

Mine Health and Safety Council



MHSC
Strategic Plan
2014/15 to 2017/18

Thabo Dube

2014 0702 pc min

MHSC Mandate

- **Advise the Minister** on all occupational health and safety issues in the mining industry relating to legislation, research and promotion
- **Review and develop legislation** for recommendation to the Minister
- **Promote health and safety culture** in the mining industry
- **Oversee research** in relation to health and safety in the mining industry
- **Liaise with other bodies** concerned with health and safety issues

VISION AND MISSION

VISION STATEMENT

The Mine Health and Safety Council has a vision to be the trusted advisor to the Minister of Mineral Resources and to stakeholders for the South African Mining Sector as knowledge leader in occupational health and safety issues towards the achievement of Zero Harm to Mine Workers, Communities and the Environment.

MISSION STATEMENT

To Promote the Culture of OHS in the Mining Industry by striving towards Zero Harm on all Health and Safety Issues and Legislation.

GOAL

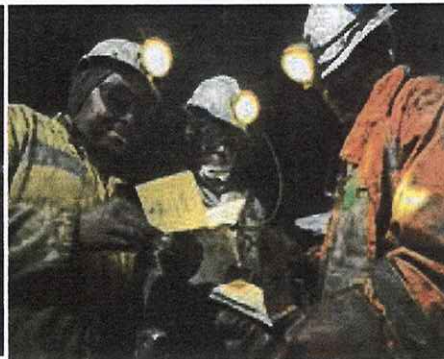
MHSC is pursuing the following goal:

- Zero Harm to employees in the Mining Sector and*
- Providing Knowledge Leadership in Mining OHS*

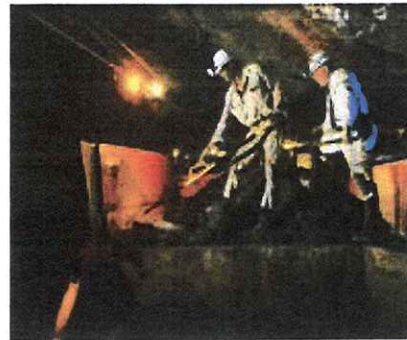
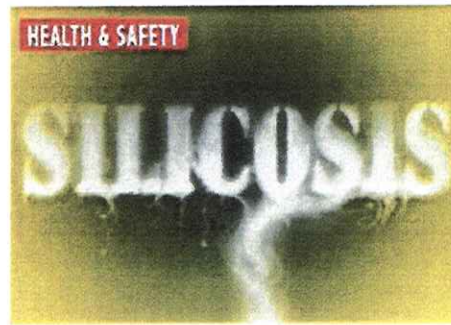
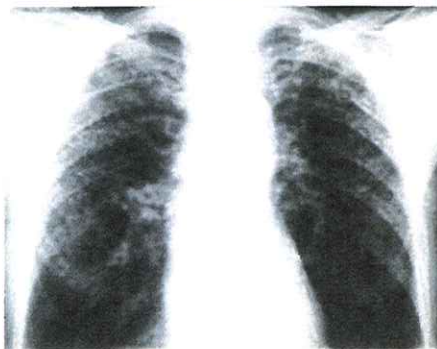
All the strategic objectives are linked to this goal



GOAL



*ZERO
HARM
& Knowledge
Leadership*



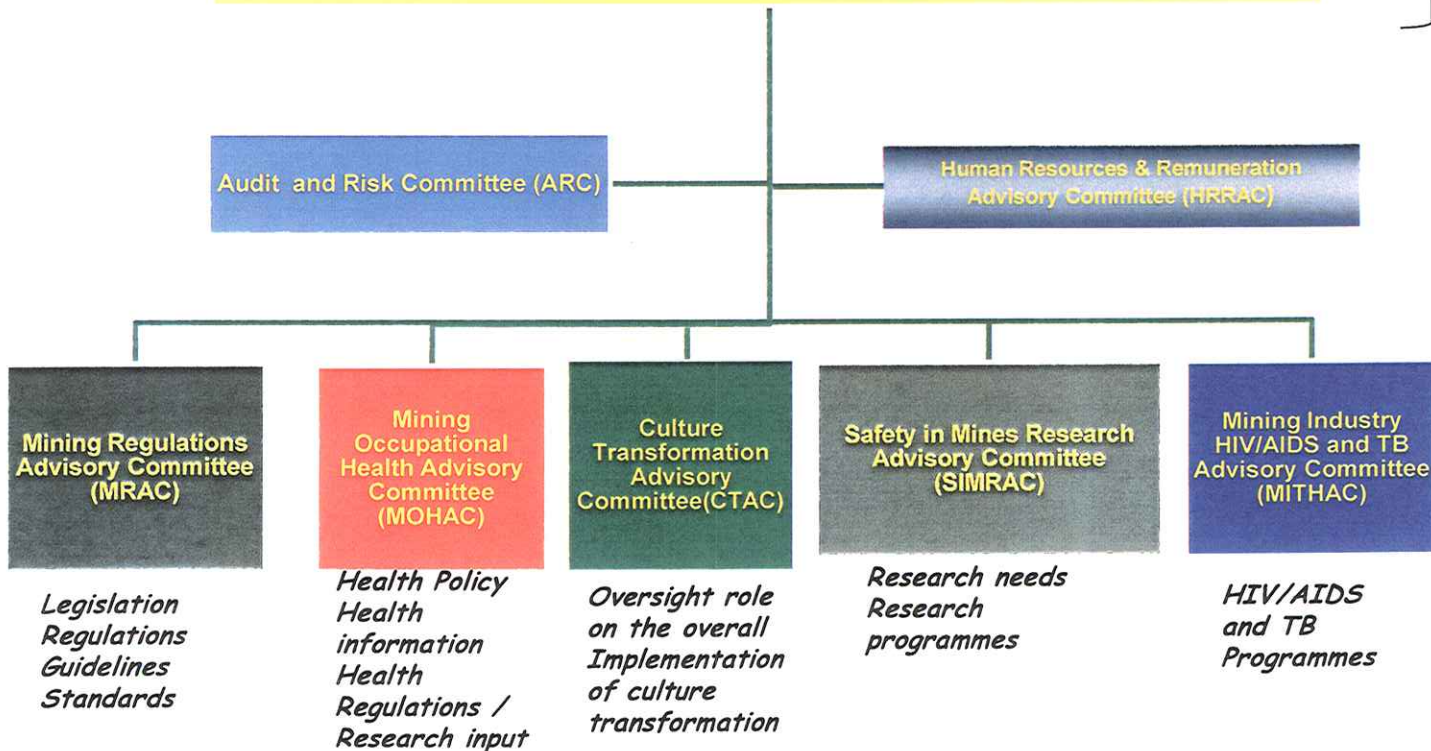
2013 MILESTONES

Occupational Safety – Fatalities and Injuries – Milestones	
Industry Target: Zero rate of fatalities and injuries	In the Gold Sector: By 2013, achieve safety performance levels equivalent to at least current international benchmarks for underground metalliferous mines
	In the Platinum, Coal and Other Sectors: By 2013, achieve constant and continuous improvement equivalent to at least current international benchmarks
Occupational Health – Milestones	
Industry Target: Elimination of Silicosis	By December 2008, 95% of all exposure measurement results will be below the occupational exposure limit for respirable crystalline silica of 0.1mg/m³ (these results are individual readings and not average results)
	After December 2013 , using present diagnostic techniques, no new cases of silicosis will occur amongst previously unexposed individuals (Previously unexposed individuals = individuals unexposed prior to 2008, i.e. equivalent to a new person entering the industry in 2008)
Industry target: Elimination of Noise Induced Hearing Loss (NIHL)	After December 2008 , the hearing conservation programme implemented by the industry must ensure that there is no deterioration in hearing greater than 10% amongst occupationally exposed individuals
	By December 2013 , the total noise emitted by all equipment installed in any workplace must not exceed a sound pressure level of 110dB(A) at any location in that workplace (includes individual pieces of equipment)

THE MHSC

Mine Health and Safety Council

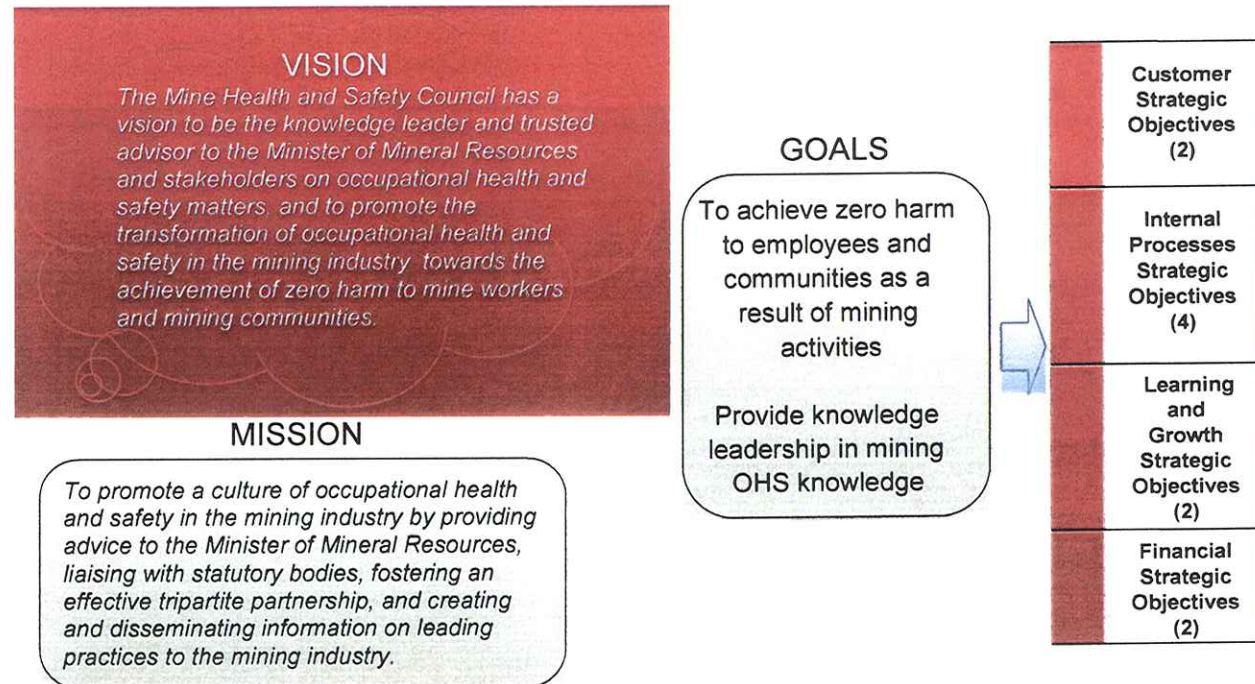
State
Labour
Employers



MHSC Office: Operations, Execution and Implementation

The MHSC Strategy Architecture

- The MHSC strategic framework comprises the essential components of an organisational strategy.



The 10 strategic objectives will enable the MHSC achieve its vision and mission. Most strategic objectives linked to the National Development Plan (NDP), Chapters 9, 10 and 13.

BALANCE SCORE CARD

1. Customer Perspective

Focus on customers (stakeholders) satisfaction to ensure that their needs are satisfied. Poor performance in this area is a leading indicator of relevance of MHSC.

2. Internal Business Perspective

Four key functional areas that focus on day to day operations; development of products and services to meet the customer needs and customer relationship management.

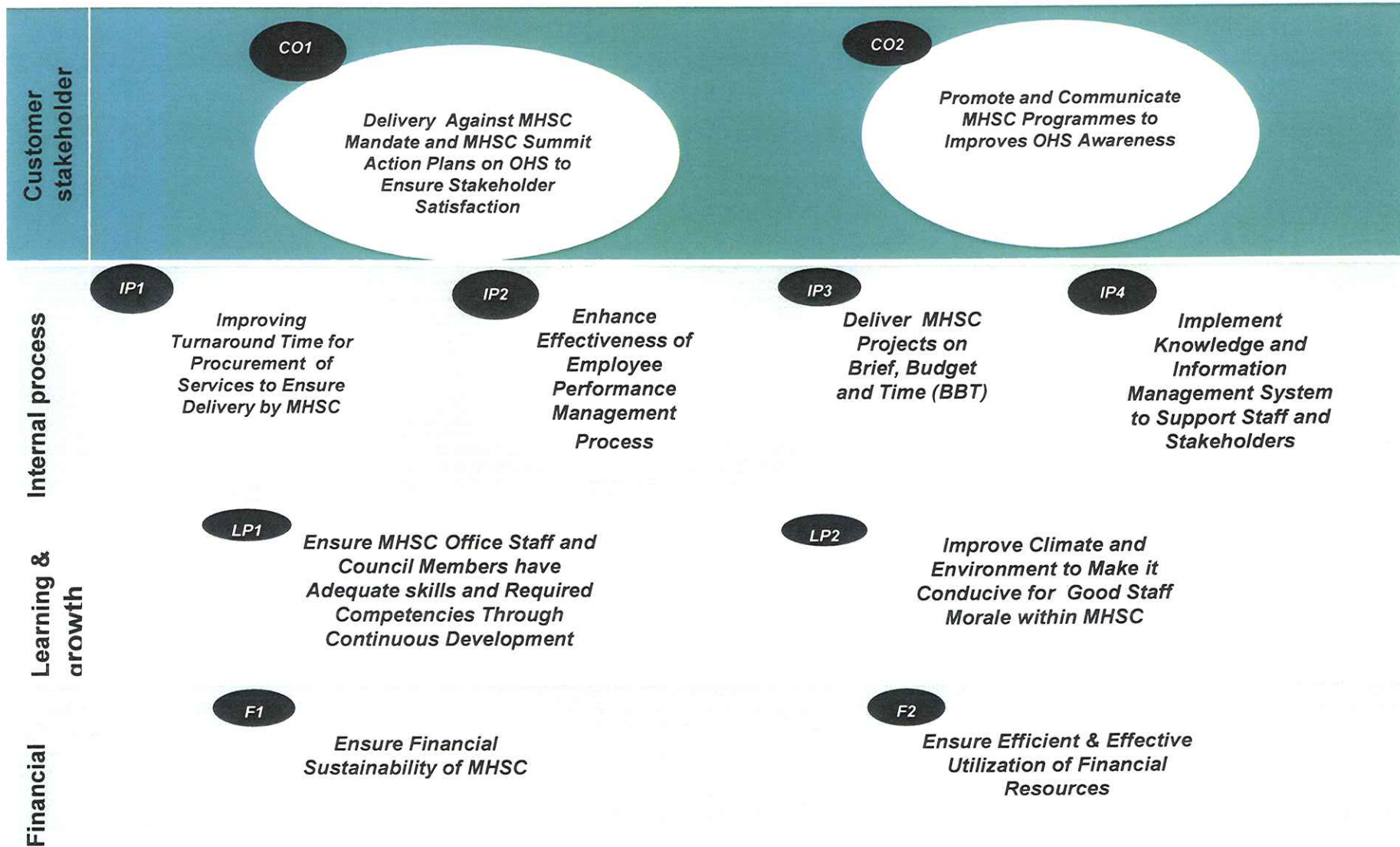
3. Learning and Growth Perspective

Growth in human capital, information capital and organisational is critical to the success of any and all organisations

4. Financial Perspective

To ensure financial sustainability through revenue collection; reducing operational costs and managing financial risks

MHSC BSC & STRATEGY MAP



Customer & Stakeholder Perspective

OBJECTIVE1: DELIVERY AGAINST MHSC MANDATE AND MHSC SUMMIT ACTION PLANS ON OHS TO ENSURE STAKEHOLDER SATISFACTION (NDP)

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Level of stakeholder satisfaction based on conducted survey score	Baseline	3	3	3	3.5	4

INITIATIVES

Initiatives to Enable Achievement of the Objective

- Conduct an industry needs analysis through Council members and Principals
- Develop and administer a stakeholder Satisfaction Survey on defined stakeholder groups
- Establish a process for soliciting stakeholder feedback from Council activities
- Review and develop OHS legislative advice notes for the MHSC
- Develop and approve advice reports for the MHSC
- Develop and approve advice reports on MHSC-specific actions from the Summit
- Review and report on the Health and Safety milestones for 2013, set in 2003
- Conduct research on the pertinent health and safety issues likely to impact shale gas extraction, and develop relevant regulations and guidelines

Customer & Stakeholder Perspective

OBJECTIVE 2: PROMOTE AND COMMUNICATE MHSC PROGRAMMES TO IMPROVE OHS AWARENESS

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Promotion and Communication of Initiatives to Mining Sector	N/A	80	80	80	80	80

INITIATIVES

Initiatives to Enable Achievement of the Objective

Develop a programme of initiatives to promote and communicate MHSC products and services and obtain Council approval

Implement an approved promotion and communication strategy plan for MHSC programs conducted and communicate with the stakeholders

Develop a system to track how stoppages, disruptions and retrenchments/layoffs affect medical surveillance

Internal Process Perspective

Objective 1: IMPROVING TURNAROUND TIME FOR PROCUREMENT OF SERVICES TO ENSURE DELIVERY BY MHSC (NDP)

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Service Procurement Turnaround Time	Not Measured	45 Days	45 Days	45 Days	45 Days	45 Days

INITIATIVES

Initiatives to Enable Achievement of the Objective

- Develop & budget for an annual forward demand procurement plan (AFPP)
- Review SCM policies, procedures and processes to ensure that there is 100% compliance
- Develop a proactive audit pack brief for internal and external audit
- Operationalise SCM strategy

Internal Process Perspective

Objective 2: ENHANCE EFFECTIVENESS OF EMPLOYEE PERFORMANCE MANAGEMENT PROCESS

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Quarterly Staff Appraisal Conducted	Not Measured	100%	100%	100%	100%	100%

INITIATIVES

Initiatives to Enable Achievement of the Objective

Re-engineer staff performance management process and implement new process - schedule quarterly feedback sessions and develop Personal/Individual Development Plan for employees to close skills and competency gaps

Develop Workplace Skills Plans (WSPs) and track personal development plans (PDPs) (Implementation through quarterly reporting)

Cascade APP objectives and actions into performance contracts of all staff

Review and re-engineer internal processes to ensure that they are effective ensuring improved performance of MHSC, based on identified processes requiring improvement

Internal Process Perspective

Objective 3: DELIVER MHSC PROJECTS ON BRIEF, BUDGET AND TIME (BBT) (NDP)

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Project Milestones Delivered within Budget and Time to Required Quality Standard	Not Measured	83%	85%	86%	87%	90%

Initiatives to Enable Achievement of the Objectives

INITIATIVES

Monitor and track projects utilising projects and contract register

Implement project management system to become fully functional

Operationalise Centre of Excellence (CoE) to become fully operational

Realign all Advisory Committee deliverables and workplans to Council strategy and deliverables

Develop a matrix for prioritisation of projects and develop a list of predetermined projects

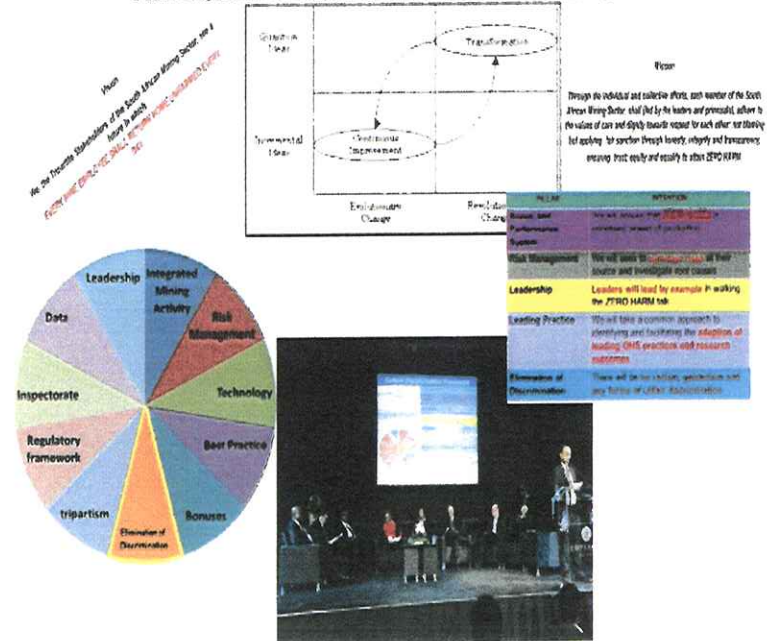
MHSC Initiatives- Summit Action Plan

CULTURE TRANSFORMATION FRAMEWORK

- Focus has been on 5 pillars of:
 - *Leadership*
 - *Risk Management*
 - *Adoption of Best practices*
 - *Elimination of Discrimination*
 - *Bonuses and performance incentives*
- Focus to move to remaining 6 pillars of:
 - Technology Adoption
 - Integrated Mining Activities
 - Tripartism
 - Regulatory Framework
 - Mine Health and Safety Inspectorate
 - Occupational Health and Safety Data

Culture Transformation Framework

THE DRIVING FORCE TOWARDS ZERO HARM



NEW & CONTINUATION PROJECTS

OHS New projects

1. SIM 140202 *“How can we improve barring practice and safety?”*
2. SIM 140601 *“Phase 1 Diesel Particulate Matters – Measurements.”*
3. SIM 140802 *“What is the Impact of Anti-Retro Viral drugs and Human Immunodeficiency Virus on the Auditory System?”*
4. SIM140901 *“Development of a South African Minimum Standard on Ground Vibration, Noise, Air blast and Fly rock Near Surface Structures to be Protected.”*
5. SIM 140701 *“Develop feasible methodologies to Aid Escape in Poor Visibility in underground environments.”*

OHS Continuation projects

1. SIM 140801 *“Adverse health impacts associated with dust emissions from mine tailings Year 3.”*
2. SIM 140605 *“Investigation into surface activity of Airborne Pollutants in the gold, platinum and coal mining environment year 3.”*
3. Safety of female employees, sexual harrassment

NEW & CONTINUATION PROJECTS CONTD

OHS Technology transfer projects

1. SIM 140301 *“Technology transfer on Minimising Seismic Risk in the Platinum Mines.”*
2. SIM 140201 *“Training on the Technology transfer on Support design in the Bushveld Complex.”*
3. SIM 140905 *“Handbook on PPE for Women in Mining.”*

Summit Action Plan projects

1. Awareness campaign in Sexual Harassment
2. OHS Reps Training
3. Review of OH data
4. Completion of National Enforcement guideline
5. Accident Investigation
6. Right to refuse dangerous work
7. Integrated Policy on HIV/AIDS & TB
8. Awareness Campaign on Mining Charter and HATS
9. Verification of measurements for Silica
10. Reprinting on Silicosis Awareness material

Internal Process Perspective

Objective 4: IMPLEMENT KNOWLEDGE AND INFORMATION MANAGEMENT SYSTEM TO SUPPORT STAFF AND STAKEHOLDERS (NDP)

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Deposits into the Repository	Not Measured	100%	100%	100%	100%	100%

INITIATIVES

Initiatives to Enable Achievement of the Objectives

Develop and implement a calendar of scheduled knowledge deposits (identified critical information)

Develop KM system processes stipulating data and information requirements

Estimate number or volume of artefacts that arise from 2014/15 year

Operationalise KM process

Develop KM effectiveness measurement tool to evaluate the usefulness of the KM system

Implement KM effectiveness measurement tool

Learning & Growth Perspective

Objective 1: ENSURE MHSC OFFICE STAFF AND COUNCIL MEMBERS HAVE ADEQUATE SKILLS AND REQUIRED COMPETENCIES THROUGH CONTINUOUS DEVELOPMENT (NDP)

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Employee PDP Implementation	Not Measured	75%	75%	75%	75%	75%

INITIATIVES

Initiatives to enable achievement of the objective

Identify training needs from the skills gap analysis and schedule training courses & workshops to address identified skills and competency gaps

Convenors to facilitate identifying skills gap within their tripartite grouping

Develop complete implementation plan to deal with MHSC Office staff skills audit results

Develop an adequate induction programme for Council Members and committees

Develop an adequate induction process for MHSC office staff that includes mine visits

Develop formal process/system to improve financial management and project management within the MHSC Office

Learning & Growth Perspective

Objective 2: IMPROVE CLIMATE AND ENVIRONMENT TO MAKE IT CONDUCIVE FOR GOOD STAFF MORALE WITHIN MHSC

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Level of Climate and Staff Morale Within MHSC	45%	75%	75%	75%	75%	75%

INITIATIVES

Initiatives to Enable Achievement of the Objective

Complete implementation of the 2013/14 Action Plan to address identified workplace climate issues.

Administer a follow-up workplace climate assessment survey

Introduce 360 degree staff surveys

Grievance & Staff turnover rates monitoring & reporting

Financial Perspective

Objective 1: ENSURE FINANCIALSUSTAINABILITY OF MHSC (NDP)

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Proportion of Income Collected	N/A	90%	90%	90%	90%	90%

INITIATIVES

Initiatives to enable achievement of the objective

Validate database of active mines
Implement a reviewed funding model to ensure the MHSC is adequately funded for delivery OHS needs in the mining industry as per mandate and Summit action plans

Financial Perspective

Objective 2: ENSURE EFFICIENT AND EFFECTIVE UTILISATION OF FINANCIAL RESOURCES (NDP)

MEASURES	TARGETS					
	13/14	14/15	15/16	16/17	17/18	18/19
Maintain spending in line With Approved Budget Variance	15%	10%	5%	5%	5%	5%

INITIATIVES

Initiatives to enable achievement of the objective

Develop and implement zero based budgeting process to determine cash flow requirements and monitor spending

Reduce current surplus to 6 months cover

"Implement spending plan to ensure surplus spending is limited to 6 months of fixed costs"

Develop and approve a budget for predetermined relevant projects

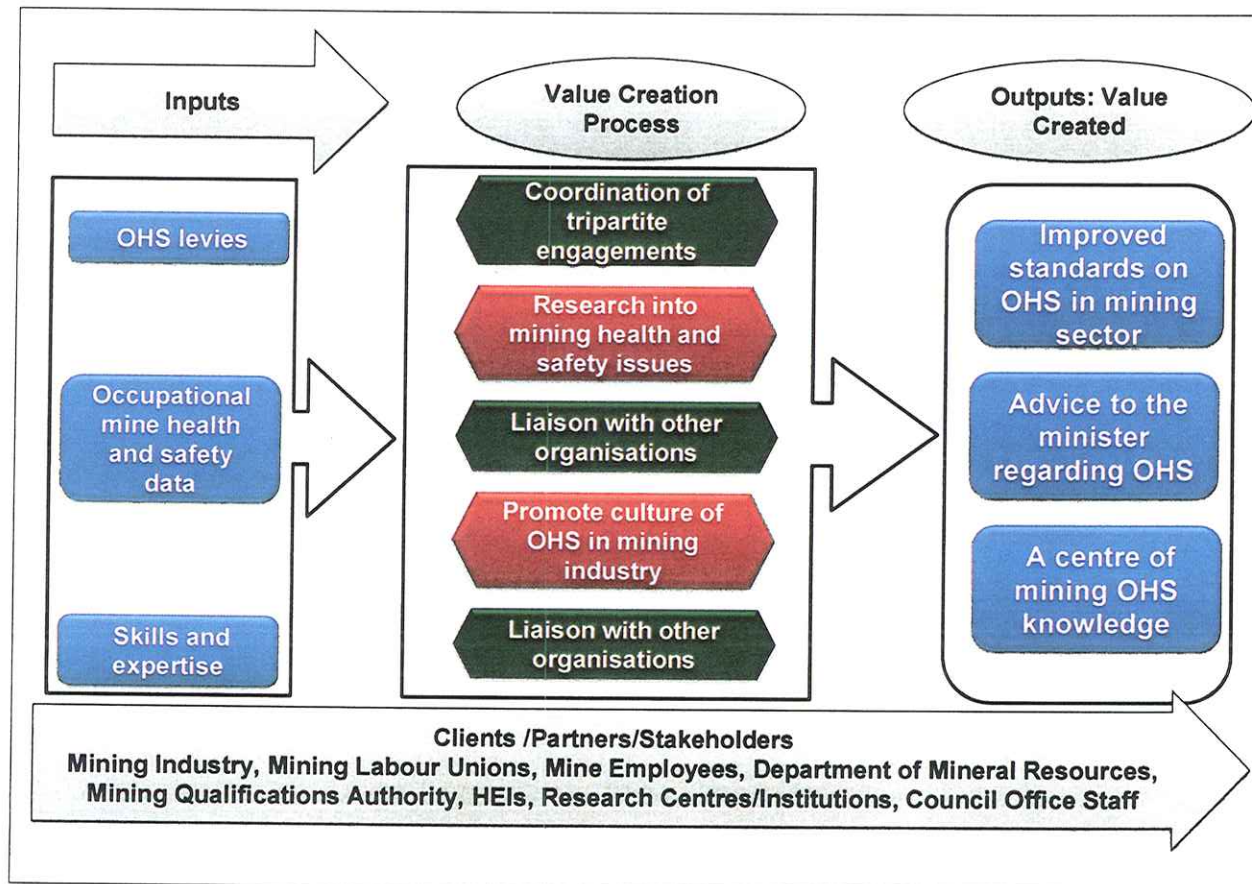
Approved Budget

MINE HEALTH AND SAFETY COUNCIL
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE BUDGET PERIOD ENDED 31 MARCH 2014

	Budget 2014 R	Budget 2015 R	Budget 2016 R	Budget 2017 R
Income	77,133,899	80,990,593	85,850,029	90,142,530
Revenue from non-exchange transactions	69,754,829	73,242,570	77,637,125	81,518,981
Promotion of Health And Safety	2,170,966	2,279,514	2,416,285	2,537,099
Revenue from exchange transactions:				
Finance income	5,031,282.34	5,282,846	5,599,817	5,879,808
Other income	176,821.25	185,662	196,802	206,642
Expenditure	100,458,432	105,074,271	110,759,963	115,949,907
Research expenditure	16,374,704	17,193,439	18,225,046	19,136,298
Strategic Objectives	11,500,000	12,075,000	12,799,500	13,439,475
Administrative expenses	17,611,768	18,492,356	19,601,897	20,581,992
Staff costs	25,253,740	26,516,427	28,107,413	29,512,783
Depreciation and amortisation	4,070,818	3,867,277	3,480,549	3,306,522
Spending on Surplus funds	23,468,300	24,641,715	26,120,218	27,426,229
Promotion of Health And Safety	2,170,966	2,279,514	2,416,285	2,537,099
Finance costs	8,136	8,543	9,056	9,508
Deficit for the year	-23,324,533	-24,083,678	-24,909,934	-25,807,377
Reconciliation of deficit funding:				
Deficit from operations	-23,324,533	-24,083,678	-24,909,934	-25,807,377
Spending from reserves	23,468,300	24,641,715	26,120,218	27,426,229
	143,767	558,037	1,210,283	1,618,852

MHSC BUSINESS MODEL

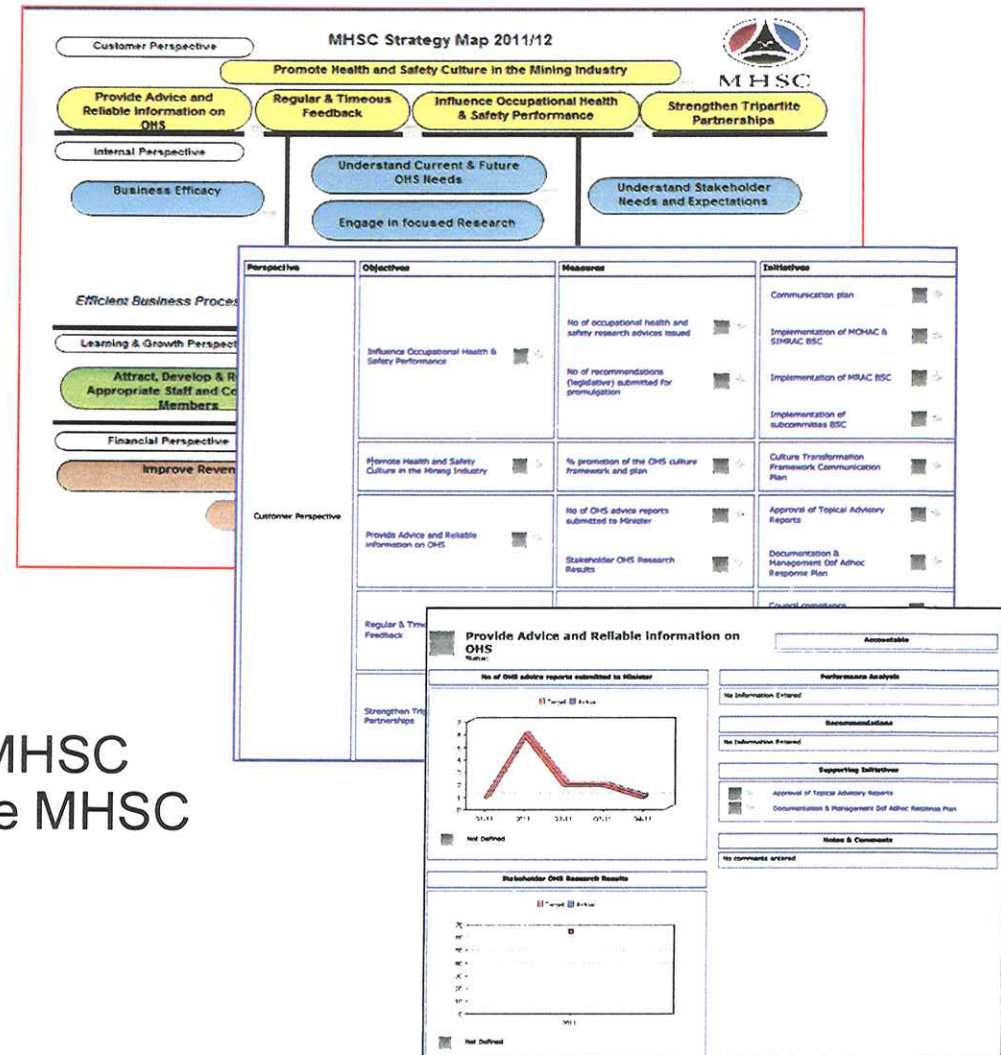
The MHSC Business Model describes how the organisation creates and delivers value to its stakeholders through the services and products it offers. The business model can be used as a marketing tool to illustrate the MHSC mandate.



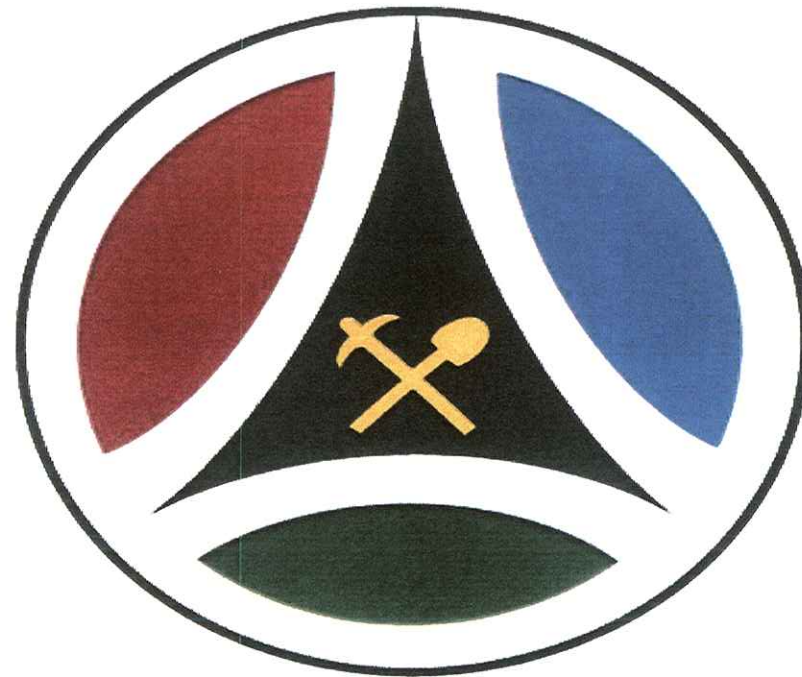
The operational structure below enables the MHSC stick to the business model.

Reporting & Performance Monitoring and Evaluation

- Business plan captures objectives, measures, targets, and initiatives linked to corporate strategy
- Monthly scorecard update
- Quarterly reports
- Use of internal Performance Management System
- Scorecards are cascaded from MHSC through its committees and to the MHSC Office to ensure alignment



Thank you



Mine Health and Safety Council