The Directors have pleasure in submitting their report on the annual financial statements of Public Servants Association of South Africa NPC for the year ended 31 March 2023.

### 1. Nature of operations

Public Servants Association of South Africa NPC (PSA) is a Non Profit Company incorporated in South Africa in terms of the Companies Act 71 of 2008 and in terms of Section 96 of the Labour Relations Act 66 of 1995. It operates in terms of its Memorandum of Incorporation (MOI). It has no share capital and the liability of its members is limited to the amount of the membership fees due by them to the PSA in terms of the MOI, as at the date of dissolution. The company operates only in South Africa.

The principal activity of the company is operating as a trade union representing members who are employed in the public service within South Africa.

As an employee representative organisation, the company is recognised and admitted to the various relevant bargaining councils to protect and promote the individual and collective rights and interests of its members.

The company is also involved in secondary activities as listed below:

- **Short Term Insurance Services:** This is operated via a Cell Captive, under the licence from Guardrisk Insurance Company Ltd. According to the agreement, the company shares in profits and losses of the Cell Captive. The risk attached to the liability of losses is neutralised by 100% reinsurance taken out against any risk of losses.

- **Holiday Resort:** This is operated at the company's property in East London, wherein accommodation and camping facilities are booked out to holiday makers.

- **Sand Mine:** This involves mining of building sand which is sold to builders or building contractors. This also operates at the same property that the holiday resort is based.

There have been no material changes to the nature of the company's business operations since the last annual financial report, except the fact that the East London property (Holiday Resort and Sand Mine) is currently held for sale.

### 2. Review of financial results and activities

The operating results and state of affairs of the company are fully set out in the attached annual financial statements and do not, in our opinion require further comment.

The summary of the financial performance and position of the company are tabled below:

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Directors' Report

2023 Reconciliation of net income / (loss)	Membership fees	Holiday Resort	Sand Mine	PSA Short-term insurance contract	Total
Income	350,398,458	173,751	2,323,701	38,965,764	391,861,674
Cost of sales	(873,106)	-	(57,885)	(3,126,049)	(4,057,040)
Other income	1,317,426	1,005	-	2,202,210	3,520,641
Employee costs	(220,383,503)	(1,531,462)	(192,912)	-	(222,107,877)
Other expenses	(130,275,938)	(1,710,718)	(283,452)	(35,126,641)	(167,396,749)
Property valuation	2,363,309	-	6,261,867	-	8,625,176
	<b>2,546,646</b>	<b>(3,067,424)</b>	<b>8,051,319</b>	<b>2,915,284</b>	<b>10,445,825</b>

2022 Reconciliation of net income / (loss)	Membership fees	Holiday Resort	Sand Mine	PSA Short-term insurance contract	Total
Income	350,421,797	229,706	2,076,110	41,949,576	394,677,189
Cost of sales	(2,534,549)	-	(76,768)	(2,048,422)	(4,659,739)
Other income	2,017,014	2,895	-	3,523,271	5,543,180
Employee costs	(210,335,183)	(1,428,055)	(89,483)	-	(211,852,721)
Other expenses	(108,348,663)	(1,560,182)	(863,457)	(40,666,951)	(151,439,253)
Property valuation	-	(9,140,377)	-	-	(9,140,377)
	<b>31,220,416</b>	<b>(11,896,013)</b>	<b>1,046,402</b>	<b>2,757,474</b>	<b>23,128,279</b>

2023 Reconciliation of net assets	Membership fees	Holiday Resort	Sand Mine	PSA Short-term insurance contract	Total
Assets	260,360,532	21,705,307	472,450	36,991,243	319,529,532
Liabilities	(45,025,443)	(66,709)	(2,207,902)	(5,454,821)	(52,754,875)
	<b>215,335,089</b>	<b>21,638,598</b>	<b>(1,735,452)</b>	<b>31,536,422</b>	<b>266,774,657</b>

2022 Reconciliation of net assets	Membership fees	Holiday Resort	Sand Mine	PSA Short-term insurance contract	Total
Assets	251,458,556	14,452,414	470,497	36,687,776	303,069,243
Liabilities	(35,646,932)	(53,558)	(2,052,811)	(8,066,637)	(45,819,938)
	<b>215,811,624</b>	<b>14,398,856</b>	<b>(1,582,314)</b>	<b>28,621,139</b>	<b>257,249,305</b>

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

### 3. Reconciliation of Equity

	2023	2022
<b>Issued</b>		
Stigling fund reserve	609,873	601,570
Revaluation reserve	32,823,282	23,089,218
Mark-to-Market reserve	55,611,661	51,414,386
	<b>89,044,816</b>	<b>75,105,174</b>

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Directors' Report

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### 4. Insurance and risk management

The company follows a policy of reviewing the risks relating to assets and possible liabilities arising from business transactions with its insurers on an annual basis. Wherever possible assets are automatically included. There is also a continuous asset risk control programme, which is carried out in conjunction with the company's insurance brokers. All risks are considered to be adequately covered, except for political risks, in the case of which as much cover as is reasonably available, has been arranged.

### 5. Directorate

The Directors in office at the date of this report are as follows:

Directors	Date of Appointment	Designation	Changes
Dr LJP Mulaudzi (President)	17 September 2018	Non-executive Independent	Resigned Tuesday, 07 March 2023
Mr MJ Shiburi (Interim President)	16 September 2019	Non-executive Independent	
Mr P Snyman (Chairperson)	17 September 2012	Non-executive Independent	
Mr MK Seelamo (Vice Chairperson)	16 September 2019	Non-executive Independent	
Ms AY Coetzee	17 September 2018	Non-executive Independent	
Mr C Mntwini	16 September 2019	Non-executive Independent	Resigned Monday, 19 September 2022
Ms NC Silinyana	16 September 2019	Non-executive Independent	Resigned Monday, 19 September 2022
Mr MT Sebati	11 January 2021	Non-executive Independent	Resigned Tuesday, 07 June 2022
Ms NN Mvubu	11 January 2021	Non-executive Independent	
Mr RD Baloyi	19 September 2022	Non-executive Independent	Appointed Monday, 19 September 2022
Mr NL Bodiba	19 September 2022	Non-executive Independent	Appointed Monday, 19 September 2022
Mr N Mahala	19 September 2022	Non-executive Independent	Appointed Monday, 19 September 2022
Adv J Singh	19 September 2022	Non-executive Independent	Appointed Monday, 19 September 2022

### Resignation / Appointment of directors

Directors Silinyana and Mntwini resigned from directorship on 19 September 2022, after their term of office came to an end.

Four new Directors were appointed during the September 2022 Annual General Meeting. These Directors are: Mr RD Baloyi; Mr NL Bodiba; Mr N Mahala and Adv J Singh.

Director Mulaudzi, who was the PSA President, resigned from directorship on 07 March 2023. Director Shiburi was subsequently appointed as interim President.

### 6. Events after the reporting period

The Directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

### 7. Auditors

At the September 2023 Annual General Meeting, the members will be requested to appoint a new external auditor as the term of SizweNtsalubaGobodo Grant Thornton Inc is coming to an end after the finalisation of this year's audit.

### 8. Secretary

The acting company secretary is Ms M Muller after being appointed as the acting General Manager.

### 9. Date of authorisation for issue of financial statements

The annual financial statements have been authorised for issue by the Board of Directors on Wednesday, 26 July 2023. No authority was given to anyone to amend the annual financial statements after the date of issue.

**Independent Auditor's Report  
To the Members of Public Servant Association of South Africa  
Report on the audit of the financial statements**

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**Report on the audit of financial statements**

***Opinion***

We have audited the financial statements of Public Servants Association of South Africa NPC (the company) set out on pages 12 to 66, which comprise the statement of financial position as of 31 March 2023 and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Public Servants Association of South Africa NPC as at 31 March 2023, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa.

***Basis for opinion***

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

***Other Information***

The directors are responsible for the other information. The other information comprises the information included in the document titled "Public Servants Association of South Africa NPC's Annual Financial Statements for the year ended 31 March 2023" which includes the Directors' Report, as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### ***Responsibilities of the Directors for the Financial Statements***

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine are necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the financial statements, the directors are 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 directors 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 Financial Statements***

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

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We are 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 directors.
- Conclude on the appropriateness of the directors' 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 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 entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

#### **Report on Other Legal and Regulatory Requirements**

We report in terms of section 98 of the Labour Relations Act No 66 of 1995. The Public Servants Association of South Africa NPC has complied with those provision of the Constitution relating to the financial matters. The Public Servants Association of South Africa NP is party to an agency shop agreement referred to in section 35 of the Act and has complied with provisions of that section



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SizweNtsalubaGobodo Grant Thornton Inc.  
Director: Lesiba Mahlobogoane CA(SA)  
Registered Auditor

31 July 2023

20 Morris Street East  
Woodmead  
2191

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Statement of Financial Position as at 31 March 2023

	Note(s)	2023 R	2022 R
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	50,291,661	60,124,878
Intangible assets	3	4,089,764	3,721,749
Right-of-use assets	4	5,563,941	5,818,354
Investments	5	150,930,199	157,894,583
Motor Vehicle Loans	11	9,122,756	7,163,098
Motor Vehicle Loans - Prepaid Benefits	11	1,786,787	1,096,501
PSA Short-Term Insurance Contract	9	31,536,422	28,621,139
		<b>253,321,530</b>	<b>264,440,302</b>
<b>Current Assets</b>			
Inventories	10	755,114	1,628,221
Trade and other receivables	6	16,147,057	7,784,009
Investments	5	602,000	595,500
Motor Vehicle Loans	11	5,275,730	4,224,876
Motor Vehicle Loans - Prepaid Benefits	11	1,048,312	726,535
Staff Study Loans		7,746	136
Cash and cash equivalents	7	21,266,697	23,669,664
		<b>45,102,656</b>	<b>38,628,941</b>
Non-current assets held for sale and assets of disposal groups	8	21,105,346	-
<b>Total Assets</b>		<b>319,529,532</b>	<b>303,069,243</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Reserves		87,935,929	75,105,174
Retained income		178,838,728	182,144,131
		<b>266,774,657</b>	<b>257,249,305</b>
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Borrowings	12	3,888,494	4,467,767
Retirement benefit obligation	13	2,210,665	2,295,034
Provisions	14	-	2,052,811
Right of Use - Lease Liability	15	3,037,073	2,339,278
		<b>9,136,232</b>	<b>11,154,890</b>
<b>Current Liabilities</b>			
Trade and other payables	16	29,184,408	20,152,131
Borrowings	12	573,527	573,645
Retirement benefit obligation	13	186,335	194,966
Provisions	14	8,330,603	9,581,805
Right of Use - Lease Liability	15	3,069,159	4,162,501
		<b>41,344,032</b>	<b>34,665,048</b>
Liabilities of disposal groups	8	2,274,611	-
<b>Total Liabilities</b>		<b>52,754,875</b>	<b>45,819,938</b>
<b>Total Equity and Liabilities</b>		<b>319,529,532</b>	<b>303,069,243</b>

## Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

### Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	2023 R	2022 R
Revenue	17	353,671,448	350,398,458
Cost of sales	18	(873,106)	(2,534,549)
<b>Gross profit</b>		<b>352,798,342</b>	<b>347,863,909</b>
Other operating income	19	1,344,037	2,037,459
Expected credit loss	6	(17,783)	(3,114)
Operating expenses	20	(361,830,704)	(328,067,055)
<b>Operating (loss) profit</b>		<b>(7,706,108)</b>	<b>21,831,199</b>
Investment income	21	4,470,046	3,049,721
Finance costs	22	(869,032)	(908,419)
Changes to amortised cost - Motor Vehicle Loans		(984,058)	(902,298)
Deemed interest - Motor Vehicle Loans		1,159,911	750,278
Profit / (Loss) from PSA Short-term insurance contract	9	2,915,284	2,757,474
<b>(Loss) profit from continuing operations</b>		<b>(1,013,957)</b>	<b>26,577,955</b>
<b>Discontinued operations</b>			
Loss from discontinued operations	8	(1,277,972)	(2,142,352)
<b>(Loss) profit for the year</b>		<b>(2,291,929)</b>	<b>24,435,603</b>
<b>Other comprehensive income:</b>			
<b>Items that will not be reclassified to profit or loss:</b>			
Actuarial gain / (loss) on defined benefit liability		(93,000)	(392,000)
Gain / (Loss) on revaluation of property plant & equipment		2,498,921	(8,904,610)
Gain / (Loss) on revaluation of assets held for sale		6,261,867	-
Financial Assets - FVOCI adjustments		4,197,275	8,218,894
<b>Total items that will not be reclassified to profit or loss</b>		<b>12,865,063</b>	<b>(1,077,716)</b>
<b>Items that may be reclassified to profit or loss:</b>			
Stigling fund interest capitalisation		8,303	6,159
Transfer of revaluation reserve to retained income		(135,612)	(235,767)
<b>Total items that may be reclassified to profit or loss</b>		<b>(127,309)</b>	<b>(229,608)</b>
<b>Other comprehensive income for the year net of taxation</b>	25	<b>12,737,754</b>	<b>(1,307,324)</b>
<b>Total comprehensive income for the year</b>		<b>10,445,825</b>	<b>23,128,279</b>

# Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2023

## Statement of Changes in Equity

	Stighling Fund		Revaluation reserve	Mark-to-market reserve	Total reserves		Retained income	Total equity	
	R	R			R	R		R	R
<b>Balance at 01 April 2021</b>	<b>595,411</b>		<b>32,229,595</b>	<b>43,195,492</b>	<b>76,020,498</b>	<b>157,864,761</b>	<b>233,885,259</b>		
Profit for the year	-		-	-	-	24,435,603	24,435,603		
Other comprehensive income	6,159		(8,904,610)	8,218,894	(679,557)	(392,000)	(1,071,557)		
<b>Total comprehensive income for the year</b>	<b>6,159</b>		<b>(8,904,610)</b>	<b>8,218,894</b>	<b>(679,557)</b>	<b>24,043,603</b>	<b>23,364,046</b>		
Transfer from Revaluation reserve to Retained income	-		(235,767)	-	(235,767)	235,767	-		
<b>Total contributions by and distributions to owners of company recognised directly in equity</b>	<b>-</b>		<b>(235,767)</b>	<b>-</b>	<b>(235,767)</b>	<b>235,767</b>	<b>-</b>		
<b>Balance at 01 April 2022</b>	<b>601,570</b>		<b>23,089,218</b>	<b>51,414,386</b>	<b>75,105,174</b>	<b>182,144,131</b>	<b>257,249,305</b>		
Loss for the year	-		-	-	-	(2,291,929)	(2,291,929)		
Other comprehensive income	(127,309)		8,760,789	4,197,275	12,830,755	(93,000)	12,737,755		
<b>Total comprehensive Loss for the year</b>	<b>(127,309)</b>		<b>8,760,789</b>	<b>4,197,275</b>	<b>12,830,755</b>	<b>(2,384,929)</b>	<b>10,445,826</b>		
Transfer from Revaluation reserve to Retained income	-		(135,612)	-	(135,612)	135,612	-		
Prior year adjustments (See Note 41)	-		-	-	-	(1,056,086)	(1,056,086)		
<b>Total contributions by and distributions to owners of company recognised directly in equity</b>	<b>-</b>		<b>(135,612)</b>	<b>-</b>	<b>(135,612)</b>	<b>(920,474)</b>	<b>(1,056,086)</b>		
<b>Balance at 31 March 2023</b>	<b>609,873</b>		<b>31,714,395</b>	<b>55,611,661</b>	<b>87,935,929</b>	<b>178,838,728</b>	<b>266,774,657</b>		
Note(s)	25		25&27	26		25			

## Public Servants Association of South Africa NPC

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### Statement of Cash Flows

	Note(s)	2023 R	2022 R
<b>Cash flows from operating activities</b>			
Cash receipts from members and customers		347,301,049	355,916,068
Cash paid to suppliers and employees		(348,262,414)	(317,585,104)
Cash (used in) / generated from operations	40	(961,365)	38,330,964
Interest income recognised in the bank balance		411,338	-
Finance costs	22	(869,032)	(908,419)
<b>Net cash from operating activities</b>		<b>(1,419,059)</b>	<b>37,422,545</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(5,452,706)	(4,952,871)
Proceeds from sale of property, plant and equipment		35,224	392,498
Purchase of intangible assets	3	(1,507,663)	(350,355)
Movement on funds (Capitalised)		8,303	-
Inflows from investments		117,000,000	98,500,000
Outflows from investments		(102,000,000)	(121,179,963)
Study loans granted		(454,264)	(401,919)
Study loans repaid		446,517	432,317
Motor vehicle loans granted	11	(10,096,585)	(8,414,287)
Motor vehicle loans repaid	11	6,288,469	5,944,055
<b>Net cash from investing activities</b>		<b>4,267,295</b>	<b>(30,030,525)</b>
<b>Cash flows from financing activities</b>			
Proceeds from borrowings	12	-	-
Repayment of borrowings	12	(580,196)	(548,118)
Cash payments on office lease liabilities		(4,671,007)	(4,699,133)
<b>Net cash from financing activities</b>		<b>(5,251,203)</b>	<b>(5,247,251)</b>
<b>Total cash movement for the year</b>		<b>(2,402,967)</b>	<b>2,144,769</b>
Cash and cash equivalents at the beginning of the year		23,669,664	21,524,895
<b>Cash and cash equivalents at the end of the year</b>	7	<b>21,266,697</b>	<b>23,669,664</b>



