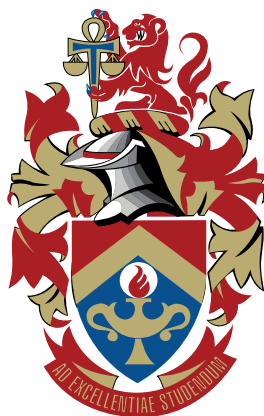


ANNUAL
REPORT



SOUTH AFRICAN
NURSING COUNCIL

2017

SANC Structure

1

Established 8 November 1944
73 years in existence

2

25 Council members

12 Committees

147 staff members
Includes 18 in management

3

4

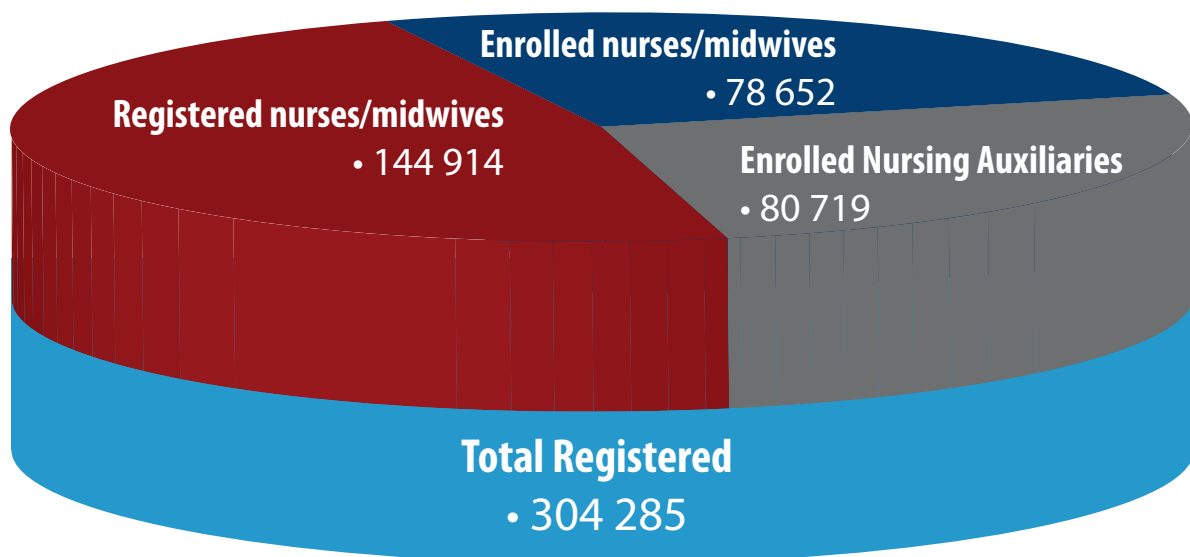
SANC Vision

Excellence in professionalism and
advocacy for health care users

SANC Mission Statement

We serve and protect health care users
by regulating nursing and midwifery
professions

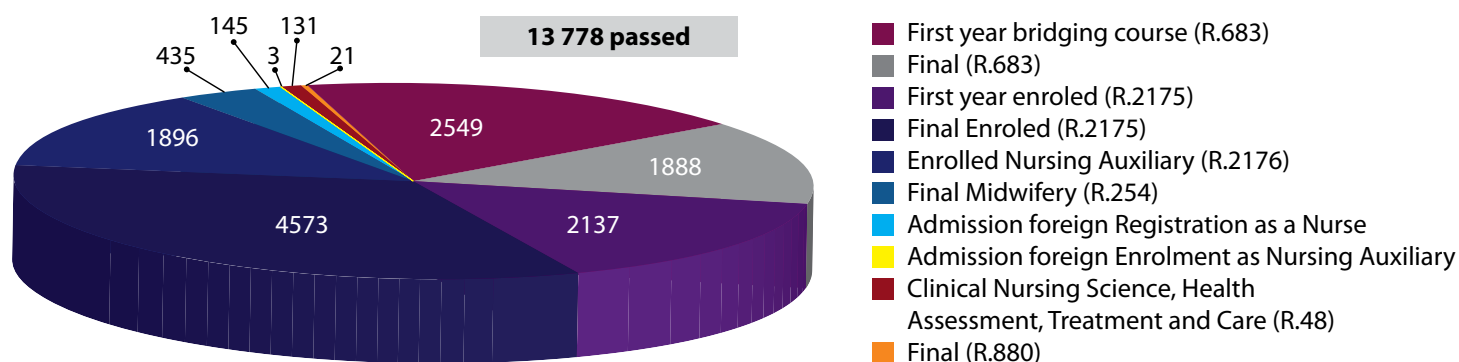
Registered with SANC by end 2016



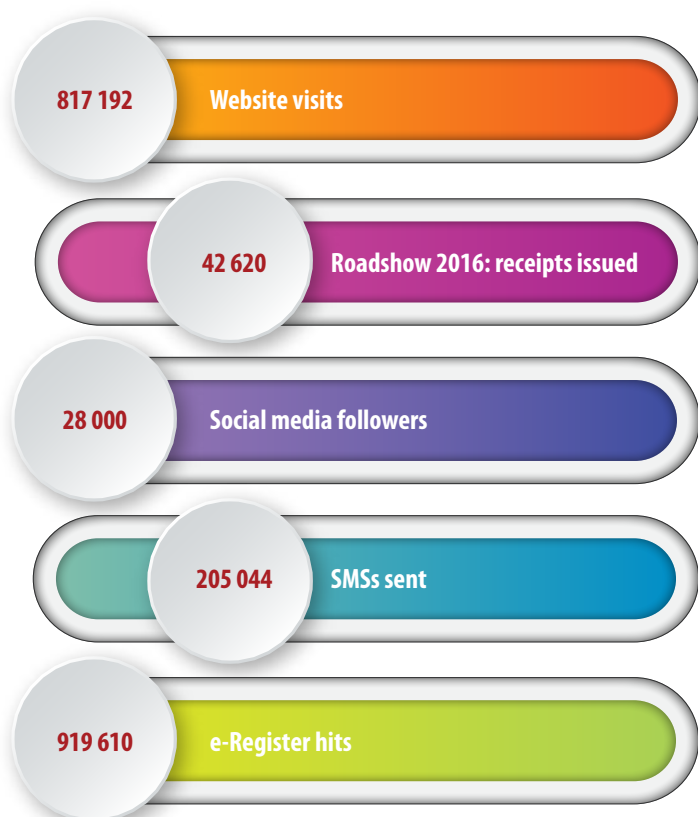
NOTE: the above figure is a snapshot and indication of the magnitude of clients
the SANC serves in a year, excluding institutions and other stakeholders.

Education and Training

Candidates who wrote and passed examinations in the year 2016



Engagement



Financial Profile



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Message by the Chairperson

The financial year 2016-17 has seen the nursing profession undergoing many changes accompanied by several challenges.

In the midst of this the Council has been working tirelessly, addressing these challenges within our mandate. Key focus areas within our strategy have been the new nursing qualifications, accreditation of Nursing Education Institutions and the collaborative relationship with various critical partners and stakeholders of the South African Nursing Council.

CPD (continued professional development) has been a buzz word in the industry for a long time and Council has been operational in the plans to introduce CPD in the near future. We firmly believe that CPD should be accessible and affordable to all in order to accomplish what it is meant to achieve: to continuously develop nurses within their chosen field.

Council has been responsible for making the South African Nursing Council (SANC) organisational environment conducive to transformation – amongst others on the nursing education front, client services, updating of our technical infrastructure at the office.

After a protracted hunt for a Registrar and Chief Executive Officer, we have reached finality and will be appointing a Registrar and CEO in 2017.

The Executive management is well positioned to face the demands of the profession with the senior positions recently filled with capable incumbents. With their support, the footsteps of the 15th Council are evident in this last annual report with the highlight being an unqualified audit report, the first of its kind in the history of the SANC.

The Council has been diligent in meeting its strategic focus areas of repositioning and reengineering the organisation. One of the main projects we have embarked

on for the next financial year is a new Member Management System that will bring many service delivery solutions, for example, integrating electronic systems in the organisation, and solving the problem of long queues at the SANC during end-of-the-year, registration turn-around time and many other solutions. Communication with our stake-holders has escalated to a higher level and it is hoped that the electronic system that is being introduced will take it further.



Prof BR Bhengu
Chairperson

I take this opportunity to thank my team, the 15th Council, the Executive Management, all staff at the SANC, relevant structures in the Department of Health and the various formations in the profession for making this past financial year a year of impact. The next financial year will be our last year as Council members, affording us the opportunity to fulfil our strategic focus areas.

A handwritten signature in black ink, appearing to be 'BR Bhengu', written over a horizontal line.

Prof BR Bhengu
Chairperson



Message by the Registrar

I am pleased that the 15th Council of the South African Nursing Council (SANC) is in a position to present to the Ministry of Health, its partners and stakeholders its first annual report after 2013, for the financial year 2016/2017. The year has been both exciting and busy as well as challenging in many ways. The SANC has and still responds to the dynamic nature of the health system and the evolving education environment, particularly Higher Education. This has generated new demands, not only on its regulatory but also its operational ability. The period under review has, as a result, been filled with activities that inspired a number of achievements. Some of the highlights are reflected hereunder:

Governance

The Council of the SANC has over this financial year approved charters for nine of its Committees. The charters define not only authority but scope, governance, strategy and the modus operandi of conducting business by each Committee, in line with the legislated functions of the Council. This work continues and will culminate in the Charter of Council, spelling out the rules for conducting business by Council.

Meetings of Council and its Committees have been conducted in terms of the prescripts of the Nursing Act and in terms of operation of the various Committees. The Council continues to seek ways of improving its good governance practices through compliance with the Nursing Act and other relevant legislation impacting its sphere of operation.

Finances – Unqualified audit opinion

Through concerted efforts by the relevant Committees of Council, the Finance Division and the entire Executive and Senior Management team, the SANC has achieved an unqualified audit opinion, the first since 2011. While the SANC is excited by this achievement, it acknowledges that a continual commitment to sustaining its efforts is essential to maintain this status. The Finance and the Audit and Risk Committees have been instrumental in supporting the Council in respect of financial reporting and internal control processes.

Corporate Communication and Stakeholder management

The creation of a position for and the appointment of a Senior Manager for the Communication and Marketing Department has enhanced the functioning of the business unit. This has led to the development and approval of several policies that will help streamline the functioning of the department and the Council.

The SANC's provincial outreach programme has improved greatly during the year under review. This is an off-site service which allows SANC members across all provinces to pay their annual fees and immediately receive their annual practicing certificates, buy distinguishing devices and get information about the Council and its services as well as about professional matters. During this reporting year, service sites and the number of service days were increased in

specific provinces, in order to meet the increasing needs of members.

The SANC has had significant interaction with stakeholders and the media through face-to-face contact, circulars, radio interviews and media releases. The SANC also had a positive interaction with the Portfolio Committee on Health, on matters of Nursing Education, particularly in respect of the phasing out of the 'legacy' and phasing in of the new nursing qualifications.

Positive interaction with nurse practitioners, however, still needs considerable improvement. Issues such as long queues on Council premises, inadequate call centre services, an ineffective central SANC e-mailing system and the lack of an online self-service facility are undergoing urgent intervention.

Litigation

The SANC was involved in a number of lawsuits during the period under review. The major court cases resulted from the phasing out of two programmes leading to 'legacy' nursing qualifications. The Legal department and Senior Management, especially in the Education and Training section, did well in this area, as the Council did not lose any court cases.

Nursing Education and Training

A number of regulations have been finalized during the year under review, in readiness for consideration by the Minister of Health. These will facilitate implementation of the Higher Education Qualifications Sub-Framework (HEQSF)-aligned nursing qualifications, the majority of which will be implemented in 2020. Other highlights are reflected under the different business units.

I would like to thank the Chairperson of Council, Council in its entirety, Management and staff members of Council for the achievements in the year 2017. The support received from stakeholders has also been encouraging.



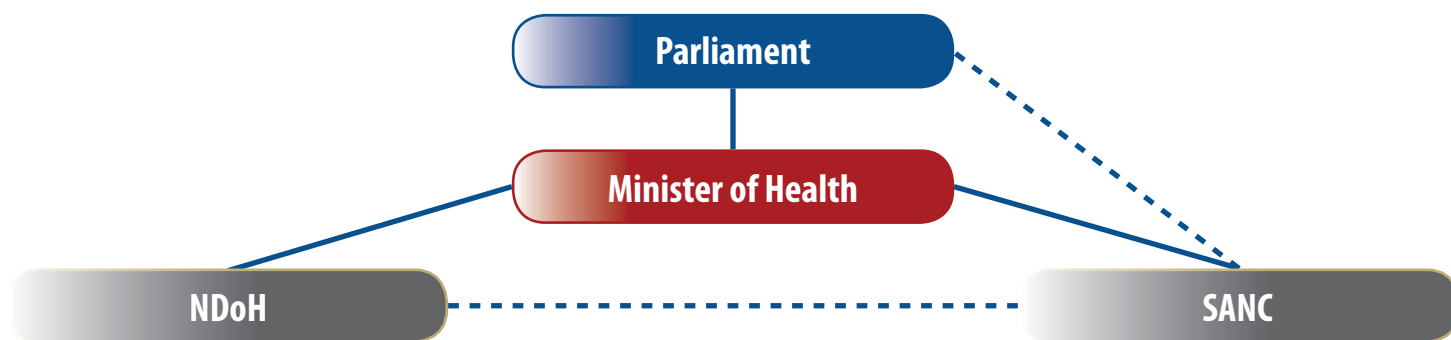
Sizeni Mchunu
Registrar and CEO



Ms SA Mchunu
Registrar and CEO

Note: Ms SA Mchunu was acting Registrar at the time of this report, but has been appointed as Registrar with effect from 1 October 2017.

The SANC Corporate profile



The South African Nursing Council is a statutory Health Professional body that is established by section 2 of the repealed Nursing Act, 1978 (Act No. 50 of 1978), which continues to exist under the Nursing Act, 2005 (Act No.33 of 2005). The Council is charged with an oversight responsibility for all the functions as laid out in the Act.

The Council comprises twenty-five (25) members, appointed by the Minister of Health for a period of five years, fourteen of whom must be Registered Nurses and Midwives who are appointed on the basis of expertise in Nursing Education, Community Health, Primary Health Care, Occupational Health and Mental Health. Further to this, the Minister appoints the Chairperson and the Registrar of the Council in terms of sections 10 (1) (a) and 18 (1), respectively. The Council is self-funding, mainly through the annual fee collections from members. The current (15th) Council has a five year tenure which began in 2013 and ends in 2018.

The members of Council sign a Code of Conduct that binds them to fulfil their fiduciary responsibility to act only in the interest of the Council and to adhere to the approved Rules of Conduct of Business during the course of running their meetings.

The remaining 11 members are appointed as follows:

- One person must be an officer of the National Department of Health;
- One person must have special knowledge of law;
- One person must have special knowledge of financial matters;
- One person must have special knowledge of pharmaceutical;
- One person must have special knowledge of education;
- One person must have special knowledge of consumer affairs;
- Three persons must represent communities;
- One person must be registered in terms of section 31(1)(c); and
- One person must be registered in terms of section 31(1)(d).

The 15th Council commenced in 2013

Prof BR Bhengu (Chairperson)	
Dr S Vasuthevan	Resigned 01 September 2016
(Former Vice Chairperson)	
Mr MN Chauke	
Mr S Chaunzwa**	Resigned 22 June 2016
Mr JC Cloete *	
Prof M Davhana-Maselesele	
(Vice Chairperson)	
Ms MJ Dzebu *	
Prof DI Gihwala *	
Ms G Harper	
Prof SP Human	
Ms N Isaacs-Raiss *	
Ms G Jeftha	
Dr EL Coustas *	
Mr TM Manamela ^	Resigned 31 July 2015
Ms TR Mdlalose	
Ms TL Mkhonza *	

Ms DR Mohlabi *	Retired 01 September 2014
Ms SI Mokale	
Ms NC Mokoape *	
Ms BC Ndlovu	Resigned 01 May 2017
(Former Deputy Chairperson) *	
Ms DQ Ngidi *	
Mr FO Nyalunga *	
Prof AJ Pienaar	
Ms PJ Mnisi	Resigned 06 January 2016
Ms P Santho *	
Ms A Thupane *	
Ms SA Mchunu ^ ^#	
Ms P Magagula∞	
Ms D Seerane∞	
Ms M Molepo∞	
Dr H Ally∞	
Ms N Gumede©	

** appointed 28 March 2016, * appointed 27 June 2013, ^ appointed 10 October 2013, ^ ^ appointed 20 November 2015, # Ms SA Mchunu was appointed as Acting Registrar & CEO as of 27 June 2016, © appointed on 10 April 2017, ∞ Appointed on 25 July 2017

No new Council members were appointed during this financial year and no induction of new members was therefore undertaken. The Council is committed to fully endorsing the principles of the Code of Corporate Governance as set out in the King IV Report on Corporate Governance.

The Council recognizes its responsibility to protect the public by fulfilling its mandate under the Nursing Act as well as all other legislation governing the Council, and strives to ensure that it consistently and effectively carries out its mandate with integrity, transparency, accountability, impartiality and respect to its relevant stakeholders.



Prof BR Bhengu
Chairperson



Prof M Davhana-Maselesele
Deputy Chairperson



Ms SA Mchunu
Registrar and CEO



Mr MN Chauke



Ms G Harper



Prof SP Human



Ms N Isaacs-Raiss



Ms G Jeftha



Ms SI Mokale



Ms NC Mokoape



Ms DQ Ngidi



Mr FO Nyalunga

Members 2013-2018



Mr JC Cloete



Dr EL Coustas



Ms MJ Dzebu



Prof DI Gihwala



Ms P Magagula



Ms TR Mdlalose



Ms TL Mkhonza



Dr M Molepo



Prof AJ Pienaar



Ms P Santho



Ms D Seerane




Ms A Thupane

Absent:
Dr H Ally
Ms N Gumede

Objectives

The **objectives** of the South African Nursing Council as laid out in section 3 of the Nursing Act are as follows:

- 
- 1 Serve and protect the public in matters involving health services generally and nursing services in particular
 - 2 Perform its functions in the best interests of the public and in accordance with national health policy as determined by the Minister
 - 3 Promote the provision of nursing services to the inhabitants of the Republic that complies with universal norms and values
 - 4 Establish, improve, control conditions, standards and quality of nursing education and training within the ambit of this Act and any other applicable laws
 - 5 Maintain professional conduct and practice standards for practitioners within the ambit of any applicable laws
 - 6 Promote and maintain liaison and communication with all stakeholders regarding nursing standards, and in particular standards of nursing education and training and professional conduct and practice both in and outside the Republic
 - 7 Advise the Minister on the amendment or adaptation of this Act regarding matters pertaining to nursing
 - 8 Be transparent and accountable to the public in achieving its objectives and in performing its functions
 - 9 Uphold and maintain professional and ethical standards within nursing; and
 - 10 Promote the strategic objectives of the Council

Committees of Council

In order for the Council to fulfil its functions as reflected in the Nursing Act, it establishes committees in terms of sections 14 and 15 of this Act. Twelve (12) committees have been established, as follows:

- Executive Committee
- Professional Conduct Committee
- Preliminary Investigating Committee
- Impairment Committee (Section 51 of the Act)
- Laws, Practice and Standards Committee
- Education Committee
- Human Resources Committee
- Remuneration Committee
- Communication and Marketing Committee
- ICT Governance Committee
- Finance Committee
- Audit and Risk Committee

Charters, including Terms of Reference for some of the Committees were revised during this financial year and once the outstanding few are completed, they will be incorporated into the revised Rules of Conduct of Business for Council document (Council Charter). This will be finalized during the financial year 2017/2018. Council meetings as well as Council Committee meetings are held

on a quarterly basis, except for Executive Committee (EXCO) meetings, that are taking place on an *ad hoc* basis in-between Council meetings, to take care of matters delegated to this Committee by Council. There is, however, provision for special Council meetings as and when the need arises, for full Council to consider and approve certain matters.

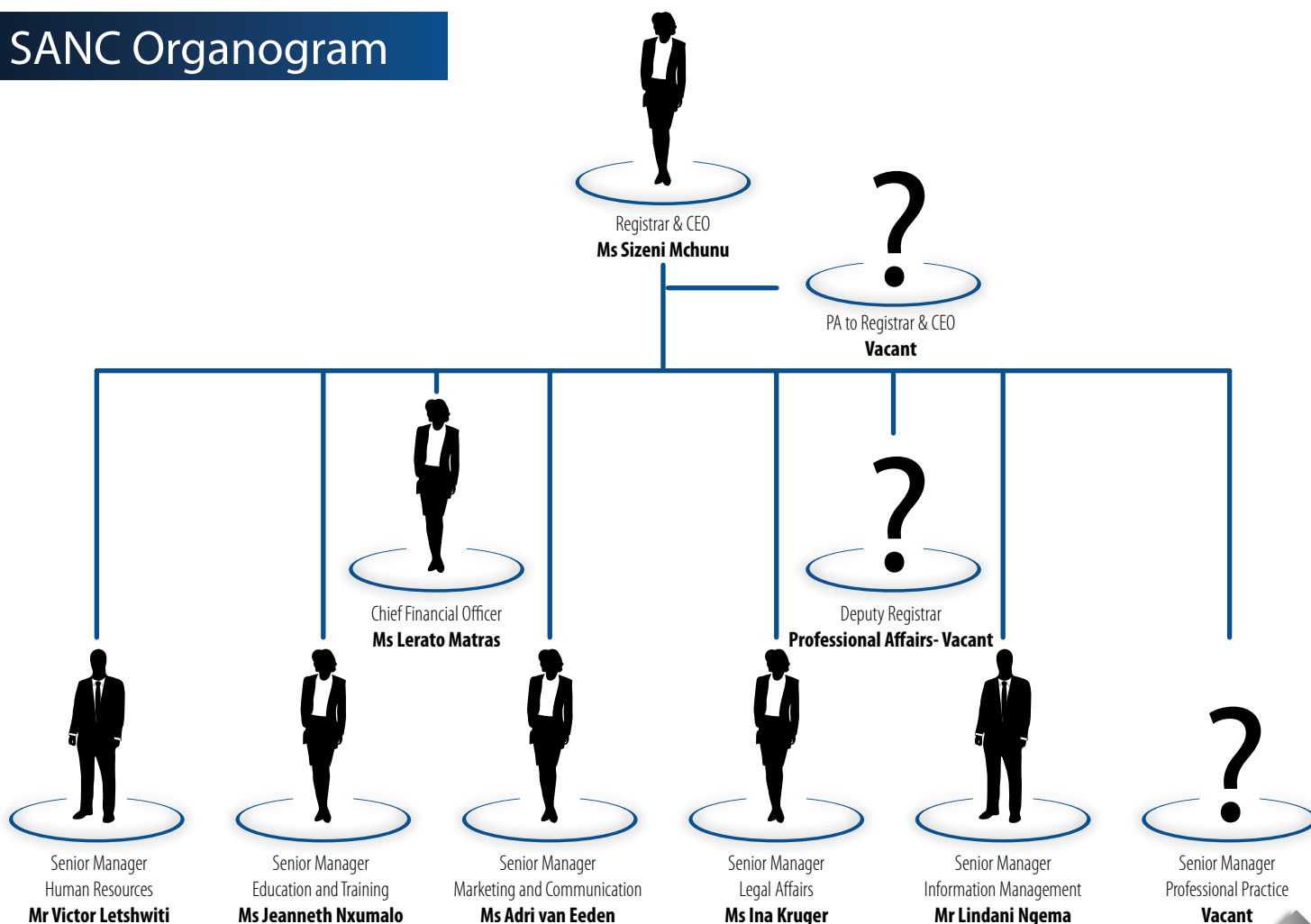
Executive Committee

The Council establishes an Executive Committee in terms of Section 14 of the Act, whose term of office is twenty (20) months. The Executive Committee of the Council consists of:

- The Chairperson;
- The Vice-chairperson;
- Three persons appointed in terms of section 5(1)(a);
- A person appointed in terms of section 5(1)(b)(i)
- A person appointed in terms of section 5(1)(b)(iii); and
- A person appointed in terms of section 5(1)(b)(vii).

This is the only Committee that may exercise all the power and perform all functions of the Council, except for inquiries into charges of unprofessional conduct and amending or setting aside decisions of the Council.

SANC Organogram



Executive overview

Education and Training

Senior Manager: Education and Training – Ms Jeanneth Nxumalo

Regulatory Framework

The Education and Training department, in collaboration with the Legal section, finalized the following regulations in preparation for the implementation of the new Higher Education Qualifications Sub-Framework (HEQSF)-aligned nursing qualifications:

- Regulations relating to the approval of and the minimum requirements for the Education and Training of a learner/student leading to registration as a Nurse or Midwife specialist;
- Regulations regarding the Register for Learner Nurses or Nurses, and Learner- or Student Midwives.

The following policy matters received attention during the period under review: The Education Committee *Governance Charter* was also finalized during the reporting period.

i

The Assessment and Moderation Policy, as well as policy guidelines regarding the registration of internationally qualified nurses and midwives, and/or foreign qualifications with the SANC, were reviewed.

ii

The Accreditation Policy was reviewed in order to align it with the requirements of the new HEQSF-aligned nursing qualifications.

Stakeholder engagement

Various meetings were held with key stakeholders e.g. *Private Health Education Providers of South Africa* (PHEPSA), private hospital groups, the *South African Democratic Nurses Union* (SADNU) and the *National Education Health and Allied Workers' Union* (NEHAWU) on matters affecting nursing education and training, as well as services offered by the SANC.

A circular was issued to inform the profession about the phasing out of the 'legacy' nursing qualifications and the phasing in of the new HEQSF-aligned qualifications.

There was also communication between the SANC, the Department of Higher Education and Training (DHET) and the Council on Higher Education (CHE)

about key issues pertaining to the legal mandates of these institutions, and matters related to education and training in respect of the new qualifications.

Operational matters

- Various meetings were held with key stakeholders e.g. FUNDISA, CYPASS and COSATU on nursing education and training matters including services that are offered by the SANC.
- A circular was issued to update stakeholders on the following matters.
 - Phasing out of the 'legacy' qualifications in 2019.
 - Phasing in of the new nursing qualifications that are aligned to the HEQSF
 - Progression and articulation possibilities
 - Developed competencies of post graduate diploma programmes
 - Accreditation process
 - Progress on regulations
- One private nursing education institution was closed voluntarily in line with Section 2 of Government Notice Regulation No 173 of 8 March 2013.
- Registration of learners, basic and post basic qualification continued (see statistics on p.13).
- Registration of the post basic qualifications in Advanced Midwifery and Neonatal Nursing Sciences, Critical Care Nursing and Oncology nursing and palliative care is low as compared to Nursing Education, Nursing Management and Clinical Nursing Science, Health Assessment, treatment and Care. The Provinces must be encouraged to enrol nurses for specialization in order to curb the Quadruple burden of disease and to manage people with life-limiting diseases.
- The examination section continued to conduct examinations of the 'legacy' programmes. Benchmarking of the Professional Registration Assessment system with international Regulatory Councils is planned for 2018/2019.
- Accreditation section continued with accreditation of the Nursing Education Institutions to offer the new qualifications.

Registration section statistics for the year January - December 2016

BASIC QUALIFICATIONS	TOTAL COUNTS PER YEAR
	2016
Enrolled Nursing	5094
Auxiliary nursing	7417
Bridging course	4175
Diploma in psyche	123
Midwifery	992
Community service	1253
Post-community service	3324
Assessors	286
Moderators	247

POST-BASIC QUALIFICATIONS	2016
Nursing Administration	948
Nursing Education	612
Clinical Nursing Science, Health Assessment, Treatment and Care	960
Child Nursing Science	45
Community	97
Midwifery and Neonatal Nursing Science	312
Occupational Health	233
Advanced psyche	131
Operating Theatre	173
Orthopaedic Nursing	46
Ophthalmic Nursing	51
Oncology	27
Critical Care - General	287
Critical Care - Trauma & Emergency	74
Nephrology	37

LEARNER REGISTRATIONS	TOTAL COUNTS PER YEAR
	2016
POST-BASIC QUALIFICATIONS	2016
Four-year program	5027
Diploma course in Midwifery	1524
Bridging course for Enrolled Nurses	5368
Course leading to enrolment as a Nurse - general elective	134
Course leading to enrolment as a Nurse - care of the aged elective	4
Course leading to enrolment as a Nurse - community elective	55
Course leading to enrolment as a Nurse - psyche elective	3
Course leading to enrolment as a Nursing Auxiliary	531
Diploma course in Psychiatric Nursing	115
Clinical Nursing Science, Health Assessment, Treatment and Care	789
Diploma in Nursing administration	29

Note:

* Reflected statistics are for the calendar year 2016

** The courses leading to enrolment as a Nurse and Nursing Auxiliary were phased out in June 2015 but due to the amount of applications, some applications were processed in early 2016.

Verification and Transcript Statistics – Calendar Year 2016

Country	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR TOTAL
Abu Dhabi	1	1		2	1	2	2	-	1	1	-	1	12
Australia	2	9	3	13	9	9	4	4	10	6	4	2	75
Bahrain	-	1	-	1	1	-	-	-	-	-	-	-	3
Canada	-	-	-	-	-	-	-	-	1	-	-	-	1
Ireland	2	2	1	-	1	2	1	3	1	1	3	1	15
Namibia	1	1	-	1	1	1	2	1	-	-	2	-	10
New Zealand	-	1	4	5	5	4	4	1	4	2	8	1	37
United Kingdom	6	15	12	10	23	10	15	5	9	5	8	14	132
United States Of America	5	1	5	8	11	5	5	8	5	3	18	4	78
Zimbabwe	3	2	-	-	1	-	-	-	-	-	1	-	7
Agencies	4	5	8	15	15	8	6	1	15	11	10	10	102
Other Countries	9	8	6	7	8	5	5	8	17	6	13	6	98
Month Totals	32	47	39	62	77	46	44	31	63	26	69	39	580

Note: The above figures indicate the number of persons who have requested that verifications of qualifications and/or transcripts of training be sent to the countries indicated only and NOTHING ELSE. It is specifically stated that nurses are not required to notify the Council if they do leave the country. The fact that a nurse has requested a verification be sent does not necessarily mean that she/he has taken up the offer of a position in another country.

The Department of Education and Training within the SANC supports the Education Committee of Council.

The Education Committee is appointed by the Council in terms of Section 15 of the Nursing Act, 2005 (Act No. 33 of 2005). Its main functions include the determination, development and review of the nursing education and training regulatory framework, standards, systems for accreditation, assessment and registration. Deriving from its work, it makes recommendations to the Council on matters of nursing education and training. It also considers complaints regarding Nursing Education Institutions, on the basis of which it can conduct investigations and inspections.

The Committee had four regular and one special meeting during the financial year. During the period under review it considered the following matters, among others:

- Plan to fast-track implementation of the new nursing qualifications;
- Revision of the accreditation policy and procedure and self-assessment tool;
- Finalization of the Education Committee charter;
- Revision of Assessment and Moderation Policy;
- Revision of the policy guidelines regarding registration of internationally qualified Nurses and Midwives and/or foreign qualifications with the South African Nursing Council.

Professional Practice

The Professional Practice section's main functions include managing matters relating to Professional Practice, Regulatory framework for nursing practice, Professional Conduct, Investigations of allegations of unprofessional conduct by nurse practitioners, development of Continuing Professional Development (CPD) and inquiry into allegations of unfitness to practice due to impairment. This department supports three committees namely Laws, Practice and Standards Committee, Preliminary Investigating Committee and Impairment Committee

The Preliminary Investigating Committee is responsible for investigating allegations of unprofessional conduct and misconduct by nurse practitioners. During the year under review, the Council received a total of ninety (90) complaints, fifteen (15) of which were serious enough to be referred to the Professional Conduct Committee of Council for formal inquiry. The seventeen (17) allegations that fell outside the jurisdiction of the SANC were referred to the relevant statutory Health Councils.

Summary of cases received and processed: April 2016 – March 2017

CASES	APR-JUNE	JUL-SEPT	OCT-DEC	JAN-MAR	TOTAL
TOTAL RECEIVED	22	8	10	11	51
Outside jurisdiction	6	1	1	9	17
Preliminary Investigation	14	20	-	21	55
Finalised	4	9	-	6	19
Professional Conduct Committee referrals	5	6	-	4	15
In progress /deferred	5	5	-	6	16
Prospective	12	24	21	33	90

Professional Practice – cases received and processed: April 2016 – March 2017

OUTSIDE JURISDICTION	17
PIC	55
FINALISED	19
PCC	15
IN PROGRESS /DEFERRED	16

The Impairment Committee looks into allegations/notifications and reports on unfitness to practice by nurse practitioners. This is the Committee through which the Council supports nurse practitioners that are alleged to be unfit to practice their profession due to reasons of illness or impairment.

The Council made a lot of progress with the development of the Continuing Professional Development (CPD) system for nurses. During the year under review, the following achievements were noted:

- a pilot study was concluded in identified provinces,

- Provincial roadshows were conducted in all provinces to share information on CPD. In addition, engagements were held with various vital stakeholders such as professional associations, the CPD Stakeholder group and the CPD Technical working group.
- CPD rules, criteria and guidelines for the recognition of CPD Service Providers were drafted and are ready to be finalized.

Progress on the development of the SANC CPD system has been strengthened by benchmarking exercises that were conducted through visits to other statutory Health Councils.

Legal Affairs

Senior Manager: Legal Affairs – Ms Ina Kruger

The core functions of the Legal Affairs section are to:

1.

provide corporate legal support services to the SANC;

2.

institute and defend all litigation matters on behalf of and against the SANC;

3.

assist with the drafting of all relevant legislation;

4.

conduct inspections and investigations of accredited and illegal Nursing Education Institutions;

5.

conduct any other inspection or investigation ordered by the Registrar;

6.

lead the prosecution in an inquiry into any complaint of unprofessional conduct or misconduct against any practitioner in terms of the Nursing Act; and

7.

render legal support to all standing or working Committees of the Council or the Administration.

Litigation matters

Due to the phasing out of the 'legacy' qualifications, threats of litigation abounded during this financial year, however only three (3) matters ended up in court. One of these matters involved a student who failed the SANC foreign examinations. A new trend seems to be emerging, in that foreigners who fail the SANC examinations approach Human Rights lawyers with claims that the SANC is guilty of xenophobia, rather than to follow the prescribed processes in respect of failed examinations i.e. remarking and appeals, and then rewriting.

Critical milestones

In adhering to its functions in terms of the Nursing Act 33 of 2005, the Legal Affairs section also renders services to the following Committees of Council:

i. Professional Conduct Committee

The function of the Committee is to conduct inquiries or formal hearings into any complaint or allegation of unprofessional conduct or misconduct, referred to it by the Preliminary Investigating Committee in terms of section 46 of the Nursing Act. The Committee will then make a finding and decide on an appropriate sanction based on the evidence before the Committee in terms of section 47(1) of the Act.

During the period under review the Committee had four (4) sittings; in Durban (KwaZulu-Natal), East London (Eastern Cape Province), Mbombela (Mpumalanga) and Pretoria (Gauteng) to hear cases referred to it. During these sittings, eighteen (18) cases were considered (from April 2016 to October 2016). [The cases heard during March 2017 are not included in these figures, as problems were experienced during the course of the hearings and a decision as to the outcome of the relevant cases was still outstanding at the end of the reporting period]. Eight (8) cases were finalized i.e. final findings were reached by the Committee, and sanctions recommended and confirmed by the full Council in terms of section 47(7) of the Act.

One (1) nurse was removed from the Register and four (4) effectively suspended from practicing nursing during this period.

ii. Disciplinary Appeals Committees

These ad hoc Committees are appointed in terms of section 15(4) of the Act to deal with appeals of persons who are not satisfied with the findings of and/or sanctions from the Professional Conduct Committee.

These Committees were only starting to function in 2016 and had a backlog of cases from the 14th Council, as well as new appeals under the 15th Council to deal with. A total of twelve (12) appeal matters were heard and finalized by these Committees, and all appeals are up to date.

Information & Communication Technology

Manager: Information Technology and Acting Manager: IM Records and Registry - Mr Johan Hattingh

Objectives achieved

The following three (3) policies were developed by ICT and approved at the March 2017 Council meeting:

- Information Management;
- Service Management; and
- ICT Security.

A draft Disaster Recovery Plan has been developed and will be finalized once the new server and storage environment have been established.

An ICT Risk Register has been defined, monitored and maintained for the last year.

ICT service and operations

Process

- An interim ICT Service Management tool was developed to log, assign and close service requests. Requests are classified and prioritized based on impact and urgency. Monthly reports are generated which show performance against SLA and customer satisfaction. These are pivoted reports which allows analysis on dimensions such as request type, resource, request status and date. Current performance indicates an 84% customer satisfaction rating.
- A process and tool similar to the above for ICT, has been established for the Records section. It provides detailed daily/hourly data of all activities in this area, also per resource and type of activity.

Technology

- The Neotel microwave link was installed as a temporary measure whilst within the process to procure a fibre optic link to achieve compliance with the SANC network capacity and related requirements. The ADSL line was reconfigured to have capabilities of a main failover in an event of failure of the microwave link.

ICT service delivery

The ICT section is continuously transforming in terms of service management and delivery as is evident in their performance against SLA. It is important that service delivery is constantly monitored, sustained and further improved. The following are important next steps towards continued improvement:

- Once the job profiles have been completed, each person must be evaluated against the required competencies and developed where necessary. The most critical competency gaps are in applications administration, especially with the introduction of new business applications.
- The new positions in the organizational structure must be filled, especially a manager for the business applications area and an additional infrastructure specialist.
- The procurement of new servers and storage as well as the implementation of *Microsoft System Centre Suite* is underway. These are critical capabilities for the section to further improve its support capabilities and be able to manage the IT risks. The timeous, appropriate and successful procurement of these technologies is most important.



eBUSINESS TRANSFORMATION PROJECT – Project Purpose

The primary purpose of the eBusiness Transformation Project is to transform the SANC organization:

Project Objectives

In order to improve the effectiveness, efficiency and quality of the SANC organisation, the following overarching objectives must be achieved:

- SANC services and associated processes are streamlined, optimised and substantially automated. Services are provided timeously and accurately.
- ICT applications and Infrastructure that support the business processes are deployed. ICT Systems cover all important functionality and provide the required capacity, availability, performance and security.

Achievements

The project identified the required system capabilities and functional requirements which are required to replace the current Nurse Register, with a view to improving service delivery to nurses and to ensure compliance with the organizational mandate.

The project consolidated all related service delivery and system related risks and identified the systems and process improvement requirements relevant to the accreditation of Nursing Education Institutions, the automation of foreign nurse applications and the validation of foreign nurses' qualifications.

The financial systems risk analysis was completed and serves as input into the determination of the ERP system requirements and capabilities and the drafting of the business requirements. Interim tools were developed to assist the Finance department with risks associated to the budgeting and planning process efficiencies.

The project finalized the application and technical architecture strategy and design. The finalization of detailed requirement definition commenced and the procurement and deployment of some components thereof were concluded. Emphasis was placed on ensuring that the future technology design is aligned with current technology practises and that the design will ensure reasonable longevity of the assets.

The project completed the associated human resources risk and needs analysis and commenced with activities relevant to the finalization of the future organizational design, the finalization of the systems and process capability requirements (including the automation of processes and controls) as well as the review of relevant organizational policies.

Priorities

The following represent the project priorities for the period ending March 2017:

- Finalisation of the future hardware and software architecture design
- Finalisation of organisational system risk analysis
- Development and quantification of business requirement for key solutions
- Deployment of critical infrastructure enablers to facilitate technology delivery
- Finalisation of technology blueprint
- Perform relevant technology research and reviews
- Improve current internal network capabilities
- Improve management and control associated with data security
- Commence with development of updated policies for the technology business unit
- Finalise draft scheduling of all activities with the approved project scope of work

Human Resources

Senior Manager: Human Resources – Mr Victor Letshwiti

Total Staff Complement

A total of 147 employees, broken down per Occupational Level, Race and Gender:

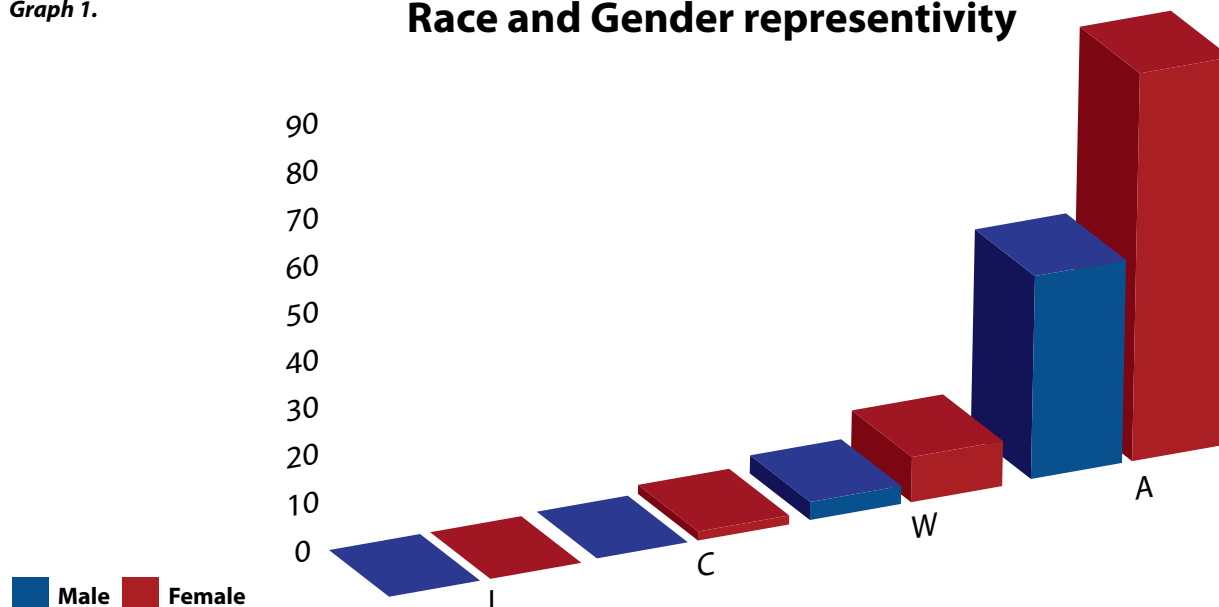
Race and Gender representivity

Male						Female						
Occupational Level	I	C	W	A	Total Male	I	C	W	A	Total Female	Total	%
Top Management	0	0	1	0	1	0	0	0	2	2	3	2%
Senior Management	0	0	0	1	1	0	0	2	1	3	4	3%
Middle Management	0	0	2	4	6	0	0	0	5	5	11	7%
Skilled Technical	0	0	1	16	17	0	0	3	27	30	47	32%
Semi-skilled	0	0	0	17	17	0	2	5	49	56	73	50%
Unskilled	0	0	0	7	7	0	0	0	2	2	9	6%
TOTAL EMPLOYEES	0	0	4	45	49	0	2	10	86	98	147	100
%	0	0	8%	92%	33%	0%	2%	10%	88%	67%	100	

* I = Indian, C = Coloured, W = White, A = African

Graph 1.

Race and Gender representivity



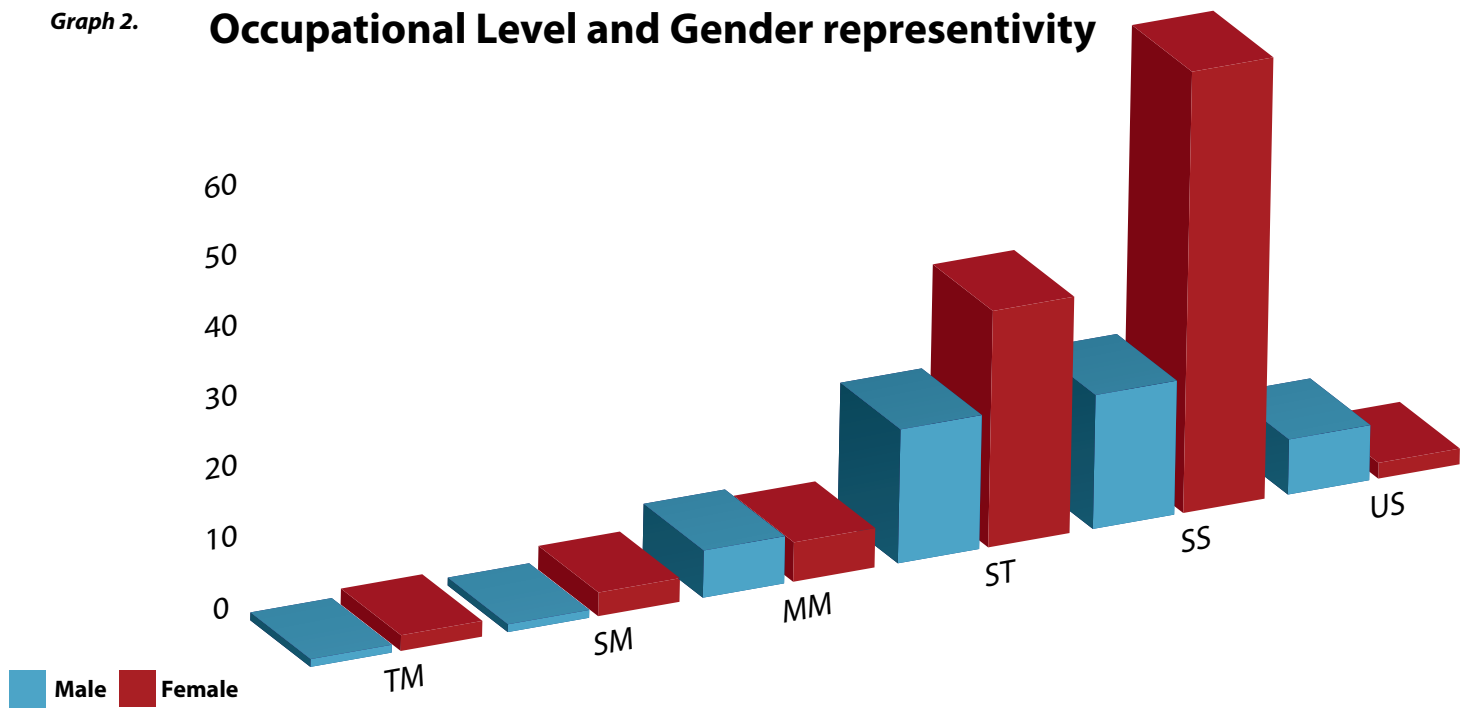
Graph 1 depicts the representation of all races across the total SANC staff complement.

Salient features:

- The total staff complement comprises 67% females.
- Top Management has representation of White males only while there is no representation of other male race groups, Indian females, and Coloured females. The position of Chief Information Officer is occupied by a White male on a contract basis.
- Whites, Coloureds and Indians have insignificant representation in Middle Management and levels below.

Graph 2.

Occupational Level and Gender representivity



Graph 2 depicts male and female representation across all Occupational Levels

- At Top Management, male representation was 33% during the reporting period.
- Both female and male representation has been attained at Middle Management level.
- The Semi-skilled level is composed of 50% of the entire staff complement, followed by the Skilled Technical level at 32%.

TERMINATIONS

- In respect of Senior Management, 2 terminations were reported due to expiry of the 5-year performance based contracts (Education and Training division and the Registrar and CEO left mid-February 2015).

MISCONDUCT CASES AND LABOUR DISPUTES

- During the reporting period, the SANC had 4 misconduct-related cases that led to dismissals and 1 was referred to the CCMA for unfair dismissal.

LEARNING AND DEVELOPMENT

- An organisation-wide training needs analysis was conducted during the reporting period.

ORGANISATIONAL STRUCTURE

The Council has approved, in principle, the Organisational Structure of SANC, which is premised on the following key principles:

ORGANISATIONAL STRUCTURE

The Council has approved, in principle, the Organisational Structure of the SANC, which is premised on the following key principles:

1.

Optimized to achieve effectiveness, efficiency and accuracy;

2.

Aligned to the life-cycle of stakeholders and thus designed to fit stakeholder events;

3.

Designed to optimize SANC as a Professional Services Organization;

4.

Assumes a governance framework that aligns Council, Committees, Management and Operations; and

5.

Provides futuristic job analysis and job profiling processes.

EMPLOYEE WELLNESS

A wellness event took place during the reporting period, during which the SANC employees were offered a variety of services such as HIV/ AIDS testing, General health/wellness screening (Body Mass Index, eye testing; tuberculosis and cholesterol screening etc.), Flu vaccination; and Health/wellness information/ advice.

A total of 104 employees (against a total staff compliment of 147 at September 2016) attended the wellness screening and underwent the assessments as above. The wellness screening revealed that a number of SANC employees (approximately 31%) that participated were suffering from various chronic conditions, and were registered onto a chronic medication management programme.

The Health and Wellness report will be reviewed and will form the basis for introducing health and wellness intervention.

POLICY REVIEW

During the period under review, the following key Human Resources policies and standard operating procedures were under review:

Recruitment and Selection

Performance Management

Conditions of Service

Long Service Awards

Leave policy

Employee Wellness policy

Dress Code protocol

Job Evaluation policy

The above policies and standard operating procedures are earmarked for completion by the end of Quarter 2 of the 2017/2018 financial year.

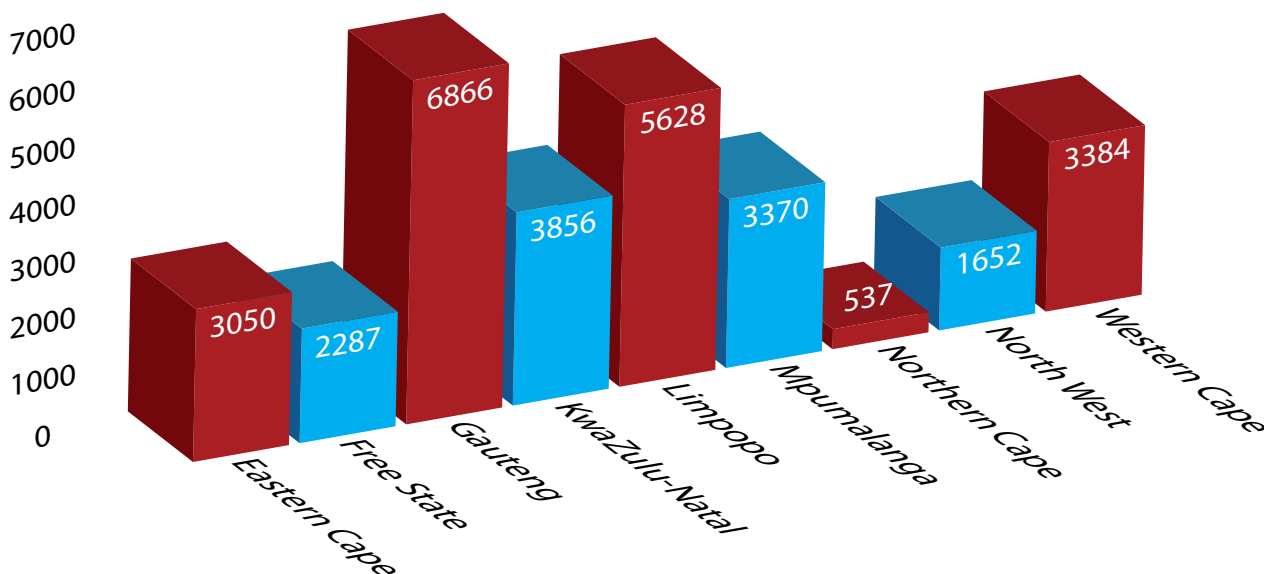
Marketing and Communication

Senior Manager: Marketing and Communication – Ms Adri van Eeden

SANC Provincial Outreach Visits

During 2016 the South African Nursing Council conducted provincial outreach visits in the nine provinces to offer limited services such as payment of Annual Fees and any other SANC related prescribed fees, selling of distinguishing devices, and provision of SANC-related general information. Through this initiative the SANC was responding to numerous requests from the profession to open provincial offices and decentralise its services. Since the inception of the outreach visits, the SANC has improved its visibility and accessibility to the nurse practitioners. The table below indicates the number of nurse practitioners that were reached during the visits.

Receipts issued during provincial outreach visits
August to December 2016

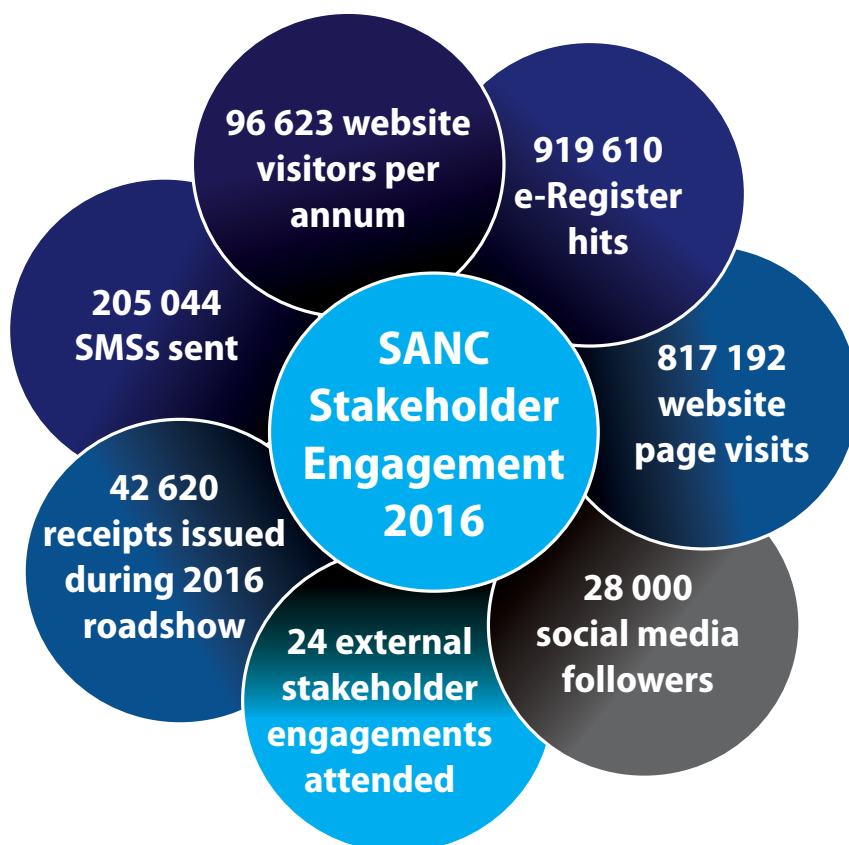


Media relations

The South African Nursing Council was profiled in numerous electronic and print media as well as on radio stations, where the Council spokesperson clarified issues within the nursing profession and about service delivery, and provided information about nursing education and training. The SANC Marketing and Communication department actively scans the media on a daily basis to stay on top of relevant news, and to enable the SANC to proactively provide accurate information to protect its reputation and enhance its image.

Stakeholder engagement

The Chairperson of Council and the Acting Registrar have been very active in attending various meetings and engagement events with key stakeholders. In addition, the South African Nursing Council continued to publish circulars on its website and Facebook pages to keep our stakeholders abreast of important matters pertaining to the profession.



Policies

The following policies have been updated and finalised for approval:



Strategies

Since January 2017, the following strategies have been finalised and implemented:



Crisis Communication Plan

A Crisis Communication Plan has been drafted and is currently under review. The main focus is on industry-related developments and issues across the labour and political arena in South Africa, and ensuring that a firm protocol is in place for communication and media response.

IT requirements

The following key requirements form part of the planned IT work-stream for 2017/8:

- Redesign SANC website
- USSD or similar app
- Intranet and blog
- Bulk SMS
- Graphics software
- Voice of the Customer
- SANC Facebook page
- Bulk e-mail
- LiveChat
- Redesigning the SANC website and making provision for a *registered nurses only* (password protected) section, in addition to a public section;
- Investigating the cost and application of a USSD or similar cellular app to improve communication with and provide cellular-based services (e.g. payments) to nurses;
- A staff intranet service that is interactive and contains a 'blog' section;
- Appointment of a service provider for bulk cellular messaging;
- Graphics software for presentations, reports, etc.
- VOC options (customer feedback and measurement) for the SANC's internal and external communication systems;
- Updating of the SANC *Facebook* page;
- Appointment of a bulk email service provider for electronic mail campaigns;
- Introducing a LiveChat capability on the SANC website.

Overhaul of the corporate image

The SANC is in the process of updating and visually reinforcing its corporate branding (e.g. changing of the SANC logo, colours, fonts, layouts etc.) as part of overhauling its corporate image. The appointment of a graphic designer to assist with this process is currently underway.

By: Chief Financial Officer – Ms Lerato Matras

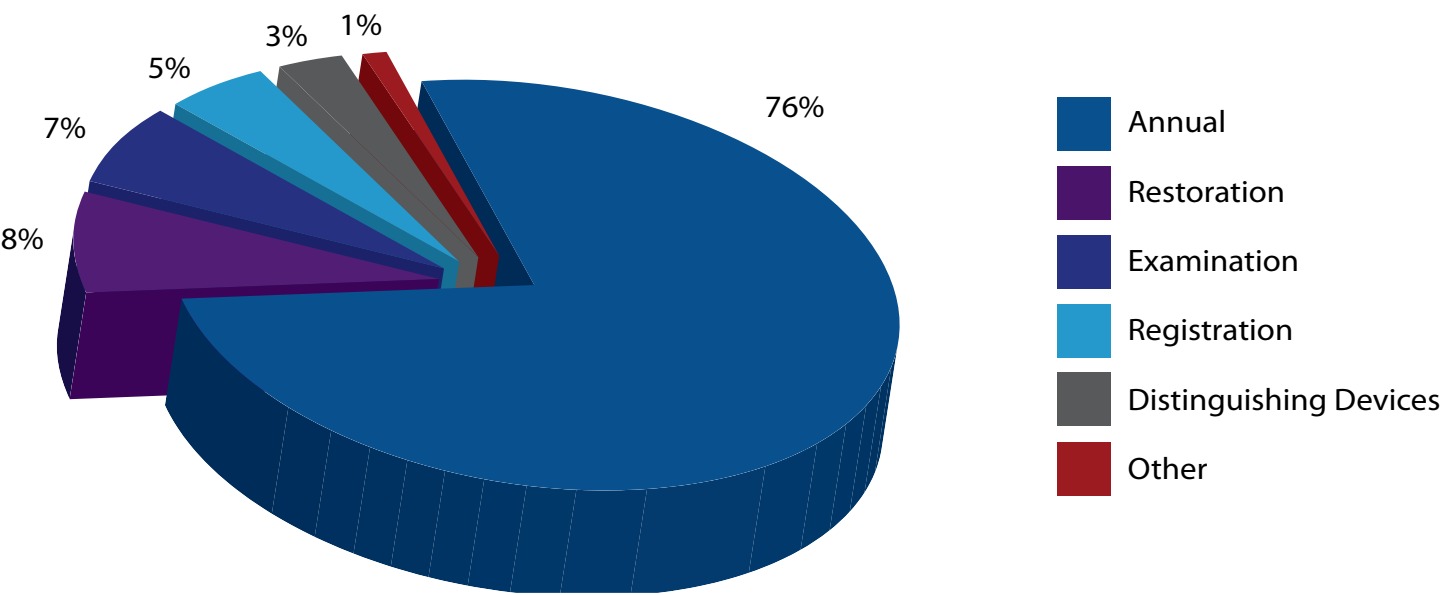
Overview

Council reported a surplus of R61.7 million (2016: R36.2 million) against a budgeted surplus of R0.04 million. Total revenue increased by 13% (2016: 11%) to R130.2 million (2016: R115.3 million).

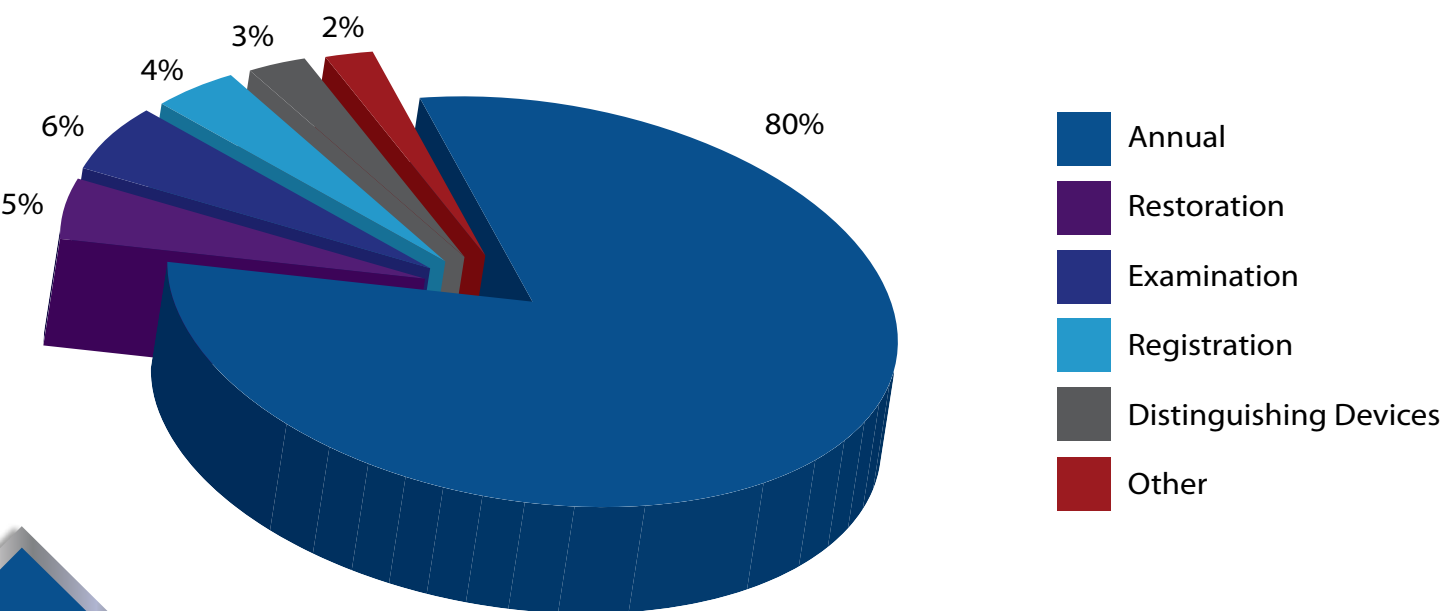
Revenue

Council is funded by revenue from services rendered to both nurse practitioners and Nursing Education Institutions, as well as from the sale of products. The annual fees from nurse practitioners remain the core funding for Council, contributing 76% (2016: 80%) of total revenue. In addition to annual fees, total revenue comprises registration fees, restoration fees, examination fees and other fees. The latter consist of accreditation, enrolment, verification, confirmation and foreign application fees.

2017 Revenue by stream

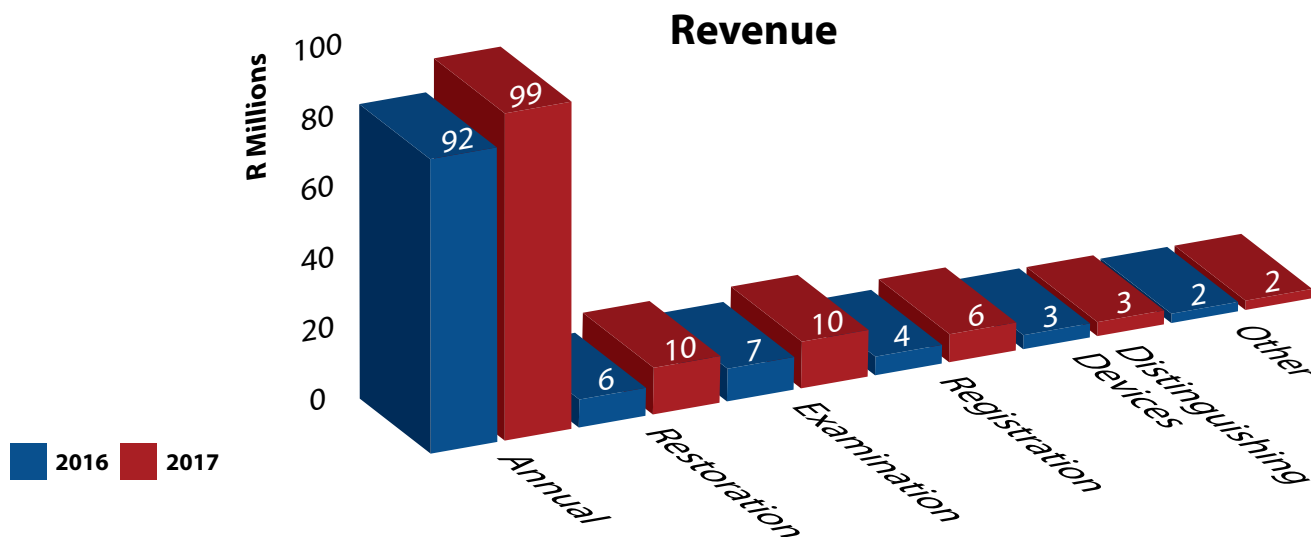


2016 Revenue by stream

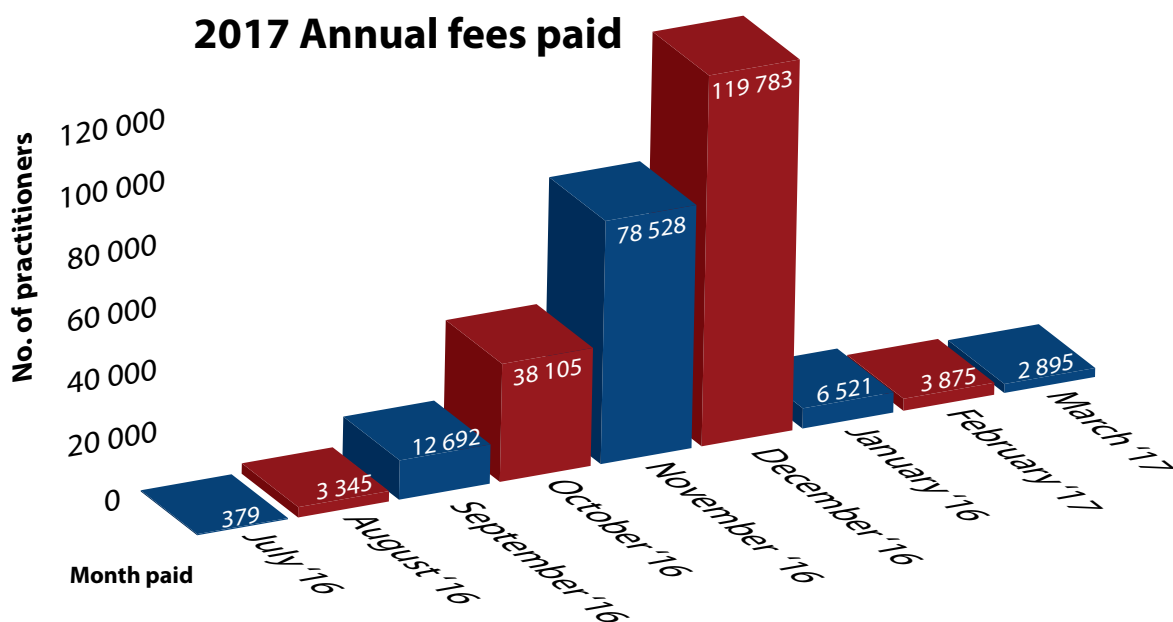


The income derived from annual fees increased by 7% to R98.6 million (2016: R92.3 million). Restoration fees showed a significant growth (76%), from R5.7 million to R10.0 million, mainly due to nurse practitioners' expectation that Council would extend the payment deadline. The commencement date of 2016 annual fee collection period was delayed to 1 December 2015, due to the anticipated implementation of a membership registry system; which resulted

in the extension of the deadline to 30 April 2016. The deadline for payment of 2017 annual fees was normalised to 31 December 2016, in accordance with the published board notice. Registration fees rose by 42% to R6.2 million (2016: R4.4 million) and examination fees increased by 34% to R10.0 million (2016: R7.4 million).



ANNUAL FEES



Historically, the majority of nurse practitioners paid their annual fees in the last two months of the collection period despite a six-month period in which to do so, and this trend continues. During the 2017 annual fee collection period approximately 73% of nurse practitioners, totalling 198 311, paid their annual fees during November and December 2016, as reflected in the figure above.

There were 13 291 nurse practitioners who paid their annual fees between 1 January 2017 and 31 March 2017, which is after the due date of 31 December 2016. Many of these were restorations. Restorations to the Nurse Register continued throughout the 2017 calendar year for those who did not pay annual fees by the due date.

Expenditure

The Council's total expenditure decreased by 4% to R91.6 million, from R95.6 million in the previous year. Staff costs remain the highest cost component, being 64% of total expenditure at R57.3 million (R54.2 million). The total expenditure incurred during the financial year is significantly lower than the budget by 31% due to the high vacancy rate, delayed activities and tight cost containment measures. This has therefore resulted in a considerable increase in the net surplus.

Finance Income

Finance income increased by 41% – from R16.3 million in the previous year to R23.0 million - due to the optimization of investing funds not required in the short term.

Working Capital

Through effective working capital management, Council managed to maintain a healthy cash balance and is able to meet its ongoing financial obligations. Council continues to strive to settle its creditors within 30 days of invoice. This remains a challenge due to outdated systems and a reliance on manual processes. Plans to upgrade Council's IT systems are underway, and it is anticipated that the new systems, which will increase efficiency and make the organisation far more effective, will be implemented within the next 18 months.

Audit Opinion

During the financial year ended 31 March 2017, the Council achieved, for the first time in six years, an unqualified audit opinion. The Council will work towards ensuring another unqualified audit opinion in the next financial year.



General Information

for the year ended 31 March 2017

Country of incorporation and domicile

Republic of South Africa

Nature of business and principal activities

Regulatory body that sets and maintains standards of nursing education and nursing practice in the Republic of South Africa.

Councillors

Refer to Councillor's report for this information

Registered office

602 Pretorius Street
Arcadia
Pretoria
0083

Postal address

P. O. Box 1123
Pretoria
0001

Auditors

Rakoma & Associates Incorporated
Chartered Accountants (S.A.)
Registered Auditors

Level of assurance

These annual financial statements have been audited in compliance with the applicable requirements of the Nursing Act, 2005.

Preparer/Compiler

The annual financial statements were internally compiled by the Financial Accountant, Thulani Shabane.

Supervised by

The annual financial statements were prepared under the direction and supervision of the Chief Financial Officer, Lerato Matras.

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The reports and statements set out below comprise the annual financial statements presented to the Council:	
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The following supplementary information does not form part of the annual financial statements and is unaudited:	
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Councillors' statement of responsibility

for the year ended 31 March 2017

The Councillors are responsible for the preparation and fair presentation of the financial statements comprising the statement of financial position as at 31 March 2017, and the statement of comprehensive income, the statement of changes in equity and statement of cash flows for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, and the report of the South African Nursing Council, in accordance with International Financial Reporting Standards.

The Councillors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for maintaining adequate accounting records and an effective system of risk management as well as the preparation of supplementary schedules included in these financial statements.

The Councillors have reviewed the Council's cash flow forecast for the year to 31 March 2018 and, in the light of this review and the current financial position, they are satisfied that the Council has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Council's annual financial statements in the course of executing their statutory duties.

The annual financial statements set out on pages 36 to 56, which have been prepared on the going concern basis, were approved by the Council on 29 September 2017 and were signed on its behalf by:



Bhengu BR (Chairperson)



Davhana-Maselesele M (Deputy-Chairperson)

Councillors' report

for the year ended 31 March 2017

The Councillors submit their report for the year ended 31 March as follows:

1. Nature of business

The South African Nursing Council (Council) is engaged in setting, maintaining and regulating standards of nursing education and nursing practice in the Republic of South Africa. The Council was established by section 2 of the Nursing Act, 1978 (Act No. 50 of 1978) and continues to exist as a juristic person, notwithstanding the repeal of that Act by the current Nursing Act (Act No. 33 of 2005).

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

2. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Nursing Act, 2005. The accounting policies have been applied consistently compared to the prior year.

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

3. Councillors

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

Name	Changes
Prof BR Bhengu (Chairperson)	
Dr S Vasuthevan (Former Deputy Chairperson)	Resigned 01 September 2016
Mr MN Chauke	
Mr S Chaunzwa **	Resigned 22 June 2016
Mr JC Cloete *	
Prof M Davhana-Maselesele (Deputy Chairperson)	
Ms MJ Dzebu *	
Prof DI Gihwala *	
Ms G Harper	
Prof SP Human	
Ms N Isaacs-Raiss *	
Ms G Jeftha	
Dr EL Coustas *	
Ms TR Mdlalose	
Ms TL Mkhonza *	
Ms SI Mokale	
Ms NC Mokoape *	
Ms BC Ndlovu (Former Deputy Chairperson) *	Resigned 01 May 2017
Ms DQ Ngidi *	
Mr FO Nyalunga *	
Prof AJ Pienaar	
Ms P Santho *	

Ms A Thupane *
Ms S Mchunu ^^#
Ms P Magagula∞
Ms D Seerane∞
Ms M Molepo∞
Dr H Ally∞
Ms N Gumede©

** appointed 28 March 2016, * appointed 27 June 2013, ^^ appointed 20 November 2015, # Ms S Mchunu was appointed as Acting Registrar and CEO on 27 June 2016 and as Registrar and CEO as of 01 October 2017, © appointed on 10 April 2017, ∞ Appointed on 25 July 2017

4. Non-compliance with legal and regulatory requirements

The external auditors issued a reportable irregularity letter to the Independent Regulatory Board for Auditors (IRBA), reporting non-compliance with the following provisions of the *Nursing Act 2005, (Act No. 33 of 2005)*:

- Section 29(2)(b): the Registrar did not maintain and manage financial records and internal controls effectively and efficiently;
- Section 29(2)(f): the Registrar did not pay all moneys owing by the Council within 30 days of the due date or within a period agreed with a supplier;
- Section 29(2)(j): The audited financial statements were not submitted to the Council within four months.

Processes are being put in place to fully implement the recommendations, and comply with all provisions of the Nursing Act. Management is working on enhancing financial records and internal controls systems through managing efficiencies in the finance division by appointment of additional qualified staff. In addition SANC is in the process of improving its current Information Technology systems by implementation of a modern technology integrated financial system.

5. Events after the reporting period

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

6. Going concern

The Councillors believe that the Council has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a 'going concern' basis.

The Councillors have satisfied themselves that the Council is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The Councillors are not aware of any new material changes that may adversely impact the Council. The Councillors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the Council's ability to continue as a going concern.

7. Auditors

Rakoma & Associates Incorporated were the appointed auditors.

Audit and Risk Committee Report

for the year ended 31 March 2017

We are pleased to present our report for the financial year ended 31 March 2017.

The Audit and Risk Committee is an independent committee appointed by Council with delegated duties reflected in the Audit and Risk Committee terms of reference.

Composition and Proceedings

The Audit and Risk Committee was fully functional during the financial year, and continued to discharge its responsibility with the support of the established assurance structure which reports to the Audit and Risk Committee on a quarterly basis.

The Audit and Risk Committee consists of four independent non-Council members and two Council members appointed in terms of the Nursing Act, 2005 (Act No.33 of 2005). The Audit and Risk Committee meetings are attended by the Chief Executive Officer and Registrar, the Chief Financial Officer, the Risk Officer, and management representatives of the various departments of the SANC.

The internal auditors and external auditors attend Audit and Risk Committee meetings by invitation, and may independently meet with the Audit and Risk Committee as and when required.

The Audit and Risk Committee consists of the members listed hereunder and should meet at least four times per annum as per its approved terms of reference. The following table outlines a summary of meeting attendance by the members during the year ending 31 March 2017:

NAME OF MEMBER	MEMBERSHIP	NUMBER OF MEETINGS ATTENDED
Ms T Ndou	Chairperson and Independent member	2
Dr E Coustas	Council member	3
Mr MN Chauke	Council member	2
Ms N Gevers	Independent member	3
Mr M Kwaza	Independent member	2
Mr R Adam	Independent member	2

Terms of Reference

The Audit and Risk Committee supports the Council of the South African Nursing Council in fulfilling its oversight responsibility relating to internal controls, risks management, financial management and compliance with laws and regulations.

The Audit and Risk Committee has terms of reference that were approved by the Council. The terms of reference of the Audit and Risk Committee confers the following governance responsibilities on the Committee:

- Council-wide risk management governance.
- Efficacy of the internal audit function.
- External audit governance responsibilities.
- Efficacy of the financial management and financial reporting systems, particularly relating to internal and/or external audit responsibilities.
- Oversight over the efficacy of the ethics and compliance management of the organisation.

The Audit and Risk Committee has regulated its affairs in compliance with the terms of reference and has discharged its responsibilities accordingly.

External Audit

The Audit and Risk Committee is satisfied with the independence and objectivity of the external auditor, including the consideration of the auditor's previous appointments, the extent of other work undertaken, and compliance with criteria relating to independence or conflict of interest as prescribed by the Independent Regulatory Board for Auditors. The external auditor did not undertake any other work except external audit work during the current financial year.

The Audit and Risk Committee recommended to Council, *Rakoma and Associates* Incorporated as the external audit firm and Mr Collins Malunga as the designated auditor responsible for performing the external audit function for the 2017 year. The Audit and Risk Committee has satisfied itself that the audit firm and the designated auditor are in good standing with the Independent Regulatory Board for Auditors.

Internal Audit

The Audit and Risk Committee is responsible for ensuring that the internal audit function is independent and has the necessary resources, standing and authority within the organisation to enable it to fulfil its duties. The internal audit function has been outsourced to *KPMG Services (Pty) Ltd* with Mr Mohamed Karolia as the designated internal auditor of SANC.

Internal audit operates according to a risk-based three-year rolling annual internal audit plan approved by the Audit and Risk Committee. A comprehensive list of possible risk-based audits is kept by internal audit, assessed and presented for approval of the Audit and Risk Committee quarterly. The three-year rolling annual internal audit plan for the 2017 year was approved by the Audit and Risk Committee on 13 September 2016.

The Audit and Risk Committee is also responsible for assessing the performance of the outsourced internal audit firm, the designated internal auditor, and the internal audit function of the SANC. The Committee noted a report (media statement) from *KPMG Services (Pty) Ltd* submitted in light of recent developments at *KPMG*. It was noted that the recent developments appear not to have significant bearings on the scope and nature of work to be conducted by *KPMG* at the SANC. However, the Committee will await the outcome of an independent review by the Independent Regulatory Board for Auditors (IRBA), where further consideration will be undertaken..

Council-Wide Risk Management

The Audit and Risk Committee supports the Council with its governance responsibility for the end-to-end process of risk management, and for assessing the effectiveness of its implementation. Management is accountable to the Audit and Risk Committee for designing, implementing and monitoring the council-wide risk management process and for integrating it into the day-to-day activities of the SANC.

The Audit and Risk Committee discharges this responsibility by means of frameworks and policies approved and adopted by the Council. The Audit and Risk Committee approved the Strategic Risk Assessment report for the 2017 year on 13 September 2016.

The progress of implementation of the council-wide risk management processes for the 2017 year is satisfactory. However the Audit and Risk Committee has advised management to improve the risk management strategies in mitigating identified risks to positively impact on the risk profile of the SANC. Improvement strategies are to be implemented in the following areas:

- Council-wide risk management;
- Fraud risk management; and
- Compliance risk management.

The Effectiveness of Internal Controls

The Audit and Risk Committee has reviewed various reports, presented by the internal auditors, on the adequacy and effectiveness of internal control systems. The Committee has also reviewed the external auditors' reports on the audited annual financial statements. There has been material non-compliance with the Nursing Act and prescribed policies and procedures as reported in the independent auditor's report on the annual financial statements, as well as those of the internal auditors. The system of internal controls is not effective.

The Audit and Risk Committee notes that management has committed to implement appropriate actions to address the control weaknesses identified by both the internal and external auditors in their reports. These management action plans will be monitored on a regular basis and reported as such to Council.

Evaluation of Audited Annual Financial Statements

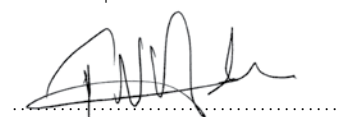
The Audit and Risk Committee has:

- reviewed and discussed the audited annual financial statements to be included in the annual report, with the external auditors and the accounting officer;
- reviewed the external auditor's management letter and management's response thereto; and
- reviewed significant adjustments resulting from the audit.

The Audit and Risk Committee concurs with and accepts the external auditors' conclusions on the annual financial statements, and is of the opinion that the audited annual financial statements be accepted and read together with the report of the external auditors.

The Committee noted with appreciation and commended management regarding an improvement on the outcome of the audit from a qualified audit opinion in the financial years ended 31 March 2015 and 2016 (31 March 2014: a disclaimer of opinion) to an unqualified audit opinion in the financial year ended 31 March 2017.

The Committee noted with concern the Management Reports for the years ending 31 March 2014, 31 March 2015, and 31 March 2016 presented by the external auditors of the SANC, *Rakoma & Associates Incorporated* that a lot still has to be done to achieve a clean audit. Management committed to implement the action plans to address the auditors' recommendations.



Ms Tendani Ndou

Chairperson of the Audit and Risk Committee

Independent Auditor's Report

for the year ended 31 March 2017

To the Council members of the South African Nursing Council

We have audited the financial statements of the South African Nursing Council set out on pages 36 to 56, which comprise the statement of financial position as at 31 March 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Council's responsibility for the Financial Statements

The Council is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the requirements of the Nursing Act, 2005 (Act No. 33 of 2005) and in the manner required by the Companies Act, 2008 (Act No. 71 of 2008), and for such internal control as the Council determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements fairly present, in all material respects, the financial position of the South African Nursing Council as at 31 March 2017 and of its financial performance and cash flows for the year then ended, in accordance with International Financial Reporting Standards and in the manner required by the Nursing Act 33 of 2005.

Additional matter

We draw your attention to the matter below. Our opinion is not modified in respect of this matter.

Unaudited supplementary information

The supplementary information set out on pages 57 to 58 does not form part of the financial statements and is presented as additional information. We have not audited this information and, accordingly, we do not express an opinion thereon.

Other information

The Councillors are responsible for the other information. The other information comprises the Councillors' Report as required by the Nursing Act, which we obtained prior to the date of this report. 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 an audit opinion or any form of assurance conclusion thereon.

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

Other Regulatory matters

We performed procedures to obtain evidence that the entity had complied with applicable legislation regarding financial matters and other related matters. Our material findings on compliance with specific matters in key legislation are as follows:

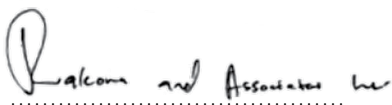
Reportable Irregularities

In accordance with our responsibilities in terms of sections 44(2) and 44(3) of the Auditing Profession Act, 2005 (Act 26 of 2005) (Auditing Profession Act), we report that we have identified certain unlawful acts or omissions committed by persons responsible for the management of South African Nursing Council which constitute reportable irregularities in terms of the Auditing Profession Act, and we have reported such matters to the Independent Regulatory Board for Auditors.

The following instances of non-compliance were reported:

- The acting Registrar did not maintain and manage financial records and internal controls effectively and efficiently as required by section 29(2) (b) of the Nursing Act.
- The Registrar did not pay all moneys owing by the Council within 30 days of the due date or within a period agreed with a supplier as required by section 29(2) (f) of the Nursing Act.
- The audited financial statements were not submitted to the Council within four months as required by section 29(2)(j) of the Nursing Act.

As of the date of this report, management have started implementing processes and controls to address the matters raised above; however, these processes were not finalized, therefore the reportable irregularities are still deemed to be in continuation.



Rakoma & Associates Incorporated

Registered Auditors

Per: Collins Malunga.

Chartered Accountant (SA)

Registered Auditor

Director

29 / 09 / 2017

Fourways

Statement of Financial Position

as at 31 March 2017

	Note(s)	2017 R	2016 R
ASSETS			
Non-Current Assets			
Property, plant and equipment	1	73 848 230	78 461 767
Intangible assets	2	900 252	750 756
Other financial assets	3	1 139 312	1 225 091
		75 887 794	80 437 614
Current Assets			
Inventories	4	901 075	951 841
Trade and other receivables	5	183 350	1 075 549
Cash and cash equivalents	6	385 005 968	301 805 070
		386 090 393	303 832 460
Total Assets		461 978 187	384 270 074
EQUITY AND LIABILITIES			
Equity			
Reserves	8	86 159 858	86 245 637
Retained income		198 342 127	136 601 667
		284 501 985	222 847 304
Liabilities			
Non-Current Liabilities			
Employee benefit obligations	9	24 113 048	24 637 398
Current Liabilities			
Trade and other payables	10	10 585 236	12 213 308
Deferred income	11	142 777 918	124 572 064
		153 363 154	136 785 372
Total Liabilities		177 476 202	161 422 770
Total Equity and Liabilities		461 978 187	384 270 074

Statement of Comprehensive Income

for the year ended 31 March 2017

	Note(s)	2017 R	2016 R
Revenue	12	130 244 961	115 281 673
Other income	13	97 661	272 612
Operating and administrative expenses		(89 519 862)	(93 769 542)
Net surplus from operations	14	40 822 760	21 784 743
Investment revenue	15	22 999 684	16 274 844
Finance costs	16	(2 083 182)	(1 859 143)
Net surplus for the period		61 739 262	36 200 444
Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
Remeasurement on net defined benefit liability/asset		1 198	663 038
Total items that will not be reclassified to profit or loss		1 198	663 038
Items that may be reclassified to profit or loss:			
Available-for-sale financial assets adjustments	8	(85 779)	(99 714)
Other comprehensive income for the year		(84 581)	563 324
Total comprehensive income for the year		61 654 681	36 763 768

Statement of Changes in Equity

for the year ended 31 March 2017

	Revaluation Reserve R	Fair value Adjustment Assets Avail- able For Sale Reserve R	Total Reserves R	Retained Income R	Total Equity R
Balance as at 31 March 2015	85 351 715	993 636	86 345 351	99 738 185	186 083 536
Net Surplus for the year	-	-	-	36 200 444	36 200 444
Other comprehensive income for the year	-	(99 714)	(99 714)	663 038	563 324
Total comprehensive income for the year	-	(99 714)	(99 714)	36 863 482	36 763 768
Balance as at 31 March 2016	85 351 715	893 922	86 245 637	136 601 667	222 847 304
Net Surplus for the year	-	-	-	61 739 262	61 739 262
Other comprehensive income for the year	-	(85 779)	(85 779)	1 198	(84 581)
Total comprehensive income for the year	-	(85 779)	(85 779)	61 740 460	61 654 681
Balance as at 31 March 2017	85 351 715	808 143	86 159 858	198 342 127	284 501 985
Note(s)	8	8			

Statement of Cash Flows

for the year ended 31 March 2017

	Note(s)	2017 R	2016 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	17	62 612 907	44 039 285
Interest received		22 943 480	16 228 998
Dividends received		56 204	45 846
Interest paid		(2 083 182)	(1 859 143)
Net cash generated from operating activities		83 529 409	58 454 986
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of property, plant and equipment	1	(105 412)	(1 389 132)
Acquisition of intangible assets	2	(223 099)	(532 361)
Net cash utilised in investing activities		(328 511)	(1 921 493)
NET INCREASE IN CASH AND CASH EQUIVALENTS FOR THE YEAR		83 200 898	56 533 493
Cash and cash equivalents at the beginning of the year		301 805 070	245 271 577
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	6	385 005 968	301 805 070

Accounting Policies

for the year ended 31 March 2017

1. Statement of compliance

The annual financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and its interpretations adopted by the International Accounting Standards Board (IASB).

2. Basis of preparation

The annual financial statements have been prepared on the historical cost basis, except for certain balances and financial instruments measured at revalued amounts or fair values or amortised. They are presented in South African Rand as a functional currency, rounded to the nearest rand.

The accounting policies set out below have been applied consistently to all periods presented in these annual financial statements.

3. Significant judgements and key sources of estimation uncertainty

In preparing the annual financial statements in accordance with IFRS, management is required to make judgements, estimates and assumptions that affect the application of policies and the reported amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates, which could be material to the annual financial statements.

The estimates and underlying assumptions are reviewed on an on-going basis and where applicable, adjustments are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and further periods if the revision affects both current and future periods. Significant judgements and assumptions include:

3.1. Allowance for impairment - trade receivables

The Council assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in profit or loss, the Council makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

3.2. Impairment testing

The Council reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level, for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors.

3.3. Defined benefit obligations

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the Financial Statements is included in notes 9.

4. Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to the Council; and
- the cost of the item can be measured reliably.

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

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses, except for land and buildings which are carried at revalued amounts.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value. The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Land and buildings are carried at revalued amount, being the fair value at

the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are made with sufficient regularity, such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

Any increase in the carrying amount of land and buildings, as a result of a revaluation, is recognised in other comprehensive income and accumulated in the revaluation surplus in equity. The increase is recognised in profit to the extent that it reverses a revaluation decrease of the same asset previously recognised in losses.

Any decrease in the carrying amount of land and buildings, as a result of a revaluation, is recognised in losses in the current period. The decrease is debited in other comprehensive income to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

The revaluation surplus in equity, related to a specific item of land and buildings, is transferred directly to retained earnings when the asset is derecognised.

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

Item	Average useful life
Land	Indefinite
Buildings	50 years
Motor vehicles	5 years
Office equipment	5 - 6 years
IT equipment	3 years

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

The gain or loss arising from derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

5. Intangible assets

An intangible asset is recognised when:

- It is probable that the expected future economic benefits that are attributable to the asset will flow to the Council; and
- The cost of the asset can be measured reliably.

Intangible assets comprise of computer software and are initially recognised at cost. Intangible assets are subsequently carried at cost less any accumulated amortisation and any impairment losses.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end. Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values.

The useful lives of items of intangible assets have been assessed as follows:

Item	Useful life
Computer software	10 years

6. Financial instruments

6.1. Initial recognition and measurement

Financial instruments are recognised initially when the Council becomes a party to the contractual provisions of the instruments.

Financial instruments are measured initially at fair value, except for equity investments for which a fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets.

For financial instruments which are not at fair value through profit or loss, transaction costs are included in the initial measurement of the instrument.

Transaction costs on financial instruments at fair value through profit or loss are recognised in profit or loss.

6.2. Subsequent measurement

Financial instruments at fair value through profit or loss are subsequently measured at fair value, with gains and losses arising from changes in fair value being included in profit or loss for the period.

Net gains or losses on the financial instruments at fair value through profit or loss include dividends and interest.

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Available-for-sale financial assets are subsequently measured at fair value. This excludes equity investments for which a fair value is not determinable, which are measured at cost less accumulated impairment losses.

Accounting Policies

Gains and losses arising from changes in fair value are recognised in other comprehensive income and accumulated in equity until the asset is disposed of or determined to be impaired. Interest on available-for-sale financial assets calculated using the effective interest method is recognised in profit or loss as part of other income. Dividends received on available-for-sale equity instruments are recognised in profit or loss as part of other income when the Council's right to receive payment is established.

Financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest method.

6.3. Derecognition of financial instruments

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Council has transferred substantially all risks and rewards of ownership.

Financial liabilities at amortised cost are derecognised when the obligation under the liability is discharged, cancelled or has expired.

6.4. Fair value determination

The fair value of listed equity instruments is determined by reference to published prices quoted in an active market.

6.5. Impairment of financial assets

At each reporting date the Council assesses all financial assets for indicators of impairment, other than those at fair value through profit or loss. Financial assets are impaired where there is objective evidence that a financial asset or group of financial assets has been impaired.

For amounts due to the Council, significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy and default of payments are all considered indicators of impairment.

In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator of impairment. If any such evidence exists for available-for-sale financial assets, the cumulative loss measured as the difference between the acquisition cost and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss, is removed from equity as a reclassification adjustment to other comprehensive income, and recognised in profit or loss.

Impairment losses are recognised in profit or loss.

Impairment losses are reversed when an increase in the financial asset's recoverable amount can be related objectively to an event occurring after the

impairment was recognised, subject to the restriction that the carrying amount of the financial asset at the date that the impairment is reversed shall not exceed what the carrying amount would have been had the impairment not been recognised.

Reversals of impairment losses are recognised in profit or loss except for equity investments classified as available-for-sale.

6.6. Financial instruments designated as available-for-sale

At initial recognition, the Council may elect to designate investments in equity instruments as available-for-sale financial instruments.

These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses, are recognised in other comprehensive income and accumulated in the fair value reserve. When these assets are derecognised, the gain or loss accumulated in equity is reclassified to profit and loss.

6.7. Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss within operating expenses. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in profit or loss.

Trade and other receivables are classified as loans and receivables.

6.8. Financial liabilities and equity

Debt and equity instruments are classified as either financial liabilities or as equity, in accordance with the substance of the contractual arrangement.

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Council are recorded at the proceeds received, net of direct issue costs.

Financial liabilities are classified as either financial liabilities at fair value through profit or loss (FVTPL) or other financial liabilities.

6.9. Other financial liabilities

Other financial liabilities, including trade and other payables and borrowings, are initially measured at fair value, net of transaction costs.

Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expenses over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

6.10. Derecognition of financial liabilities

The Council derecognises financial liabilities when, and only when, the Council's obligations are discharged, cancelled or they expire.

6.11. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash, and are subject to an insignificant risk of changes in value. The cash and cash equivalents are carried at fair value.

6.12. Offsetting

Financial assets and financial liabilities are not offset unless the Council has a legally enforceable right to offset the amounts recognised and intends either to settle on a net basis, or to realise the asset and the liability simultaneously.

7. Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

7.1. Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset. This liability is not discounted. Any contingent rents are expensed in the period they are incurred.

8. Inventories

Inventories comprise distinguishing devices and are valued at the lower of cost and net realisable value. Cost is determined using the first-in-first out basis. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and selling expenses.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

When inventories are sold, the carrying amount of those inventories are recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

9. Impairment of non-financial assets

The Council assesses at the end of each reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the Council estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

The Council assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

An impairment loss of an asset or reversal of an impairment loss of an asset is recognised immediately in profit or loss, except in a case of revalued assets

Accounting Policies

where any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

10. Provisions

Provisions are recorded when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the statement of financial position date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount receivable can be measured reliably. The amount recognised for the reimbursement shall not exceed the amount of the provision.

11. Employee benefits

11.1. Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and bonuses, and non-monetary benefits such as medical care, is recognised in the period in which the service is rendered and are not discounted.

The cost of employee entitlements to salaries, annual leave etc. which the Council has a present obligation to pay as a result of employees' services provided to the reporting date, is recognised as a liability.

11.2. Defined contribution plans

Payments to the defined contribution plans are recognised as an expense when employees have rendered the service entitling them to the contributions.

11.3. Defined benefit plans

The Council provides post-employment medical aid benefits to some of their retirees. The total value of the contractual liability is recognised at year-end.

For defined benefit plans the cost of providing the benefits is determined using the projected unit credit (PUC) method. Actuarial valuations are conducted on

an annual basis by independent actuaries separately for each plan. Consideration is given to any event that could impact the funds up to the end of the reporting period where the interim valuation is performed at an earlier date.

Actuarial gains and losses are recognised in the year in which they arise, in other comprehensive income. Gains or losses on the curtailment or settlement of a defined benefit plan is recognised when the Council is demonstrably committed to curtailment or settlement.

The amount recognised in the Statement of Financial Position represents the present value of defined benefit obligation as adjusted for unrecognised actuarial gains and losses and unrecognised past service costs, and reduces the fair value of plan assets.

Any asset is limited to unrecognised actuarial losses and past service costs, plus the present value of available refunds and reduction in future contributions to the plan.

The Council recognises all actuarial gains and losses arising from the defined medical aid benefit plan and defined pension plan in other comprehensive income and profit or loss respectively.

12. Revenue

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business, net of trade discounts and volume rebates, and value added tax.

12.1. Sale of goods

Revenue from the sale of distinguishing devices is recognised when the Council has transferred to the buyer the significant risks and rewards of ownership of the goods upon collection or postage.

12.2. Services rendered

Revenue from rendering of services to the nurse practitioners is recognised by reference to the passage of time and specific event of the transaction as at the end of the reporting period. The outcome of a transaction can be estimated reliably when the amount of revenue can be measured reliably.

Annual fees are recognised when a service is rendered. Where fees are received for more than one accounting period, the amount relating to the subsequent period/s is accounted for as income received in advance, and is recognised in profit and loss as it accrues to the Council.

12.3. Interest income

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

12.4. Dividends income

Dividends are recognised in profit or loss, when the company's right to receive payment has been established.

13. New Standards and Interpretations

13.1. Standards and interpretations not yet effective

The council has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the Council's accounting periods beginning on or after 01 April 2017 or later periods:

IFRS 9 Financial Instruments

A finalised version of IFRS 9 which contains accounting requirements for financial instruments, replacing IAS 39 Financial Instruments: Recognition and Measurement.

The standard contains requirements in the following areas:

- Financial assets are classified by reference to the business model within which they are held and their contractual cash flow characteristics. The 2014 version of IFRS 9 introduces a 'fair value through other comprehensive income' category for certain debt instruments. Financial liabilities are classified in a similar manner to under IAS 39, however there are differences in the requirements applying to the measurement of an entity's own credit risk.
- The 2014 version of IFRS 9 introduces an 'expected credit loss' model for the measurement of the impairment of financial assets, so it is no longer necessary for a credit event to have occurred before a credit loss is recognised.
- Introduces a new hedge accounting model that is designed to be more closely aligned with how entities undertake risk management activities when hedging financial and non-financial risk exposures.
- The requirements for the derecognition of financial assets and liabilities are carried forward from IAS 39.

The effective date of the amendment is for annual periods beginning on or after 1 January 2018.

The Council does not envisage the adoption of the standard until such time as it becomes applicable to the Council's operations.

It is unlikely that the standard will have a material impact on the Council's annual financial statements.

IFRS 15 Revenue from Contracts with Customers

This is a new standard that requires entities to recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. This new standard provides a single, principles based five-step model to be applied to all contracts with customers.

The five steps in the model are as follows:

- Identify the contract with the customer
- Identify the performance obligations in the contract
- Determine the transaction price
- Allocate the transaction price to the performance obligations in the contracts
- Recognise revenue when (or as) the entity satisfies a performance obligation.

The new standard will also result in enhanced disclosures about revenue, provide guidance for transactions that were not previously addressed comprehensively and improve guidance for multiple-element arrangements.

The standard also clarifies three aspects of the standard (identifying performance obligations, principal versus agent considerations, and licensing) and to provide some transition relief for modified contracts and completed contracts.

The effective date of the amendment is for annual periods beginning on or after 1 January 2018.

The Council expects to adopt the amendment for the first time in the 2019 annual financial statements.

IFRS 16 Leases

IFRS 16 specifies how an IFRS reporter will recognise, measure, present and disclose leases. The standard provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases, unless the lease term is 12 months or less or the underlying asset has a low value. Lessors continue to classify leases as 'operating' or 'finance', with IFRS 16's approach to lessor accounting substantially unchanged from its predecessor, IAS 17.

The effective date of the amendment is for annual periods beginning on or after 1 January 2019.

The Council does not envisage the adoption of the standard until such time as it becomes applicable to the Council's operations.

It is unlikely that the amendment will have a material impact on the Council's annual financial statements.

Accounting Policies

Amendments to IAS 7

The amendment to IAS 7 Statement of Cash Flows was made to clarify that entities shall provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities.

The effective date of the amendment is for years beginning on or after 01 January 2017.

The Council expects to adopt the amendment for the first time in the 2018 annual financial statements.

It is unlikely that the amendment will have a material impact on the Council's annual financial statements.

Annual Improvements to IFRS Standards 2014–2016 Cycle

Makes amendments to the following standards:

- IFRS 1 - Deletes the short-term exemptions in paragraphs E3–E7 of IFRS 1, because they have now served their intended purpose.
- IFRS 12 - Clarifies the scope of the standard by specifying that the disclosure requirements in the standard, except for those in paragraphs B10–B16, apply to an entity's interests listed in paragraph 5 that are

classified as held for sale, as held for distribution or as discontinued operations in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

- IAS 28 - Clarifies that the election to measure at fair value through profit or loss an investment in an associate or a joint venture that is held by an entity that is a venture capital organisation, or other qualifying entity, is available for each investment in an associate or joint venture on an investment-by-investment basis, upon initial recognition.

The effective date of the amendment is for years beginning on or after 1 January 2018, the amendment to IFRS 12 for annual periods beginning on or after 1 January 2017.

The Council expects to adopt the amendment for the first time in the 2018 and 2019 annual financial statements as applicable.

It is unlikely that the amendment will have a material impact on the Council's annual financial statements.

Other New Standards and Interpretations

The Council has not listed new standards and interpretations or amendments which are not yet effective, and whose effect of adoption has been reviewed and regarded as being inapplicable to the Council's financial statements.

Notes to the Annual Financial Statements

for the year ended 31 March 2017

1. Property, plant and equipment

COST OR VALUATION

	Land	Buildings	Motor Vehicles	Office Equipment	Computer Equipment	Total
Balance as at 31 March 2015	19 900 000	56 750 000	204 144	13 722 643	2 506 115	93 082 902
Additions	-	-	-	731 537	657 595	1 389 132
Balance as at 31 March 2016	19 900 000	56 750 000	204 144	14 454 180	3 163 710	94 472 034
Additions	-	-	-	-	105 412	105 412
Disposal	-	-	(204 144)	-	-	(204 144)
Balance as at 31 March 2017	19 900 000	56 750 000	-	14 454 180	3 269 122	94 373 302

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

Balance as at 31 March 2015	-	-	165 662	8 573 596	1 508 415	10 247 673
Depreciation for the year	-	2 467 391	18 578	2 734 421	542 204	5 762 594
Balance as at 31 March 2016	-	2 467 391	184 240	11 308 017	2 050 619	16 010 267
Depreciation for the year	-	2 467 392	18 578	1 798 323	433 330	4 717 623
Disposal	-	-	(202 818)	-	-	(202 818)
Balance as at 31 March 2017	-	4 934 783	-	13 106 340	2 483 949	20 525 072

Carrying amounts

At 31 March 2016	19 900 000	54 282 609	19 904	3 146 163	1 113 091	78 461 767
At 31 March 2017	19 900 000	51 815 217	-	1 347 840	785 173	73 848 230

Notes to the Annual Financial Statements

continued

1. Property, plant and equipment (continued)

Properties are revalued regularly and the last effective date of the revaluation was 31 March 2015. Revaluations were performed by an independent valuer, Mr D. Kotze (Candidate valuer), of Corporate Valuations CC using the income capitalisation method of valuation for land and building and comparable sales method of valuation for vacant land. Mr Kotze is not related to the Council.

Key assumptions used at the time of revaluation:

Capitalisation rate

10%

A register of properties and land is available for inspection at the registered office of the Council.

2. Intangible assets

	Opening Balance	Additions	Amortisation	Impairment loss	Closing balance
Computer software - 2017	750 756	223 099	(73 603)	-	900 252
Computer software - 2016	265 296	532 361	(46 901)	-	750 756
				2017	2016
				R	R

3. Other financial assets

Listed investments					
• Sanlam Limited (11 206 shares)		754 948		767 499	
• Old Mutual PLC (11 112 shares)		384 364		457 592	
		1 139 312		1 225 091	
Non-current assets					
• Available-for-sale		1 139 312		1 225 091	
Level 1					
11 206 shares in Sanlam Limited		754 948		767 499	
11 112 shares in Old Mutual PLC		384 364		457 592	
This investment is classified as available-for-sale financial asset		1 139 312		1 225 091	

4. Inventories

Distinguishing devices

	901 075	951 841
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Inventory comprises badges, brooches, bars and epaulettes for practitioners.

	2017 R	2016 R
5. Trade and other receivables		
Trade receivables	688 446	688 446
Prepayments	112 853	824 585
Other receivables	317 362	250 964
Less: allowance for impairment	(935 311)	(688 446)
	183 350	1 075 549

The Councillors consider that the carrying amount of trade and other receivables approximates their fair value. No trade and other receivables were pledged as security for liabilities.

The credit quality of trade and other receivables that are neither past nor due nor impaired can be assessed by reference to historical information about counter-party default rates. No external credit rating is performed.

The SANC raises allowance for impairment for all receivables that are 90 days and over. Where there is objective evidence that a receivable which is past due is not impaired then it is not included in the allowance for impairment. Objective evidence includes receipts immediately after the financial year end, among other factors.

Trade and other receivables impaired

As of 31 March 2017, trade and other receivables of R935 311 were impaired and provided for, and the ageing of impaired trade and other receivables is as follows:

Greater than 90 days	935 311	688 446
	935 311	688 446

Reconciliation of provision for impairment of trade and other receivables

Provision at beginning of the year	688 446	688 446
Impairment during the year	246 865	-
Provision at end of the year	935 311	688 446

6. Cash and cash equivalents

Cash on hand and in bank	385 005 968	301 805 070
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	2017 R	2016 R
7. Financial instruments		
Categories of financial instruments		
Financial assets		
• Cash and cash equivalents	385 005 968	301 805 070
• Loans and receivables	183 350	1 075 549
• Available for sale	1 139 312	1 225 091
Financial liabilities		
• Amortised cost	153 363 154	136 785 372

Fair value of financial assets and liabilities

As at 31 March 2017, the carrying amount of cash and cash equivalents, trade and other receivables, trade and other payables and short-term borrowings approximated their fair values due to the short-term maturities of these assets and liabilities. The available for sale financial assets constitute listed equity instruments which are fairly valued by reference to published prices quoted in an active market.

The fair values together with the carrying amounts shown in the balance sheet are as follows:

Other financial assets	1 139 312	1 225 091
Trade and other receivables	183 350	1 075 549
Cash and other receivables	385 005 968	301 805 070
Trade and other payables	10 585 236	12 213 308
Deferred Income	142 777 918	124 572 064

Liquidity risk

The Council's risk to liquidity is a result of the funds available to cover future commitments. The Council manages liquidity risk through an ongoing review of future commitments.

The table below analyses the Council's financial liabilities into relevant maturity groupings, based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

Trade and other payables (less than one (1) year)	10 585 236	12 213 308
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Credit risk

Credit risk is the risk of financial loss to the Council if a counterparty to a financial instrument fails to meet its contractual obligations.

Credit risk arises mainly from cash deposits, cash equivalents, and trade receivables. The Council only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Financial assets exposed to credit risk at year end were as follows:

Financial instrument		
Trade and other receivables	183 350	1 075 549
Cash and cash equivalents	385 005 968	301 805 070

Price risk

The Council is exposed to equity securities price risk because of investments held by the Council, and classified on the statement of financial position as available-for-sale. The Council is not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the Council approves all investment decisions. Gains or losses on equity securities classified as available-for-sale would result in an increase or decrease in other components of equity.

	2017 R	2016 R
8. Reserve		
Revaluation reserve		
• Opening balance	85 351 715	85 351 715
	85 351 715	85 351 715
Fair value adjustment assets-available-for-sale reserve		
• Opening balance	893 922	993 636
• Fair value adjustment of available for sale financial assets	(85 779)	(99 714)
	808 143	893 922
Total Reserves	86 159 858	86 245 637

9. Retirement benefits

Defined benefit plan

The Council provides post-retirement medical aid benefits to former employees, continuation and widow(er) members who participate in the Bestmed Medical Scheme, Bonitas Medical Fund and Oxygen Medical Scheme.

The actuarial valuation of the post-employment medical aid liability performed as at 31 March 2017 reported a contractual liability amounting to R24 113 048 (2016: R24 637 398).

Carrying value

Present value of the defined benefit obligation - wholly unfunded	24 113 048	24 637 398
Non-current liabilities	24 113 048	24 637 398

Changes in the present value of the defined benefit obligation are as follows:

Opening balance	24 637 398	25 739 437
Benefits paid	(2 402 628)	(2 365 464)
Interest cost	2 076 879	1 850 120
Remeasurement (gains) / losses - Actuarial (gains) / losses	(198 601)	(586 695)
	24 113 048	24 637 398

Amount recognised in profit or loss

• Interest cost	2 076 879	1 850 120
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Amount recognised in other comprehensive income

• Remeasurement (gains) / losses - Actuarial (gains)/ losses	(198 601)	(586 695)
	1 878 278	1 263 425

Key assumptions used

Assumptions used on valuation as at 31 March:

• Health care cost inflation rate	7.00%	8.08%
• Discount rate	6.00%	8.85%
• Net effective discount rate	1.00%	0.71%
• Average retirement age (years)	60	60

	2017 R	2016 R
9. Retirement benefits (continued)		

Sensitivity analysis

The sensitivity analysis indicated in the table below has been determined based on the exposure to medical aid inflation rate for defined benefit obligation at the statement of financial position date. The analysis is prepared assuming the amount of liability outstanding at the statement of financial position date was outstanding for the whole period under review. A 1% increase or decrease is used, since this represents the normal change, if any, per interest rate review period by the Reserve Bank of South Africa. There were no changes in the methods and assumptions used during the period under review. A positive number below indicates an increase in profit. For a 1% increase there would be an equal and opposite impact on the profit or loss.

Increase (decrease) in defined benefit obligation	(2 600 031)	1 102 039
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Valuation

The effective date of the valuation was 31 March 2017. The valuation was performed by Mr C. Weiss of ARCH Actuarial Consulting who is a member of the Actuarial Society of South Africa with 20 years of experience. He is not connected to the Council.

10. Trade and other payables		
Trade payables	3 153 478	3 192 626
Other payables	7 431 758	9 020 682
• Accruals	1 113 878	1 973 984
• Sundry payables	6 317 880	7 046 698
Total trade and other payables	10 585 236	12 213 308

11. Deferred income		
Annual fees	75 226 355	70 184 690
Donor funds	2 888 776	2 888 776
Other deferred income	64 662 787	51 498 599
	142 777 918	124 572 064

12. Revenue		
Revenue from services	126 549 639	112 118 654
• Annual fees	98 622 635	92 312 438
• Restoration fees	9 985 758	5 662 362
• Examination fees	9 964 317	7 420 572
• Registration fees	6 225 385	4 392 007
• Accreditation fees	57 631	33 176
• Other fees	1 693 913	2 298 099
Revenue from products	3 695 322	3 163 019
• Sale of distinguishing devices	3 695 322	3 163 019
	130 244 961	115 281 673

Notes to the Annual Financial Statements

continued

	2017 R	2016 R
13. Other income		
Sundry income	96 908	257 855
Sale of printed matter	753	14 757
	97 661	272 612

14. Net surplus before tax

Operating surplus for the year is stated after accounting for the following:

Audit remuneration (external) - fees	105 987	283 394
Audit remuneration (internal) - fees	434 239	425 504
Consulting fees	556 448	2 154 676
Depreciation and amortisation	4 791 226	5 809 496
• Depreciation on property, plant and equipment (Note 1)	4 717 623	5 762 594
• Amortisation of intangible assets (Note 2)	73 603	46 901
Employment costs	57 275 230	54 178 322
• Salaries	53 764 225	50 920 928
• Pension costs - defined contribution plans	3 511 005	3 257 394
Operating lease expense	567 251	528 404

15. Investment revenue

Dividend revenue	56 204	45 847
• Listed financial assets	56 204	45 847
Interest revenue	22 943 480	16 228 997
• Short term deposits	22 494 680	15 203 613
• Bank	448 800	1 025 384
	22 999 684	16 274 844

16. Finance costs

Employee benefit obligations	2 076 879	1 850 120
Other	6 303	9 023
	2 083 182	1 859 143

17. Cash generated from operations

Profit before taxation	61 739 262	36 200 444
Adjustments for:		
Depreciation, amortisation and impairment	4 791 226	5 809 496
Asset written off	1 327	-
Dividends received	(56 204)	(45 846)

	2017 R	2016 R
17. Cash generated from operations (continued)		
Interest received	(22 943 480)	(16 228 998)
Finance costs	2 083 182	1 859 143
Movements in retirement benefit assets and liabilities	(523 153)	(439 001)
Changes in working capital:		
Inventories	50 766	(258 515)
Trade and other receivables	892 199	(441 584)
Trade and other payables	(1 628 072)	1 696 550
Deferred income	18 205 854	15 887 596
	62 612 907	44 039 285

18. Contingencies

The Council is defending litigation and claims from the following:

- Action brought by the Nursing Education Institutions. While the liability is not admitted, if defence against the action is unsuccessful, the claim against the SANC could amount to R12.6 million and should the SANC lose the case there will be added legal costs.
- Applicants who filed civil application pertaining to the phasing out of legacy qualifications. While the liability is not admitted, if defence against the action is unsuccessful, legal costs could amount to R0.35 million.
- Civil application for remarking of foreign examination brought by a foreign national who is seeking registration with the Council. While the liability is not admitted, if defence against the action is unsuccessful, legal costs could amount to R0.2 million.
- An Institution accredited with HWSETA sought a declaratory order for the Community Health Work training course it offers to be declared as sufficient for entry into the new nursing programmes. While the liability is not admitted, if defence against the action is unsuccessful, legal costs could amount to R0.4 million.

Based on legal advice, the Council does not expect the outcome of the above matters to have a material effect on its financial position.

19. Related parties

Relationships		
Members of key management		Refer to note 20
National Department of Health	697 775	-

During the financial year ended 31 March 2017, the National Department of Health (the Department) seconded one of its employees as Acting Registrar and CEO of SANC. The remuneration of the seconded Acting Registrar and CEO was partly paid by the Department.

20. Key management remuneration

	Annual salary	Allowances	Contributions to medical and pension funds	Total
Key management personnel 2017				
Acting Registrar & CEO	836 856	8 173	-	845 029
Interim Chief Information Officer	1 348 290	-	-	1 348 290
Chief Financial Officer	1 348 290	14 400	-	1 362 690
Senior manager: Legal	886 672	-	69 352	956 024
Senior manager: HR	389 063	-	9 280	398 343
Senior manager: Communications	369 065	-	29 278	398 343
Senior Manager: Education & Training	680 108	-	44 075	724 183
	5 858 344	22 573	151 985	6 032 902

Key management personnel 2016

Acting Registrar & CEO	905 215	621 352	-	1 526 567
Interim Chief Information Officer	1 278 000	-	-	1 278 000
Chief Financial Officer	745 500	8 400	-	753 900
Senior manager: Legal	841 612	-	64 572	906 184
Senior Manager: Education & Training	897 543	-	8 640	906 183
	4 667 870	629 752	73 212	5 370 834

	2017 R	2016 R
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21. Non-executive Councillors

Bhengu B.R (Chairperson)	33 253	66 587
Chauke M.N	124 410	98 372
Cloete J.C	67 345	30 062
Davhana- Maselesele M (Deputy chairperson)	159 752	88 692
Dzebu M.J	6 077	49 129
Gihwala D.I	59 646	39 250
Harper G	66 203	36 332
Human S.P	53 355	46 362
Isaacs- Raiss N	10 826	42 840
Jeftha G	10 895	60 885
Manamela T.M	-	10 704
Mdlalose T.R	106 298	86 365
Mkhonza T.L	152 771	97 565
Mokale S.I	40 244	44 352
Mchunu S	4 176	-
Mokoape N.C	158 174	89 373
Ndlovu B.C	228	54 261

	2017 R	2016 R
21. Non-executive Councillors (continued)		
Ngidi D.Q	26 433	48 499
Nyalunga F.O	44 480	120 688
Pienaar A.J	91 862	62 109
Mnisi P.J	-	25 120
Santho P	22 085	50 948
Thupane A	53 204	26 690
Vasuthevan S. (Former Deputy Chairperson)	49 661	40 003
	1 341 378	1 315 188

22. Going concern

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

23. Events after the reporting period

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

24. Current tax

The Council is exempt from taxation in terms of section 10(1) (cA)(i) of the Income Tax Act.

Detailed Income Statement

for the year ended 31 March 2017

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

	Note(s)	2017 R	2016 R
Revenue			
Sale of distinguishing devices		3 695 322	3 163 019
Annual fees - registered and enrolled nurses		98 622 635	92 312 438
Restoration fees		9 985 758	5 662 362
Examination fees		9 964 317	7 420 572
Application fees		390 015	436 802
Accreditation visits		57 631	33 176
Registration fees		6 225 385	4 392 007
Enrolment fees		229 456	778 116
Confirmations and duplications		337 292	363 312
Verification fees		737 150	719 869
	12	130 244 961	115 281 673
Other income			
Sundry income		96 908	257 855
Sale of printed matter		753	14 757
	13	97 661	272 612
Fixed and administration expenses			
Administration and management fees		-	(151 425)
Advertising		(81 101)	(166 056)
Assessment rates & municipal charges		(1 493 475)	(1 378 528)
Auditors remuneration (external)		(105 987)	(283 394)
Internal audit fees		(434 239)	(425 504)
Bad debt		(246 865)	-
Bank charges		(2 137 747)	(2 085 942)
Catering and refreshments		(475 920)	(594 862)
Cleaning		(524 915)	(566 178)
Computer expenses		(244 764)	(542 174)
Consulting fees		(556 448)	(2 154 676)
Depreciation, amortisation and impairment		(4 791 226)	(5 809 496)
Employee costs		(53 764 225)	(50 920 928)
Functions, seminars and workshops		(50 891)	(48 402)
General expenses		649 210	(654 420)
Gifts		(1 354)	(1 065)
Hire of equipment and venue		(426 847)	(405 016)
Insurance		(116 135)	(137 806)
Lease rentals on operating lease		(567 251)	(528 404)
Legal expenses		(520 579)	(1 794 845)
Meeting expenses- accommodation		(679 472)	(756 169)
Meeting expenses- examiners and invigilators		(3 496 169)	(3 134 061)

Detailed Income Statement continued

for the year ended 31 March 2017

	Note(s)	2017 R	2016 R
Meeting expenses- general		(35 420)	(61 890)
Meeting expenses- members' allowances		(1 395 433)	(1 474 531)
Meeting expenses- translation and transcribing services		(74 304)	(120 678)
Meeting expenses- transport allowances		(1 265 582)	(1 299 766)
Motor vehicle expenses		(32 257)	(36 651)
Postage		(829 232)	(786 743)
Printing and stationery		(686 327)	(1 473 019)
Provident fund administrative costs		(3 511 005)	(3 257 394)
Publications		(6 140)	(9 794)
Placement fees - e Business		(1 509 630)	(2 060 245)
Purchase of materials		(2 022 378)	(2 204 022)
Recruitment costs		(984 892)	(914 982)
Repairs and maintenance		(285 923)	(346 209)
Security		(642 100)	(757 418)
Software expenses		(692 188)	(690 145)
Subscriptions		(8 339)	(27 929)
Telephone and fax		(682 403)	(748 144)
Training		(20 861)	(178 451)
Transport and freight		(1 676 960)	(1 945 379)
Travel – local		(3 092 088)	(2 833 650)
Uniforms		-	(3 151)
		(89 519 862)	(93 769 542)
Results from operating activities	14	40 822 760	21 784 743
Dividends received	15	56 204	45 847
Interest received	15	22 943 480	16 228 997
Finance cost	16	(2 083 182)	(1 859 143)
Net surplus for the period		61 739 262	36 200 444

Glossary

APC	– Annual Practicing Certificate
BRD	– Business Requirements Definition
CCMA	– Commission for Conciliation, Mediation and Arbitration
CHE	– Council on Higher Education
CIO	– Chief Information Officer
CPD	– Continued Professional Development
CSI	– Corporate Social Responsibility
DHET	– Department of Higher Education and Training
ERP	– Enterprise Resource Planning
HEQSF	– Higher Education Qualifications Sub-Framework
HR	– Human Resource
ICT	– Information and Communication Technology
IM	– Information Management
NEHAWU	– National Education Health and Allied Workers' Union
NEI	– Nursing Education Institution
PHEPSA	– Private Health Education Providers of South Africa
PMC	– Project Management Committee
PMO	– Project Management Office
SADNU	– South African Democratic Nurses Union
SANC	– South African Nursing Council
SLA	– Service Level Agreement
USSD	– Unstructured Supplementary Service Data
VOC	– Voice of the Customer

Contact information

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