

MINE HEALTH AND SAFETY COUNCIL

ANNUAL PERFORMANCE PLAN

FOR

2021/2022 FINANCIAL YEAR



MHSC

Mine Health and Safety Council

TABLE OF CONTENTS

A.	LIST OF ABBREVIATION	4
B.	ACCOUNTING AUTHORITY STATEMENT	5
C.	ACCOUNTING OFFICE STATEMENT.....	6
D.	OFFICIAL SIGN OFF	8
1.	PART A: MINE HEALTH AND SAFETY COUNCIL MANDATE	10
1.1	UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES	10
1.2	UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES	10
1.3	UPDATES TO RELEVANT COURT RULINGS.....	12
2.	PART B: MINE HEALTH AND SAFETY COUNCIL STRATEGIC FOCUS	13
2.1	SITUATIONAL ANALYSIS	13
2.1.1	PESTEL ANALYSIS.....	13
2.1.2	SWOT ANALYSIS.....	17
2.1.3	INTERNAL ENVIRONMENT	21
2.1.4	EXTERNAL ENVIRONMENT	23
3.	PART C: MEASURING MINE HEALTH AND SAFETY COUNCIL PERFORMANCE	28
3.1	INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION.....	28
3.2	MEASURING MINE HEALTH AND SAFETY COUNCIL STRATEGIC OBJECTIVES (OUTCOMES/ PROGRAMMES):	31
3.2.1	CUSTOMER PERSPECTIVE OBJECTIVE (CP01) (15%)	31
3.2.2	CUSTOMER PERSPECTIVE OBJECTIVE (CP02) (15%)	33
3.2.3	CUSTOMER PERSPECTIVE OBJECTIVE (CP03) (10%)	34
3.2.4	LEARNING AND GROWTH PERSPECTIVE OBJECTIVE (LG01) (10%).....	35
3.2.5	INTERNAL PERSPECTIVE OBJECTIVE (IP01) (5%)	36
3.2.6	INTERNALPERSPECTIVE OBJECTIVE (IP02) (10%)	37
3.2.7	INTERNAL PERSPECTIVE OBJECTIVE (IP03) (5%)	38
3.2.8	INTERNAL PERSPECTIVE OBJECTIVE (IP04) (5%)	39
3.2.9	FINANCIAL PERSPECTIVE OBJECTIVE (FP01) (15%)	40
3.2.10	FINANCIAL PERSPECTIVE OBJECTIVE (FP02) (10%)	41
3.3	MEASURES (KPI), ANNUAL TARGET AND QUARTERLY TARGETS	42
3.3.1	CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 01).....	42
3.3.2	CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 02).....	45
3.3.3	CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 03).....	47
3.3.4	LEARNING AND GROWTH PERSPECTIVE OBJECTIVE (PROGRAMME) (LG 01).	49
3.3.5	INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 01).....	50
3.3.6	INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 02).....	52
3.3.7	INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 03).....	53
3.3.8	INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 04).....	54
3.3.9	FINANCIAL PERSPECTIVE OBJECTIVE (PROGRAMME) (FP 01).....	55
3.3.10	FINANCIAL PERSPECTIVE OBJECTIVE (PROGRAMME) (FP 02).....	56
3.4	OVERVIEW OF 2021/22 BUDGET AND MTEF ESITAMES.....	58

3.5 UPDATED KEY RISKS AND MITIGATION STRATEGIES 63

A. LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
ARC	Audit and Risk Committee
BBT	Brief, Budget and Time
BSC	Balance Scorecard
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGO	Corporate Governance Officer
CHCO	Chief Human Capital Officer
CoE	Centre of Excellence
CROO	Chief Research Operations Officer
CTAC	Culture Transformation Advisory Committee
DMRE	Department of Minerals Resources and Energy
GRCO	Governance, Risk and Compliance Officer
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRCO	Human Resource Capital Officer
HRRAC	Human Resources and Remuneration Committee
ICT	Information Communication Technology
MHSC	Mine Health and Safety Council
MITHAC	Mining Industry TB, HIV and AIDS Advisory Committee
MINCOSA	Minerals Council South Africa
MOHAC	Mining Occupational Health Advisory Committee
MRAC	Mining Regulations Advisory Committee
MQA	Mining Qualifications Authority
NDP	National Development Plan
OHS	Occupational Health and Safety
RoI	Return on Investment
SCM	Supply Chain Management
SIMRAC	Safety in Mines Research Advisory Committee
SMME	Small Medium and Micro Enterprises
SONA	State of the Nation Address
TB	Tuberculosis

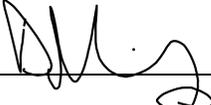
B. ACCOUNTING AUTHORITY STATEMENT

During March 2020 the President of the Republic, his Excellency Cyril Ramaphosa, in his address to the nation, announced the escalation of measures to combat COVID-19 epidemic. In support of the President's decisive action, the MHSC developed the Guiding Principles as well as a Guideline for Compilation of a Mandatory Code of Practice on the mitigation and management of the COVID-19 outbreak. The MHSC also facilitated virtual question and answer sessions on various technology platforms where clarity on COVID-19 guidelines was provided to the mining industry stakeholders. The MHSC also identified research initiatives to assist the mining industry to address COVID-19 related challenges such as testing capacity, physical distancing, and competencies to manage the pandemic. The MHSC continues to explore more ways to contribute to the global fight against the COVID-19 pandemic.

The health, safety and security of women in the SAMI continues to be of outmost importance to the MHSC. Hence, the MHSC successfully hosted the Women in Mining Indaba to engage on health and safety issues regarding women in South Africa. As part of the implementation of the Indaba outcomes, the MHSC has introduced two (2) new committees being Women in Mining Advisory Committee (WIMAC) and the Mining Occupational Safety Advisory Committee (MOSAC). I wish to extend a warm welcome to the new committee members in their role.

In order to address challenges relating to the improvement of training for mineworkers in the SA mining industry, the MHSC has established the Centre for Education and Training of Mineworkers (CETM). The CETM is a committee made up of identified stakeholders in the SAMI including the Mining Qualifications Authority (MQA). One of the key objectives of the CETM is to assist with the packaging and development of training material emanating from MHSC research outcomes.

I wish to extend my gratitude to the Honourable Minister of Mineral Resources and Energy for the continued leadership, guidance and support. I also extend my gratitude to the Parliament Portfolio Committee on Mineral Resources and Energy for their continued support, commitment, oversight and guidance. I would also like to extend my sincere thanks to all the Council members for executing their fiduciary responsibilities, Council Advisory Committees for their consistent support, Internal and External Auditors for their independent assurance. My appreciation also goes to the MHSC Executives and Staff for their performance and providing necessary support to all structures of MHSC and stakeholders.


_____ (signature)

Mr David Msiza (Chairperson of the Mine Health and Safety Council)

C. CHIEF EXECUTIVE OFFICER'S STATEMENT

The MHSC has navigated this challenge and has been able to remain in the trajectory that it had planned prior to the pandemic. The MHSC is embracing the opportunities the pandemic is presenting and has taken into considering both the risks and opportunities that have been presented by these uncertain times. The implications of the above developments were that the MHSC had to revise the Strategic Plan and Annual Performance Plan (APP) for the five (5)-year administration term starting from 2020/21 to ensure proper alignment. It is against this background that the Mine Health and Safety Council presents this draft Annual Performance Plan for the 2021/22 financial year which demonstrates the strategic focus areas and aspiration of MHSC in ensuring that every mine worker returns from work unharmed every day.

Given the current occupational health and safety challenges on the national agenda, MHSC had reflected on its achievements and challenges and is committed to improving its performance and impact by committing to fulfilling its mandate of facilitating performance improvements through living its principles and values of "CIRA" (Caring; Integrity; Respect; Accountability). MHSC will continue to contribute to the National Development Plan Vision 2030, especially with respect to improving Research and Innovation, Promoting Health & Safety and contributing to Building a Capable Developmental State. The MHSC further contributes to other government imperatives and programmes such as those articulated in the State of the Nation address on an annual basis.

Providing high quality research outcomes and advice to the Minister of Mineral Resources with the aim of improving the state of Occupational Health and Safety (OHS) in the South African Mining Industry (SAMI) is at the top of MHSC priorities and in doing so facilitates the ambition of the current administration to redress inequality, deepen democracy, accelerate economic prosperity and build an inclusive society.

There has never been a more critical period to review and ensure financial sustainability than in the current economic climate and landscape. MHSC understands and appreciates the responsibility placed on it to play a critical role in the country and as such is committed and continues to implement robust expenditure policies to ensure efficient and effective use of financial resources it has been provided. Therefore, MHSC plans to continue taking decisive action to maintain the integrity of expenditure and strives to ensure that the MHSC is financially sustainable.

Improved financial sustainability will be achieved through the effective and efficient collection of levies from the mines. MHSC will also be looking to secure other sources of revenue, which includes possible

loyalties from commercialisation of research outcomes; these will be carried out through licensing agreements with various commercialisation partners and stakeholders.

The MHSC Annual Performance Plan 2021/22 is compiled with the latest available information to the Council.



_____ (signature)

Mr Dumisani Dlamini (Acting Chief Executive Officer)

Mine Health and Safety Council (MHSC)

D. OFFICIAL SIGN-OFF

It is hereby certified that the revised MHSC Annual Performance Plan for 2021/22:

- Was developed by the management of the Mine Health and Safety Council (MHSC) under the guidance of Council.
- Takes into account all relevant policies, legislation and other mandates for which the MHSC is responsible.
- Accurately reflects the outcomes and outputs which the MHSC will endeavour to achieve over the 2021/22 financial year.

Signature:  _____

Mr. Brian Ncube: (Acting Chief Research and Operations Officer)

Signature:  _____

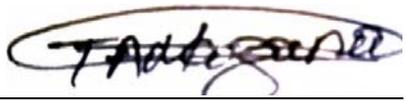
Mr. Mantji Fenyane: (Information and Communication Technology Manager)

Signature:  _____

Mr. Victor Tleane: (Acting Chief Human Capital Officer)

Signature:  _____

Mrs. Vimla Pentasaib: (Acting Chief Financial Officer)

Signature:  _____

Mr. Thembani Nkuzana: (Acting Corporate Governance Officer)

Signature:  _____

Mr. Dumisani Dlamini: (Acting Chief Executive Officer)

Approved by Council

Signature:  _____

Mr. David Msiza: (Chairperson of the Mine Health and Safety Council)

1. PART A: MINE HEALTH AND SAFETY COUNCIL MANDATE

1.1 UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

MHSC was established in terms of the Mine Health and Safety Act (29 of 1996) as amended. The MHSC is listed as a schedule 3A Public Entity in terms of the Public Finance Management Act (Act No. 1 of 1999) as amended.

The mandate of the Mine Health and Safety Council is derived from section 43 of the Mine Health and Safety Act No. 29 of 1996 as amended which states that the MHSC must:

- (a) Advise the Minister on health and safety at mines including, but not limited to, any legislation on mine rehabilitation in so far as it concerns health and safety;
- (b) Co-ordinate the activities of its committees, receive reports from the committees and liaise with the Mining Qualifications Authority on matters relating to health and safety;
- (c) Liaise with any other statutory bodies concerned with matters relating to health and safety;
- (d) Promote a culture of health and safety in the mining industry;
- (e) At least once every two years arrange and co-ordinate a tripartite summit to review the state of health and safety at mines and
- (f) Annually advise the Minister on relevant research relating to health and safety, at mines.

1.2 UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

1.2.1 STRATEGIC IMPERATIVES

Number of Strategic Imperatives were identified. These are listed below:

- **Leadership and Organisational Stability** – the MHSC is facing a number of issues that relating to leadership and organisational stability. If these issues are not urgently resolved, they would significantly hamper the effective execution of the MHSC strategy.
- **Successful Dissemination** – the MHSC needs to ensure that its dissemination programmes of MHSC work reach mining employees “at the coal face”. The MHSC must improve its dissemination practices to achieve this, by leveraging some of the successful mechanisms such as RTF’s, improving and simplifying how information is communicated (including the utilization of various official languages).
- **Focus and Reach** – the MHSC needs to ensure that its focus and reach is broadened into areas of mining OHS impact that have not been traditionally covered by the MHSC. These include the broader mining communities, women in mining, the mining environmental impact on OHS, post-mining operations, to name a few.
- **Appropriate Relevant Research** – the MHSC must ensure that its research programmes are appropriate and relevant to meet the evolving needs of the mining

industry. This will require careful planning, consultation and prioritisation to enable the limited financial resources to be applied most effectively to research activities.

- **Interaction with Minister and Mining Industry Principals** – the MHSC must improve the way that it interacts with the Minister and Mining Industry Principals, in order to better leverage the potential influence of the organisation in achieving the expected outcomes.
- **MQA and MHSC relationship** – the MHSC must strengthen its relationship with the MQA as a key strategic partner in achieving improved OHS performance, especially on matters of OHS training and development.
- **Collaboration with Stakeholders and Strategic Partners** – the MHSC is an important component of the mining OHS environment, but to be successful it needs to collaborate with its stakeholders and with strategic partners, and the organisation must improve the mechanisms through which it collaborates. This collaboration should include international or global organisations.
- **Visibility and Recognition** – the MHSC should implement strategies to improve the visibility and recognition of the organisation as a knowledge leader in Mining OHS matters
- **Continuous Organisational Performance Improvement** – the MHSC needs to improve how organisational performance is managed.
- **Governance and Compliance** – the MHSC must ensure that its governance practices are appropriate and that compliance is effective and consistent. Ensuring attainment of higher maturity levels of governance and compliance.
- **Upskilling** – the MHSC needs to ensure that its people are adequately skilled for the Council work that they are expected to perform. This upskilling applies to both MHSC employees, Council and members of Advisory Committees.
- **Procurement** – the MHSC needs to improve the way procurement is handled in order to achieve more efficient and cost-effective sourcing of goods and services, including value for money.
- **The New Levy Model and Levy Collection** – the introduction of the new levy model and the associated levy collection are critical to underpin the financial stability of the MHSC, this includes diversification of revenue sources.
- **Additional inputs from Tripartite Stakeholders** – Additional inputs were received from members of the MHSC Tripartite Stakeholders and there were considered and incorporated into the MHSC Strategy or Operational Plans.

These strategic imperatives have been used as input to the MHSC Strategic Plan and will be incorporated in the relevant Strategic Objectives and Strategic Initiatives that are outlined in subsequent sections.

1.3 UPDATES TO RELEVANT COURT RULINGS

There were not court rulings that affect the operations and the business model of the MHSC.

2. PART B: MINE HEALTH AND SAFETY COUNCIL STRATEGIC FOCUS

2.1 SITUATIONAL ANALYSIS

In developing the five (5) year MHSC Strategic Plan for 2020/21 to 2024/25, Both detailed PESTEL analysis was performed, analyzing the Political, Economic, Sociological, Technological, Environmental and Legal environment in which the MHSC operates and formulating responses to the potential issues that the organisation may face and SWOT analysis, defining the Strengths, Weaknesses, Opportunities and Threats of the organisation and developing responses to these.

2.1.1 PESTEL ANALYSIS

Table 1 below, detailed PESTEL analysis performed, analyzing the Political, Economic, Sociological, Technological, Environmental and Legal environment and responses

ISSUES	STRATEGIC RESPONSE
POLITICAL	
(a) Impact of International Politics which include Trade Wars, Trade Agreements.	(a) Monitor international political developments that have an impact on the mining industry, assess the likely impact for necessary interventions.
(b) Changes within EU and African Union and SADC.	
(c) International pressure groups issues, especially impacting of the mining industry.	(b) Monitor pressure groups, assess the likely impact for necessary interventions.
(d) Government, policies, legislation and regulations impacting on MHSC.	(c) Monitor developments and review the state of compliance and impact on MHSC.
(e) New Government (administration) term, new focus areas and priorities.	(d) Engage the Ministry on expectations as part providing advice and receiving feedback on the expected role of MHSC.
(f) Local and Regional Political Issues.	(e) Monitor Local and Regional political developments, assess the likely impact for necessary interventions.
(g) Political will in developing strategies to combat COVID-19	(f) Monitor global developments on COVID-19
ECONOMIC	

ISSUES	STRATEGIC RESPONSE
(a) Decline in local and global economic growth.	(a) Assess the impact of economic growth decline on the sustainability of MHSC and impact on OHS in SAMI, develop interventions which includes the review of income generation strategies and implementing cost containment measures, and OHS initiatives.
(b) Possible job losses and Unemployment.	(b) Assess the impact of possible job losses on OHS performance.
(c) Exchange rates and Commodity fluctuation, especially on capital equipment sourcing of imported equipment.	(c) Negotiate that suppliers manage foreign exchange risk on cost of equipment or services.
(d) Mine production and employment levels. <ul style="list-style-type: none"> Decline in production and employment levels due to the impact of the Disaster Management Act Regulations 	(d) Monitor impact of production and employment levels on OHS and its impact on levy income critical for financial sustainability of MHSC. Possible future revision of the model which is currently at a pilot stage. (e) The MHSC to implement the revenue generation strategy
(e) Acquisitions and Mergers, Assets off-loading by Mining Majors	(f) Assess the likely impacts of such developments on Companies OHS resourcing and develop necessary interventions.
SOCIAL	
(a) Impact of on demographic changes in SAMI on OHS including Women in Mining (WiM).	(a) Develop a programme to address OHS issues impacting as result of changes in demographics as an outcome of assessment including the impact on Women in the Mining Industry. <ul style="list-style-type: none"> The establishment of WIMAC to strategically elevate WiM related issues
(b) Customs, values and norms impacting negatively impacting on the promotion of positive OHS Culture in the in SAMI.	(b) Facilitate Implementation of the Culture Transformation Framework (CTF).

ISSUES	STRATEGIC RESPONSE
(c) Negative impact of Mining on surrounding communities.	(c) Develop Programme to address the OHS issues impacting communities affected by Mining.
(d) Illegal mining	(d) Develop and implement OHS programmes to address illegal mining.
(e) Lack of critical skills in the SAMI	(e) Collaborate with MQA and other relevant stakeholders to capacitate the sector including implementation of the second phase of the CoE
(f) Socio-Economic impact of mining brought about by community pressures (e.g. industrial action, political unrest and COVID-19)	(f) Monitor developments and alter MHSC's Strategic Plans (g) Improve on the MHSC's stakeholder management
TECHNOLOGICAL	
(a) Digitisation of mining	(a) Facilitate implementation of research outcomes with technology interventions and leveraging on new technologies. <ul style="list-style-type: none"> • The MHSC to expedite the establishment of the 4IR Committee (this will assist in the collection research information to avoid duplication)
(b) Information and data management on OHS matters.	(b) Provide advice on an information management system and facilitate research outcomes with technology interventions. (Implementation of an Information management systems) <ul style="list-style-type: none"> • Development of an MHSC APP for information sharing and communication (database integration)

ISSUES	STRATEGIC RESPONSE
(c) Mechanisation and automation of mining activities	(c) Develop interventions to manage OHS risks to mining as result of mechanisation and automation of mining activities. <ul style="list-style-type: none"> • The MHSC to develop a strategy to minimise the negative impact of technology on people (e.g. upskilling of mine employees with technological advancements through the MQA's programmes) • Strategically embrace ICT and take advantages of the benefits review ICT role in the implementation of 4IR insofar as Research is concerned)
(d) Impact of Covid-19 on the stakeholder engagements	(b) Provide the necessary IT infrastructure to enable stakeholder engagements
ENVIRONMENTAL	
(a) Inadequate Mine rehabilitation and closure with respect to OHS matters.	(a) Provide guidelines on appropriate mine rehabilitation and closure with respect to OHS matters.
(b) Impact of acid mine drainage, toxic emissions, mine tailing dump and blasting on surrounding communities.	(b) Review existing research recommendations to mitigate the risks and conduct new research where necessary.
(c) Effects of climate change on OHS.	(c) Develop a programme to address issues of climate change that are impacting on OHS.
LEGAL	
(a) Legislation development affecting the SAMI locally and internationally including national obligations and commitments.	(a) Respond to gaps in regulation through research review or development of OHS regulation.
(b) Legislation developments affecting the MHSC	(b) Monitor legislative changes and implement as required.

2.1.2 SWOT ANALYSIS

Table 2 below, detailed a (SWOT) analysis Strengths, Weaknesses, Opportunities and Threats which was performed to identify appropriate responses to the issues:

STRENGTHS	WEAKNESSES
<p>(a) Improving OHS performance.</p> <ul style="list-style-type: none"> • The long term OHS trend is evidence of the impact that has already been achieved. • The advice given to the Minister to improve OHS in terms of Regulations and the culture of OHS in the SAMI. <p>(b) Passion for Vested Interest on OHS.</p> <ul style="list-style-type: none"> • Passion for Vested interest on OHS is critical to sustain and further improve the OHS trend. • Allowing and Encouraging for participation and engagements of all the Tripartite stakeholders in matters of OHS including communities affected by mining (Stakeholder inclusivity promotion) <p>(c) Continuous monitoring and reviewing of OHS trends and improvements done through the MHSC research outcomes and initiatives to improve the incidents.</p> <p>(d) Continuous stakeholder engagements with Tripartite stakeholders in sharing of learnings and best practices at RTFs and workshops and OHS Summit, etc.</p> <p>(e) Create a platform for Tripartite interactions.</p> <p>(f) Collaboration with Strategic Partners.</p> <ul style="list-style-type: none"> • Consistent engagements with strategic partners through MoU's and sharing of best practices. • Avoiding duplication of efforts. 	<p>(a) Lack of Leadership</p> <ul style="list-style-type: none"> • Long term interventions are planned to address leadership instability through effective organisational succession planning. • Trust deficit to enable line managers making decisions. • Empowering business heads to ensure they are capacitated to lead subordinates. • Creating an environment where managers are trusted to make good decisions

STRENGTHS	WEAKNESSES
<p>(g) Technical experts/ Industry experts.</p> <p>(h) Capable workforce.</p> <ul style="list-style-type: none"> • Delivery on strategic objectives initiatives through effective human capital allocation in key areas identified on regular basis. <p>(i) Informed research programme and research management approach, Existing Research Project Portfolio.</p> <ul style="list-style-type: none"> • By developing interventions to address pertinent OHS research areas to address OHS challenges. • The MHSC methodology/ approach on soliciting research topics or proposals inclusive of all tripartite stakeholders (Stakeholder consultation in the research value chain process). <p>(j) Capacity building initiatives for Council, Council Advisory committees and MHSC employees.</p> <ul style="list-style-type: none"> • Utilisation of existing skills expertise of all stakeholder to create MHSC value to the SAMI. <p>(k) Capacity building initiatives for Council, Council Advisory committees and MHSC employees.</p> <ul style="list-style-type: none"> • Utilisation of existing skills expertise of all stakeholder to create MHSC value to the SAMI. <p>(l) Associations and interactions with stakeholders on various platforms including RTF's.</p> <ul style="list-style-type: none"> • Effective networking that cuts across the value chain of the MHSC. 	<p>(b) Inadequate implementation of the Interaction with the Minister.</p> <ul style="list-style-type: none"> • Strengthen implementation of the Interaction Plan. <p>(c) Organisational instability (Skills retention, Vacancy rate and Employee job satisfaction).</p> <ul style="list-style-type: none"> • Human capital practices will be addressed as part of the proposed strategy. • Ensure the labour force turnover rate is reduced by introducing competitive remuneration packages and creating a better working environment. • Strengthen Recruitment Process, Retention Strategy, Exit Interview Process and Review Organisational Culture. <p>(d) Lack of integrated MHSC ICT systems (e.g. Finance, Project Management System, Documentation System, Requisition System, etc.).</p> <ul style="list-style-type: none"> • Reviewing current systems and sourcing integrated system, including supporting ICT infrastructure. • Implementation of an integrated system for various databases to interphase with each other. <p>(e) Inadequate staff capacity.</p> <ul style="list-style-type: none"> • Reviewing the current MHSC structure or organogram for possible restructuring as part of alignment of human capital resources with MHSC strategy. <p>(f) Prolonged decision making resulting inadequate service delivery.</p>

STRENGTHS	WEAKNESSES
<p>(m) Ability to collect revenues and collection rates.</p> <ul style="list-style-type: none"> • Financial Sustainability of MHSC. • Conducting of research. • Seed funded projects. <p>(n) Stable ICT infrastructure.</p> <ul style="list-style-type: none"> • Access to MHSC information and good base for creating MHSC information hub for OHS also assisting with internal efficiencies. • Stable ICT infrastructure which enables ability to host virtual events. <p>(o) Stable ICT infrastructure.</p> <ul style="list-style-type: none"> • Access to MHSC information and good base for creating MHSC information hub for OHS also assisting with internal efficiencies. • Stable ICT infrastructure which enables ability to host virtual events. <p>(p) Well-known brand name, image/ reputation.</p> <ul style="list-style-type: none"> • Improve stakeholder engagements. <p>Providing more visibility towards ZERO Harm.</p>	<ul style="list-style-type: none"> • Implement effective improved internal control systems and workflows. (i.e.) <ul style="list-style-type: none"> ○ Improved leadership ○ Improved communication ○ Alignment and streamlining of the business unit's workplans. ○ Prioritization of initiatives. <p>f) Inadequate communication, promotion, dissemination and implementation of research outcomes.</p> <ul style="list-style-type: none"> • Targeted messaging, improved packaging of research outcomes and leverage on 4th Industrial Revolution opportunities. • Encourage the implementation of research outcomes on different dissemination platforms (Virtual and physical platforms). <p>g) Rapid changes in nature of work and misalignment of organisational structure.</p> <ul style="list-style-type: none"> • Regular review of workflows and realign human capital. • (HR unit to be properly structured and prepared to deal or adjust to the rapid changes within the organization). <p>(i) Lack of integration with partners' systems e.g. DMRE Statistics systems.</p> <ul style="list-style-type: none"> • Engage with partners (including DMR) to define and implement system integration. <p>(j) Inadequate research needs determination.</p> <ul style="list-style-type: none"> • Strengthen MHSC research process to avoid and detect potential duplication of research. • Improve the research projects database (repository) of the MHSC and knowledge management systems. • MHSC is strengthening the collaboration with strategic partners to avoid duplication of effort.

OPPORTUNITIES	THREATS
<p>(a) Klopperbos Facility which is Internationally Recognised.</p> <ul style="list-style-type: none"> • Potential to develop research capability within MHSC, expanding research offering, through the availability and use of Klopperbos Research and Testing Facilities. <p>(b) IP and Royalties from Research and seed funded projects.</p> <ul style="list-style-type: none"> • Possible additional revenue stream generated through IP and Royalties from research and seed funded projects. <ul style="list-style-type: none"> ○ Development of a strong Business Case ○ Conduct Market Assessment. ○ Calculation of ROI Return of investment & Return of intent. ○ Capacity – Capacitate current workforce and or hire new workforce/ outsource. <p>(c) Review MHSC Strategic Partnerships research institutions and funding institutions (both public and private sector).</p> <ul style="list-style-type: none"> • Potential for co-funding and leveraging on existing resources of the partnership. <p>(d) Strategic Partnerships OHS</p> <ul style="list-style-type: none"> • Promotion of OHS culture in the SAMI to achieve Zero Harm. <p>(e) New levy model</p> <ul style="list-style-type: none"> • Improvement of OHS in the industry through focus on managing risks and leading indicators of OHS and rewarding good performers and encouraging continuous improvements. <p>(f) Fourth Industrial Revolution</p> <ul style="list-style-type: none"> • Efficient internal processes, real time monitoring and interventions to OHS challenges. 	<p>(a) Resistance to the new levy model in the SAMI.</p> <ul style="list-style-type: none"> • Levy model is still in pilot phase, inputs to be collected from levy paying mines, to ensure efficient and effective levy model collection for the new levy model.

2.1.3 INTERNAL ENVIRONMENT

2.1.4.1. CENTRE OF EXCELLENCE (COE)

The launch of the Centre of Excellence (CoE) which is a game changer on how MHSC conducts business and whose scope has been extended taking into consideration the implementation of Phase two (2) of the CoE Implementation Plan. Phase two of the CoE deals with training and development of mineworkers on occupational health and safety aspects. The MHSC tripartite stakeholders' arrangement continues to offer support in the delivery of the MHSC mandate. The MHSC recognises the significant role played by its stakeholders in its success and has amended its strategic objective on capacity building to ensure its stakeholders are provided with sufficient support for the purposes of executing their support and oversight responsibilities.

The Centre of Excellence (CoE) was established to ensure that the MHSC conducts high quality research with outcomes that will be widely adopted by the South African Mining Industry (SAMI). This was because of MHSC Tripartite Stakeholders acknowledging that since the establishment of the MHSC in 1997, research was conducted but whether the outcomes were reaching the coalface remained unsatisfactory and unmeasured. In addressing dissemination challenges; the CoE was envisaged to be the game changer with which the research conducted is streamlined to provide evidence into OHS training initiatives, creation of new knowledge and innovative technologies to improve OHS, generation of IP and possible commercialisation of research outcomes in form of new technologies and knowledge made available to the mining industry.

Therefore, it became necessary for the MHSC to review its strategy and plan to align with this new development, which contributes to the National Development Plan (NDP), and will indirectly create job opportunities and improve OHS research through collaboration with existing national research institutions. This collaboration has enabled the MHSC to reach agreements with various research institutions and provided seed funding for upgrading of their laboratories for them to be research ready to service the South African Mining Industry thus have Return on Investment (ROI) in the long term, in terms of various benefits to be accrued to the mining industry.

2.1.4.2. ORGANISATIONAL ENVIRONMENT

The MHSC faced major challenges due to capacity constraints at the organisation with a vacancy of the Chief Financial Officer and the Chief Human Capital Officer.

2.1.4.3. INFORMATION ABOUT THE INSTITUTION'S CAPACITY TO DELIVER ON ITS MANDATE

The MHSC's core mandate is to advise the Minister of Mineral Resources and Energy on matters of health and safety affecting the South African mining industry. This mandate is achieved by conducting cutting edge research; reviewing and developing legislation; and promoting a culture of health and safety in the South African mining industry.

The MHSC employs over 60 permanent office employees that are well trained and qualified to support the council in delivering on its mandate. The MHSC office also works in close collaboration with over 150 members of advisory committees and subcommittees from tripartite stakeholders including the State, Employers and Organised Labour. Expertise to advise Council is derived from the following specialist committees:

- (a) Audit and Risk Committee (ARC)
- (b) Human Resources and Remuneration Advisory Committee (HRRAC)
- (c) Social and Ethics Committee (SEC)
- (d) Safety in Mines Research Advisory Committee (SIMRAC)
- (e) Mining Regulations Advisory Committee (MRAC)
- (f) Culture Transformation Advisory Committee (CTAC)
- (g) Mining Occupational Health Advisory Committee (MOHAC)
- (h) Mining industry TB HIV/Aids Advisory Committee (MITHAC)
- (i) Mining Occupational Safety Advisory Committee (MOHAC)
- (j) Women in Mining Advisory Committee (WIMAC)

2.1.4 EXTERNAL ENVIRONMENT

2.1.4.1. RECENT STATISTICS RELEVANT TO THE INSTITUTION AND SECTOR

On the 11th of March 2020, the World Health Organization (WHO) declared the coronavirus COVID-19 outbreak as a pandemic. To mitigate the spread of COVID-19 government declared a national state of disaster and subsequent thereto also declared a national lockdown which was eased to level 4 lockdown Stage on the 01st May 2020.

On the 23rd of April 2020, the President announced that a risk adjusted strategy will be implemented through which government will take a deliberate and cautious approach to the easing of the current lockdown restrictions and reiterated that the action we take now must be measured and incremental.

The country is currently on COVID-19 alert level 3, in an attempt to carefully manage the spread of the various and simultaneously keep many sectors of the SA economy open. The MHSC continues to be cautious as there are still fears given we are slowly escaping the second wave of the COVID19 pandemic, and a third wave may erupt.

As of the 17th of February 2021, according to information compiled by the Minerals Council South Africa. A total number of 387 540 employees have been screened out of a total number of 472 706 employees from member mines of the Minerals Council South Africa. The total number of tests conducted is 122 966, and a total of 30 341 positive cases have been reported. As of the 17th of February 2021, 604 cases were active, 342 deaths have been reported in SA mines and 29 395 employees have recovered from COVID19.

Over the years, there have been concerns raised that the Occupational Health and Safety (OHS) performance of the South African Mining Industry (SAMI) was not accurately or satisfactorily reflecting the amount of effort and resources that the SAMI stakeholders, collectively and individually, have invested for the purpose. However, we have recently observed and are proud and encouraged that our efforts have started to show a sustainable downward trend in occupational diseases, injuries and fatalities. This improvement was also commended during the Minister's release of the 2019 mine health and safety statistics, where the sector recorded the lowest ever number of fatalities on record at fifty-one (51) fatalities in 2019 compared to eighty-one (81) in 2018; which represents a 37% improvement year-on year. Final statistics for the year 2020 have not been officially released by the Department of Mineral Resources and Energy (DMRE) as yet, however provisional statistics as of the 14th of December 2020, show that fifty-

eight (58) fatalities have been reported in 2020 as of that day, which represents a 18% regression as compared to the 14th of December 2019.

There is a continued gradual reduction on the pulmonary tuberculosis (PTB) cases reported from 2015 to 2018 in the South African Mining Industry. Medical Inspectors ensure that mines adhere to the TB Guidance note which is based on the Department of Health, National Guidelines, Masoyise iTB Programme campaigns by the Minerals Council South Africa and MITHAC, the implementation of tuberculosis (TB) programs where extensive contact tracing is done at primary health centre (PHC), occupational health centre (OHC), mine accommodation and in the peri-mining communities.

During 2014, the industry reported the highest number of noise-induced hearing loss (NIHL) cases, followed by a downward trend in 2015 and 2016. An increase was noted on the number of cases reported in 2017, followed by a decrease in 2018. During 2019, the NIHL cases reported by mines increased slightly when compared to the previous year.

Counselling for HIV has steadily shown an upward trend, although the industry has not reached the milestone requirement of 100% as envisaged from the summit milestone on HIV, Counselling and Testing (HCT).

HIV testing has improved from 57% to 66.7% for the reporting period. This might not be in line with the 90:90:90 strategy which requires that at least 90% of employees should know their status, however it is encouraging that more people are agreeing to get tested.

TB screening has increased satisfactorily over the years from 72% to 97.3% currently. The increase has been in line with 90: 90: 90 strategy whereby 90% of employees have been screened for TB and this has remained constant for the past four years.

The summit commitments on TB set in 2014 require that the TB incident rate SHOULD BE at or below the national TB incident rate. The WHO estimated a rate of 520 per 100 000 in 2018 and the industry was below that at 435 per 100 000, however the incidence rate has increased to 578 per 100 000 for the reporting period. National TB incidence Rate for 2019 is not available for comparison with the industry.

Approximately 70% of employees were counselled for HIV, however only 67% agreed to be tested for HIV and of those tested, only 6,2% were found to be positive.; while 4.2% were positive when considering those counselled and 2.9% were positive considering the total population.

TB screening has remained above 90% for the past four years as seen with the TB screening trend above, and that is encouraging as it implies that more than 90% of employees will be investigated for TB and treated accordingly as soon as they have been diagnosed. Employees diagnosed with TB have decreased from 0.4% in 2018 to 0.3% in 2019. The TB strategies put in place are working as less people are diagnosed with TB.

2.1.4.2. INFORMATION ABOUT STAKEHOLDERS WHICH CONTRIBUTES TO THE INSTITUTION'S ACHIEVEMENT OF ITS PLANNED OUTCOMES.

The Mine Health and Safety Council (MHSC) hosted the Mine Occupational Health and Safety (OHS) Principals Meeting on the 26th of November 2020. The Principals Meeting was hosted in line is in line with the MHSC mandate provided for in Section 43 (e) of the Mine Health and Safety Act (MHSA), which states that the MHSC must at least every two years, arrange and coordinate a tripartite Summit to review the state of OHS at mines. The summit could not be held in 2020 due to travel restrictions and limitations in gatherings as part of control measures to manage the COVID19 Pandemic.

Principals from the State, Organised Labour and Employers provided their perspectives regarding the current challenges and measures that should be implemented to ensure sustainable OHS improvement.

At the MHSC Mine Occupational Health and Safety Summit held in 2014, Mining Stakeholder Principals and Industry representatives agreed on the following milestones to be achieved by 2024:

- Elimination of Fatalities and Injuries
- Rehabilitation of mine workers injured in the line of duty.
- Elimination of occupational diseases
- Elimination of Noise Induced Hearing Loss
- Integration and simplification of compensating systems
- Reduction and prevention of TB, HIV and Aids
- Implementation of the Culture Transformation Framework

- Establishing of the Centre of Excellence for Research, Research Implementation, and Capacity Building

Mining industry stakeholder Principals deliberated on a number of key issues. Principals agreed that the mining sector needs to prioritise matters relating to Women in Mining (WIM) and Gender Based Violence (GBV). Furthermore, the mining industry needs to work together, in consultation with other Departments and entities including the Department of Health and the Department of Employment and Labour, to find solutions to the COVID19 Pandemic.

Principals also asserted that the revision of the Mine Health and Safety Act, 1996 (Act No. 29 of 1996) as amended, needs to be prioritised, to accommodate small scale mining operations, the right to refuse dangerous work and accountability measures for gross negligence or misconduct.

The MHSC needs to fast-track research and legislative initiatives dealing with matters of Falls of Ground, Seismicity, Collision Avoidance and Traffic Management Systems in the SA mining industry.

The MHSC and its stakeholders need to increase resources and capabilities to deal with matters of health such as TB, HIV/Aids and COVID19 in addition to focusing on matters of safety in the SA mining industry. The use of cannabis at the workplace is of a high concern. Guidance on this is required from a legislative and research perspective. In addition, stakeholders need to continue with research and legislative efforts focusing on silicosis, Noise Induced Hearing Loss and coal miners' pneumoconiosis.

The MHSC needs to continue benchmarking with international mining counterparts such as Australia that are performing relatively well in terms of Occupational Health and Safety. Mining Principals need to consider re-establishing the Mining Industry Growth, Development and Employment Task Team MIGDETT given the current challenges the sector is facing. Illegal mining remains a challenge we need to address, a multi-stakeholder approach and a renewed focus will assist the mining sector in reaching greater heights.

The MHSC needs to ensure that compensation and rehabilitation systems are in place for mineworkers affected by mining activities resulting in diseases or impairments such as Silicosis and Noise Induced Hearing loss. Also, the Culture

Transformation Pillars need to be reprioritised and the implementation of the pillars needs to be expedited.

The Honourable Minister Gwede Mantashe delivered the keynote address and emphasised the need for all stakeholders to work together in managing the COVID19 pandemic. The Minister further urged delegates to not be negative towards technology. Mining leaders must equip employees on technology for the benefit of all stakeholders. In addition, the Minister advised that safety for Women must be improved. Mining leadership needs to look into safety equipment and allocation of jobs for women. The Minister went further to add that small scale mining is an important and growing sector of the economy. The Department has developed a programme for the training of artisanal mining in the Northern Cape. Lastly, the Minister implored the delegates to consider and focus on clean coal technologies to ensure a sustainable future for South African mining.

3. PART C: MEASURING MINE HEALTH AND SAFETY COUNCIL PERFORMANCE

3.1 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

3.1.1 STRATEGY MAP

In terms of guidance provided by the principal, which is the Department of Mineral Resources and Energy, MHSC is required to develop an Annual Performance Plan (“Plan”) on the annual basis. The Annual Performance Plan addresses focus areas that management deems necessary for the achievement of the MHSC mandate.

The MHSC Strategic Objectives formulated for the 2020/21 - 2024/25 financial years have been transposed onto a strategy map that provides a high-level illustration of the strategy showing where each objective is depicted in the balanced scorecard perspectives and the causal relationships between each objective.

In order for the stakeholder/customer objectives to be achieved, MHSC needs to deliver effective and efficient services through its internal processes. These processes are efficient and effective if they are supported by the appropriate organisational learning and human resources growth. All of the objectives require the financial resources to be achieved.

The Annual Performance Plan was assessed for alignment to the current National Development Plan (NDP) goals and objectives. Chapter 9, 10 and 13 of the NDP were found to be the most relevant chapters for the Mine Health and Safety Council in terms of its contribution to the national initiatives, as outlined by the National Development Plan including the Nine-Point Plan as delivered in the State of the Nation Address was considered.

MHSC follows the balance scorecard approach to measure performance against strategic objectives. The balance scorecard comprises of a set of perspectives namely, *the customer perspective, Internal perspective, learning & growth perspective and financial perspective*

Each balance scorecard perspective reflects the strategic objective, the method of measuring the achievement of that objective, related to the target that MHSC is aiming for in each reporting period. Tracking performance indicators are also provided for, to meet a wide variety of reporting requirements and more importantly so that interim performance can be managed by the business.

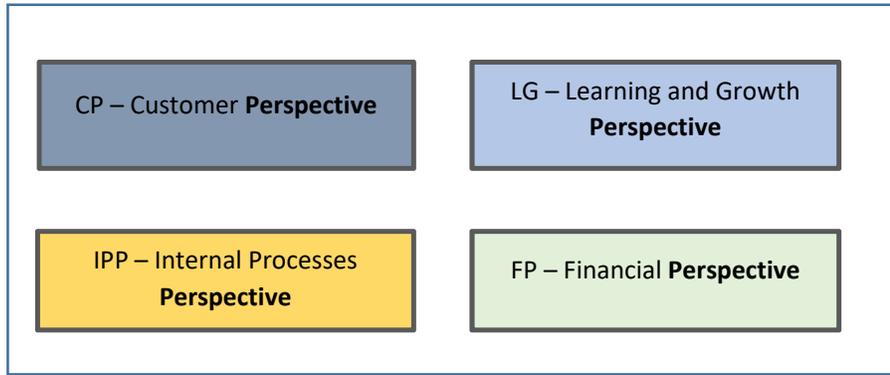
Finally, a set of Strategic Initiatives or actions are outlined towards the achievement of the Strategic Objective. Each component of the Strategy is assigned to a responsible employee and dates upon which results should be delivered and performance measured

Customer Perspective (CP): There is increasing realisation of the importance of customer focus and customer satisfaction in any organisation. These are leading indicators: MHSC will endeavour to ensure to monitor on a continuous basis through customer (stakeholder) feedback on services and products provided by the organisation to the mining industry

Internal process perspective (IP): This perspective focuses on the internal business processes that are core to the organisation and improving these will result to achievement of operational efficiency and excellence. A fully functional and capacitated Centre of Excellence and other MHSC support business units will ensure Council and its Committees are provided with necessary support that will ensure efficiency and effectiveness of MHSC and change how business is conducted for the better.

Learning and growth perspective (LG): There are three key areas of focus when developing objectives and measures for the Learning and Growth perspective and they are *human capital, information capital and organisational capital*. These components will ensure that employees and MHSC stakeholders (Council and Advisory Committee members) possess necessary skills that match the organisational strategy, tools that the MHSC needs to execute its strategy and the ability to grow and learn for continuous improvement.

Financial perspective (FP): This perspective will address financial sustainability and expenditure management. In the case of MHSC, the focus is on collecting all revenue (levies), looking at alternative sources of revenue, budgeting appropriately and managing expenditure and financial risks.



MHSC Figure 1: MHSC APP Strategy Map

3.2 MEASURING MINE HEALTH AND SAFETY COUNCIL STRATEGIC OBJECTIVES (OUTCOMES/ PROGRAMMES):

3.2.1 CUSTOMER PERSPECTIVE OBJECTIVE (CP01) (15%)

Name of the objective:						
Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining.						
Definition of the objective:						
Develop interventions that will address current and emerging OHS risks and advise the Minister through advisory notes and engagements.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary Measure	Percentage Of Initiatives Implemented	(Actual Initiatives Implemented/ Planned Initiatives) X 100	Percentage		Quarterly	
Yearly target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget R'000
85%	85%	85%	85%	85%		R34 783
Initiatives to enable achievement of the objective:				Responsible		
1.	Develop a legislative programme for ministers approval.			CROO	30 March 2022	
2.	Implement the approved legislative programme.			CROO	31 March 2022	
3.	Develop a costed research programme for approval by the minister and submission to minister of finance.			CROO	31 March 2022	
4.	Implement the approved research programme.			CROO	31 March 2022	
5.	Review the state of health and safety performance in the SAMI and advise the minister on relevant interventions taking into consideration emerging and global development impacting on health and safety.			CROO	31 March 2022	

6.	Conduct impact assessment study for research and legislative interventions.	CHCO	31 March 2022	
7.	Review interaction programme for minister and stakeholders principals.	CHCO	30 April 2021	
8.	Implement interaction programme with minister and stakeholders principals.	CHCO	31 March 2022	
9.	Provide advice on collection, processing and distribution of health and safety data to the industry.	CROO	31 March 2022	

3.2.2 CUSTOMER PERSPECTIVE OBJECTIVE (CP02) (15%)

Name of the objective:						
Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices.						
Definition of the objective:						
Share and facilitate implementation of OHS best practices in the SAMI through technology innovations, knowledge transfer and training initiatives on OHS.						
Measures to enable tracking of progress:		Formula for calculation:	Measure Unit:		Frequency of reporting date	
Primary Measure	Percentage Of Initiatives Implemented	(Actual Initiatives Implemented/ Planned Initiatives) X 100	Percentage		Quarterly	
Yearly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget R'000
100%	100%	100%	100%	100%		
Initiatives to enable achievement of the objective:				Responsible		
1.	Review the CTF programme for approval by Council.			CROO	30 April 2021	
2.	Implement the approved CTF programme.			CROO	31 March 2022	
3.	Annual publication and communication of research results.			CROO	31 March 2022	
4.	Review effectiveness of the current Dissemination Strategy.			CROO	31 March 2022	
5.	Review the dissemination framework and guidelines.			CROO	30 April 2021	
6.	Implement the dissemination framework and guidelines.			CROO	Annually	
7.	Review the Branding and Marketing Strategy for approval by Council.			CHCO	30 April 2021	
8.	Implement Branding and Marketing Strategy.			CHCO	31 March 2022	

3.2.3 CUSTOMER PERSPECTIVE OBJECTIVE (CP03) (10%)

Name of the objective:						
Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS.						
Definition of the objective:						
Collaboration with statutory bodies, strategic partners and stakeholders on OHS matters.						
Measures To Enable Tracking Of Progress:		Formula For Calculation:	Measure Unit:		Frequency Of Reporting Date	
Primary measure	Percentage of initiatives implemented	(actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
Yearly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget R'000 R5 617
100%	100%	100%	100%	100%		
Initiatives To Enable Achievement Of The Objective:				Responsible		
1.	Review the strategic partners' collaboration programme for approval by Council.			CHCO	30 April 2021	
2.	Implement the approved strategic partners collaboration programme.			CHCO	31 March 2022	
3.	Review the Comprehensive Stakeholder Management Strategy for approval by Council.			CHCO	30 April 2021	
4.	Implement the approved Comprehensive Stakeholder Management Strategy.			CHCO	31 March 2022	
5.	Review the Global Collaboration Strategy for approval by Council.			CHCO	30 April 2021	
6.	Implement the approved Global Collaboration Strategy.			CHCO	31 March 2022	

3.2.4 LEARNING AND GROWTH PERSPECTIVE OBJECTIVE (LG01) (10%)

Name of the objective:						
Ensure best Human Capital management practices that will support the achievement of a highly skilled, motivated and capable MHSC employees, Council Advisory Committees and Council.						
Definition of the objective:						
Implementation of best Human Capital practices utilising the Human Capital Strategy.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
Yearly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
100%	100%	100%	100%	100%		
Initiatives to enable achievement of the objective:				Responsible		R2 783
1.	Review the Human Capital Strategy and Plan for Council approval.			CHCO		30 April 2021
2.	Implement the approved Human Capital Plan.			CHCO		31 March 2022

3.2.5 INTERNAL PERSPECTIVE OBJECTIVE (IP01) (5%)

Name of the objective:						
To improve MHSC compliance and implementation of good corporate governance						
Definition of the objective:						
Continuous improvement of monitoring, compliance and corporate governance practices and programmes within MHSC.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
Yearly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget R'000 R7 419
100%	100%	100%	100%	100%		
Initiatives to enable achievement of the objective:				Responsible		
1.	Review King IV Implementation Plan for 2021/22 for approval by Council.			CGO	30 April 2021	
2.	Implement approved recommendations of the King 4 Gap Analysis			CGO	31 March 2022	
3.	Review the Social and Ethics Implementation Plan for 2021/22 for approval by Council.			CGO	30 April 2021	
4.	Implement the Social and Ethics Implementation Plan.			CGO	31 March 2022	

3.2.6 INTERNALPERSPECTIVE OBJECTIVE (IP02) (10%)

Name of the objective:						
Ensure MHSC information is adequately managed and secured.						
Definition of the objective:						
Create a mining OHS knowledge hub and implementation of Centre of Excellence Strategic Objectives.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/ planned initiatives) x 100	Percentage		Quarterly	
Yearly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
100%	100%	100%	100%	100%		
Initiatives to enable achievement of the objective:				Responsible		R15 039
1.	Develop information, knowledge and records management programme for approval by Council.			CHCO	30 April 2021	
2.	Implement information, knowledge and records management programme.			CHCO	31 March 2022	

3.2.7 INTERNAL PERSPECTIVE OBJECTIVE (IP03) (5%)

Name of the objective:						
To ensure MHSC Office ICT infrastructure is available to facilitate implementation MHSC core systems Integration and automation.						
Definition of the objective:						
Provide ICT infrastructure and implement core MHSC system integration and automation.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/ planned initiatives) x 100	Percentage		Quarterly	
Yearly target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
100%	100%	100%	100%	100%		R'000
Initiatives to enable achievement of the objective:				Responsible		R1 325
1.	Develop the fourth industrial revolution (4IR) programme for approval by Council.			ICT Manager	31 July 2021	
2.	Implement ICT Infrastructure recommendations aligned to MHSC 4IR programme .			ICT Manager	31 March 2022	
3.	Implement systems integration and automation programme.			ICT Manager	31 March 2022	

3.2.8 INTERNAL PERSPECTIVE OBJECTIVE (IP04) (5%)

Name of the objective:						
Leverage on the fourth industrial revolution (4IR) for improvement of OHS in the SAMI.						
Definition of the objective:						
Continuous monitoring of the impact of the 4IR related developments for improvement of OHS in the SAMI						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
Yearly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
85%	85%	85%	85%	85%		
Initiatives to enable achievement of the objective:				Responsible	R5 147	
1.	Develop the SAMI fourth industrial revolution (4IR) programme for approval by Council.			ICT Manager	31 March 2022	

3.2.9 FINANCIAL PERSPECTIVE OBJECTIVE (FP01) (15%)

Name of the objective:						
Ensure financial sustainability of MHSC.						
Definition of the objective:						
Diversify revenue sources to ensure financial sustainability of MHSC.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Proportion of income collected from levies	(Rand value of income collected/total levied for the year) x 100	Percentage		Quarterly	
Yearly target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
70%	0%	0%	50%	70%		
Initiatives to enable achievement of the objective:				Responsible	R11 398	
1.	Review the Revenue Generation Plan for approval by the Council.			CFO	30 April 2021	
2.	Implement the Revenue Generation Plan.			CFO	31 March 2022	
3.	Implement the Debt Management Strategy.			CFO	31 March 2022	

3.2.10 FINANCIAL PERSPECTIVE OBJECTIVE (FP02) (10%)

Name of the objective:						
Ensure efficient and effective financial management.						
Definition of the objective:						
Ensuring value for money through zero budgeting, strategic sourcing, expenditure and contract management.						
Measures to enable tracking of progress		Formula for calculation	Measure unit		Frequency of reporting	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
Yearly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget R'000 R11 397
75%	75%	75%	75%	75%		
Initiatives to enable achievement of the objective				Responsible		
1.	Spend 95% of MHSC capital expenditure			CFO	31 March 2022	
2.	Implement the goods and services sourcing strategy.			CFO	31 March 2022	
3.	Review the Contract Management Policy and Strategy			CFO	30 April 2021	
4.	Implement the Contract Management Policy and Strategy.			CFO	31 March 2022	
5.	Finalise the transfer of Klopperbos Research Facility.			CFO	31 March 2022	

3.3 MEASURES (KPI), ANNUAL TARGET AND QUARTERLY TARGETS

3.3.1 CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 01): Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	One (1) legislative programme annually.	Develop a legislative programme for Ministers approval.	N/A	Stakeholder Engagement – Request stakeholders to submit identify and submit legislative gaps.	Legislative Gaps Analysis Workshop and draft of the 2021/22 programme approved by MRAC.	Advisory report approved by Council.
2.	Four (4) legislative advisory notes.	Implement the recommendations of the approved legislative programme	Submit legislative advisory note	Submit legislative advisory note	Submit legislative advisory note	Submit legislative advisory note

3.	Research Programme for Implementation Submitted to Minister for approval within Stipulated timelines.	Develop a costed research programme for approval by the Minister.	Solicit research topics from stakeholders	Host needs analysis workshop to prioritise submitted research topics	Draft programme approved by SIMRAC.	Advise Council and Minister on research Programme.
4.	Number of advisory notes submitted	Implement the recommendations of the approved research programme.	N/A	Submit research advisory note	N/A	Submit research advisory note
5.	Council approved recommended interventions submitted in the form of bi-annual reports within stipulated timelines.	Review the state of health and safety performance in the SAMI and advice the Minister on relevant interventions taking into consideration emerging and global development impacting on health and safety.	N/A	Submit report on MHSC interventions addressing the DMRE Occupational Health and Safety report	N/A	Submit report on MHSC interventions addressing the DMRE Occupational Health and Safety report

6.	Impact assessment conducted	Conduct impact assessment study for research and legislative interventions.	Prepare the ToR and submit to Finance	Procuring process through supply chain	Services to conduct the assessment procure through SCM	Conducting the assessment
7.	Review and approval of the Interaction Programme for Minister and Stakeholders Principals.	Review interaction programme for minister and stakeholders principals.	Programme developed and submitted to Council for approval.	N/a	N/a	N/a
8.	Number of implemented initiatives as per plan	Implement interaction programme with minister and stakeholders principals.	Implement initiatives for the quarter in line with the plan	Implement initiatives for the quarter in line with the plan	Implement initiatives for the quarter in line with the plan	Implement initiatives for the quarter in line with the plan
9.	Advisory note submitted to Minister for approval on OHS data and information management and utilisation in the mining industry, within stipulated timelines.	Provide advice on collection, processing and distribution of health and safety data to the industry.	Submit quarterly report from analysis of Health data inclusive of Covid19 reporting	Submit quarterly report from analysis of Health data inclusive of Covid19 reporting	Submit quarterly report from analysis of Health data inclusive of Covid19 reporting	Submit quarterly report from analysis of Health data inclusive of Covid19 reporting

3.3.2 CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 02): Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	CTF Programme submitted to Council within stipulated timelines.	Develop a CTF programme for approval by Council.	CTF programme approved by Council for implementation.	N/a	N/a	N/a
2.	% of the CTF Programme initiatives implemented within stipulated timelines.	Implement the approved CTF programme	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.
3.	% of the research results Initiatives implemented within stipulated timelines.	Annual publication and communication of research results.	50% Collate research results from projects completed in the last three financial years.	100% Collate research results from projects completed in the last three financial year.	Draft publication recommended by SIMRAC to Council.	Submit publication for approval by Council and uploading on the website.

4.	% Implementation of the review process action on effectiveness of Dissemination of MHSC work or Strategy including Related Plans, within Stipulated timeframes.	Review effectiveness of the current Dissemination Strategy.	Develop TORs and advertise for a service provider.	Appoint service provider.	Progress on assessment by service provider.	Advisory report approved by Council.
5	Approval of Dissemination Framework and Guideline within Stipulated timeframes.	Develop Dissemination Frameworks and Guidelines.	Dissemination Framework and Guideline approved by Council for implementation.	N/a	N/a	N/a
10.	% of the Implemented Dissemination Framework and Related Guideline and within stipulated timelines.	Implement Dissemination Frameworks and Guidelines.	N/a	Submit quarterly reports on implementation of dissemination frameworks and guidelines strategy	Submit quarterly reports on implementation of dissemination frameworks and guidelines strategy	Submit quarterly reports on implementation of dissemination frameworks and guidelines strategy

3.3.3 CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 03): Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Submission of a revised Strategic Partners Collaboration Programme for implementation to Council within stipulated timelines.	Review the strategic partners' collaboration programme for approval by Council.	Revised Strategic Partners Collaboration Programme approved by Council.	N/a	N/a	N/a
2.	% of the Strategic Partners Collaboration Programme Initiatives Implemented within Stipulated timelines.	Implement the revised strategic partners' collaboration programme for approval by Council.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.
3.	Develop a comprehensive Stakeholder Management strategy for Council approval.	Develop a comprehensive Stakeholder Management strategy for Council approval.	Submit the stakeholder management strategy to Council for approval	N/a	N/a	N/a

4.	Implement the approved comprehensive Stakeholder Management strategy.	Implement the approved comprehensive Stakeholder Management strategy.	Implement the initiatives for the quarter in line with the plan.	Implement the initiatives for the quarter in line with the plan.	Implement the initiatives for the quarter in line with the plan.	Implement the initiatives for the quarter in line with the plan.
5.	Develop a global collaboration strategy.	Develop a global collaboration strategy.	Researched and gathered information on global collaborations	Prepare TOR to be submitted to Finance	Procure a service provider to assist with the development of the strategy	Submit the Strategy to Council for approval

3.3.4 LEARNING AND GROWTH PERSPECTIVE OBJECTIVE (PROGRAMME) (LG 01): Ensure best Human Capital management practices that will support the achievement of a highly skilled, motivated and capable MHSC employees, Council Advisory Committees and Council.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Approval of the Human Capital Strategy and Plan for approval by the Council.	Review the Human Capital Strategy and Plan for Council.	Reviewed HR Strategy approved	N/a	N/a	N/a
2.	Implement the approved Human Capital Plan.	Implement the approved Human Capital Plan.	Implement initiatives planned for the quarter			

3.3.5 INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 01): Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Approval of the King IV Implementation Plan for 2021/22.	Review King IV Implementation Plan for 2021/22 for approval by Council.	Review and submit to RCMC, ARC and Council approval.	N/a	N/a	N/a
2.	% implementation of approved recommendations of the King 4 Gap Analysis	Implement approved recommendations of the King 4 Gap Analysis	% implementation of recommendations of the King 4 Gap Analysis	% implementation of recommendations of the King 4 Gap Analysis	% implementation of recommendations of the King 4 Gap Analysis	% implementation of recommendations of the King 4 Gap Analysis
3.	Approval of the Social and Ethics Implementation Plan for 2021/22.	Review the Social and Ethics Implementation Plan for 2021/22 for approval by Council.	Review and submit to RCMC, ARC and Council approval.	N/a	N/a	N/a
4.	% implementation of Social and Ethics Implementation Plan.	Implement the Social and Ethics Implementation Plan.	% implementation of recommendations			

			of the King 4 Gap Analysis			
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3.3.6 INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 02): Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Information, knowledge and records management Programme developed and approved.	Develop Information, knowledge and records management Programme	Information, knowledge and records management Programme developed	N/a	N/a	N/a
2.	Information, knowledge and records management Programme implemented	Implement Information, knowledge and records management Programme.	N/a	Implementation of plans on the programme	Implementation of plans on the programme	Implementation of plans on the programme.

3.3.7 INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 03): To ensure ICT infrastructure is available to facilitate implementation MHSC core systems Integration and automation.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Approval of the fourth industrial revolution	Develop the fourth industrial revolution (4IR) programme	Draft terms of reference of the 4IR committee	Appointment of the committee	4IR Programme development	Approval of the 4IR programme
2.	Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR programme.	Implement ICT Infrastructure recommendations aligned to MHSC 4IR programme.	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR programme.	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR
3.	Implementation of systems integration and automation programme.	Implementation of systems integration and automation programme	Terms of Reference for the financial systems have been developed.	Approval of the terms of reference	Procurement of the services provider	Implementation of systems integration and automation programme.

3.3.8 INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 04): Leverage on the fourth industrial revolution (4IR) for improvement of OHS in the SAMI and internal effectiveness.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Approval of the fourth industrial revolution	Develop the fourth industrial revolution (4IR) programme for South African Mining Industry (SAMI).	Draft terms of reference of the 4IR committee	Appointment of the committee	4IR Programme development	Approval of the 4IR programme

3.3.9 FINANCIAL PERSPECTIVE OBJECTIVE (PROGRAMME) (FP 01): Ensure financial sustainability of MHSC.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Review and approve the Revenue generation Plan	Approved Review revenue and generation Plan	1. Submit to CEO 2. Submit to ARC. 3. Submit to Council.	N/a	N/a	N/a
2.	Implement Revenue Generation Strategy & Plan	Approved Engagement Plan of Revenue Generation Plan	Have 1 engagement with potential donor / partner	Have 1 engagement with potential donor / partner	Have 1 engagement with potential donor / partner	Have 1 engagement with potential donor / partner
3.	70% Collection of Levies	Implement the Debt Management Strategy	N/a	n/a	45% Collection from mining companies	70% Collection from mining companies

3.3.10 FINANCIAL PERSPECTIVE OBJECTIVE (PROGRAMME) (FP 02): Ensure efficient and effective financial management.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
1.	Implement the spending plans in terms of the approved budget to ensure that the CAPEX budget is spent as planned	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure
2.	Review the goods and services sourcing strategy and policy.	Implement the goods and services sourcing strategy.	<ol style="list-style-type: none"> 1. Submission of the procurement plan to Budget Committee. 2. Submission of Procurement plan to the CEO 3. Submission of procurement plan to EXCO 	Implementation as per Procurement plan.	Implementation as per Procurement Plan.	Implementation as per Procurement Plan.

ITEM No	MEASURES (KPI)	ANNUAL TARGETS	Q1 (APR TO JUN)	Q2 (JUL TO SEP)	Q3 (OCT TO DEC)	Q4 (JAN TO MAR)
3.	Develop the Contract Management Policy and Strategy	Review the Contract Management Policy and Strategy	Submission of the final contract management policy and strategy to EXCO, ARC and Council	N/a	N/a	N/a
4.	Develop the Contract Management Policy and Strategy	Implement the Contract Management Policy and Strategy	Appointment of Contract Manager	Implementation as per Contract Management Strategy	Implementation as per Contract Management Strategy	Implementation as per Contract Management Strategy
5.	Implement the Contract Management Policy and Strategy	Finalise the transfer of Klopperbos	N/a	N/a	N/a	

3.4 OVERVIEW OF 2021/22 BUDGET AND MTEF ESITAMES

EXPENDITURE ESTIMATES

The Estimates of National Expenditure details the spending plans of the MHSC as required by National Treasury. Information in the ENE covers key policy areas, strategic objectives and service delivery targets. The budget was submitted to National Treasury during the second quarter of according to the MTEF Guidelines

REVISED STATEMENT OF FINANCIAL PERFORMANCE BASED ON COVID IMPLICATIONS

MINE HEALTH AND SAFETY COUNCIL STATEMENT OF FINANCIAL PERFORMANCE FOR THE PERIOD ENDING	
	Budget 2022 R
Income	111 237 850
Revenue from non-exchange transactions	
Levies	98 212 711
Surplus Utilisation	
State Funding	4 581 000
Revenue from exchange transactions:	
Klopperbos	1 834 799
Finance income	6 609 340
	-
Expenditure	111 237 850
Total Research and Development	25 352 651
Research & Development	20 471 453
Dissemination	824 298
RTF Costs	2 937 500
Klopperbos Research & Other	1 119 400
Administrative expenditure**	3 727 625
Corporate Governance - Council Costs	1 029 510
Depreciation and amortisation	7 176 867
Employee Cost	62 072 005
Research Staff	27 932 402
Support Staff	34 139 603
External Audit Fees	1 736 822
Internal Audit Fees	1 406 475
International Travel	
COVID-19	800 000
Legal fees	4 895 896
Offices Rental	3 040 000
(Deficit)/ Surplus for the year	-0

ADMINISTRATION COST COMPRISES OF VARIOUS EXPENDITURE ITEMS AS PER BELOW TABLE

Administration Cost Include:	3 727 624,57
Insurance	442 117,50
Local Travel	733 632,00
Printing and Stationery	753 803,00
Consumables	162 348,00
Telephone & Fax	281 920,00
Catering	209 647,10
Bad Debts Provision	1 144 156,97

**MINE HEALTH AND SAFETY COUNCIL
STATEMENT OF FINANCIAL POSITION AS AT MARCH 31**

	Budget 2022 R
ASSETS	
Current Assets	35 362 585
Cash and cash equivalents	32 563 676
Receivables (non-exchange)	1 273 221
Other receivables (exchange)	1 404 459
Consumables	121 229
Non-Current Assets	120 787 176
Property, plant and equipment*	86 600 597
Research Assets	27 930 601
Intangible assets**	6 255 978
TOTAL ASSETS	156 149 761
LIABILITIES	
Current liabilities	21 733 990
Trade and other payables (exchange)	17 943 704
Unallocated deposits (non-exchange)	-
Unutilised administrative fines (non-exchange)	-
Provisions	3 790 286
Finance lease current liability	-
Non-Current Liabilities	5 119 784
Post - retirement medical aid	662 606
Unallocated deposits (non-exchange)	-
Finance lease non current liability	621 184
Admin fines	3 835 994
NET ASSETS	129 295 987
Surplus / (Deficit)	129 295 987
Accumulated Assets	129 295 987

3.1. RELATING EXPENDITURE TRENDS TO STRATEGIC ORIENTED GOALS

The budget allocation below is detailed above in the Estimate of National Expenditure (ENE).
The budget is proportionally allocated to strategic objectives.

STRATEGIC OBJECTIVE	BALANCE SCORECARD PERSPECTIVE	ASSOCIATED COSTS/ BUDGET R'000
CO 01 - Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining	<i>Customer /Stakeholder Perspective</i>	R34 783
CO 02 –. Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices	<i>Customer/ Stakeholder Perspective</i>	R16 329
CO 03 - Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS	<i>Customer/ Stakeholder Perspective</i>	R5 617
IP 01 - To improve MHSC compliance and implementation of good corporate governance structures	<i>Internal Process Perspective</i>	R7 419
IP 02 -. Ensure MHSC information is adequately managed and secured	<i>Internal Process Perspective</i>	R15 039
IP 03 - To ensure ICT infrastructure is available to facilitate implementation MHSC core systems Integration and automation	<i>Internal Process Perspective</i>	R1 325
IP 04 - Leverage on the fourth industrial revolution (4IR) for improvement of OHS in the SAMI and internal effectiveness	<i>Internal Process Perspective</i>	R5 147
LG 01 - Ensure best Human Capital management practices that will support the achievement of a highly skilled, motivated and capable MHSC employees, Council Advisory Committees and Council.	<i>Learning and Growth Perspective</i>	R2 783
FP 01 - Ensure financial sustainability of MHSC.	<i>Financial Perspective</i>	R11 398

FP 02 - Ensure efficient and effective financial management.	<i>Financial Perspective</i>	R11 397
TOTAL BUDGET FOR STRATEGIC OBJECTIVES		R111 238

3.5 UPDATED KEY RISKS AND MITIGATION STRATEGIES

Management has developed the MHSC Strategic Plan for 2020/21 to 2024/25 and Annual Performance Plan 2020/21 financial year. MHSC Strategic Risk Register 2020/21 financial year have been developed and aligned with the Strategic Plan 2020/21 to 2024/25. The table below shows the key updated risks and mitigations on the Strategic Risk Register

OUTCOMES	KEY RISKS	RISK MITIGATIONS
1. Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining.	1. Delayed advice to Minister	1. Reschedule projects milestones.
		2. Provide allowance for committee membership.
		3. Committees to be granted permissions to continue with meetings.
		4. Revise the Committee ToRs to provide use of alternative means of communication.
		5. Filling of the vacant posts.
		6. Review of the structure
2. Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices.	2. Inadequate dissemination of research outcomes	1. Develop central database.
		2. Development of the dissemination framework and guidelines.
		3. Implementation of the dissemination framework and guidelines.
		4. Conduct evaluation survey.
		5. Implementation of the CTF programmer.
3. Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS.	3. Inadequate/unsupported stakeholder management	1. Engagement with stakeholders to create awareness on upcoming MHSC activities.
		2. Continuous engagements through different platforms.
4. Ensure best Human Capital management practices that will support the achievement of a highly skilled, motivated	4. Employee requirement mismatch.	1. Develop a competency-based interviews methodology framework.
		2. Develop MHSC competency framework.
		3. Develop the talent attractions and talent

OUTCOMES	KEY RISKS	RISK MITIGATIONS
and capable MHSC employees, Council Advisory Committees and Council.		retention strategy. 4. Upskill the employees on performance management.
5. To ensure ICT infrastructure is available to facilitate implementation MHSC core systems Integration and automation.	5.1 Obsolete ICT infrastructure with no warranty.	1. Procurement of the hardware and software including Storage Area Network.
	5.2 Lack of application integration.	2. Procurement of Solution to integrate and automate.
6. Ensure financial sustainability of MHSC.	6. Inadequate funding to finance MHSC operations	1. Conduct site visit at the mines after the billing process. 2. Develop payment plans for mines struggling with payments on a case-by-case basis.
7. Ensure efficient and effective financial management.	7. MHSC not spending on the mandate related activities	1. Reprioritise the MHSC spending plans. 2. Monitor the revised spending plans.