



MHSC

Mine Health and Safety Council

2020/21 Annual MHSC Strategic Plan

19 May 2020

THABO DUBE

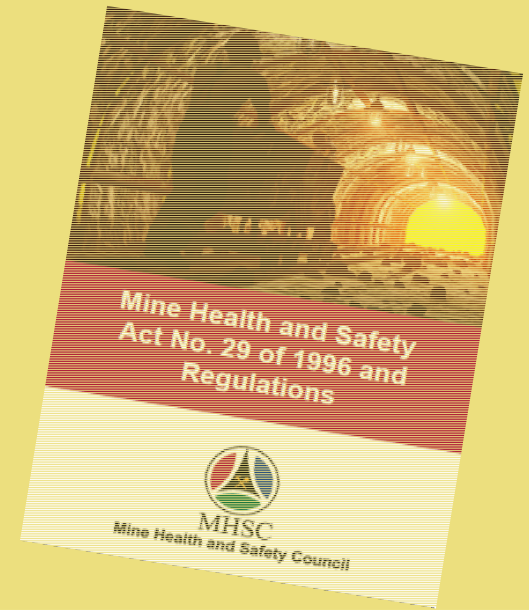
CONTENTS

- 1. Legislated MHSC Mandate**
- 2. MHSC Role and Journey to Zero Harm**
- 3. MHSC Values**
- 4. 2020- 2025 Strategic Objectives & Priorities**
- 5. MHSC Response to COVID 19**
- 6. Conclusion**



LEGISLATED MHSC MANDATE

- **Advise the Minister** on all occupational health and safety issues in the mining industry including legislation, research and promotion.
- **Review and develop legislation** for recommendation to the Minister (Focus on Regulations).
- **Oversee research** in relation to health and safety in the mining industry.
- **Liaise with other bodies** concerned with health and safety issues (MQA, State Departments and various Stakeholders).
- **Promote health and safety culture** in the mining industry.



ROLE OF MHSC IN THE SAMI

Vision: Zero Harm to Mine Employees and Communities Affected by Mining Activities.



Mining Communities

- ❖ Reduction in complaints
- ❖ Minimise negative impact on communities as a result of mining activities

- ❖ AMCU
- ❖ NUM
- ❖ Solidarity
- ❖ UASA

Organised Labour



Mining Employees

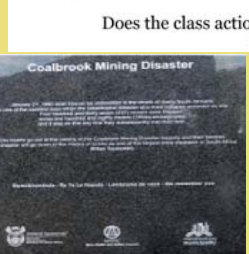
- ❖ Zero fatalities
- ❖ Elimination of injuries
- ❖ Elimination of occupational diseases

- ❖ DMRE
- ❖ DoL
- ❖ DoH

State

- ❖ MINCOSA
- ❖ SAMDA

Employers



MHSC VALUES

Caring

- Displaying kindness and concern for others.

Integrity

- Integrity, honesty and ethical approach in everything we do.

Respect

- Respect each other and value diversity in ideas, work style, background and skills.

Accountability

- Fully committing to improving health and safety culture in the SAMI.



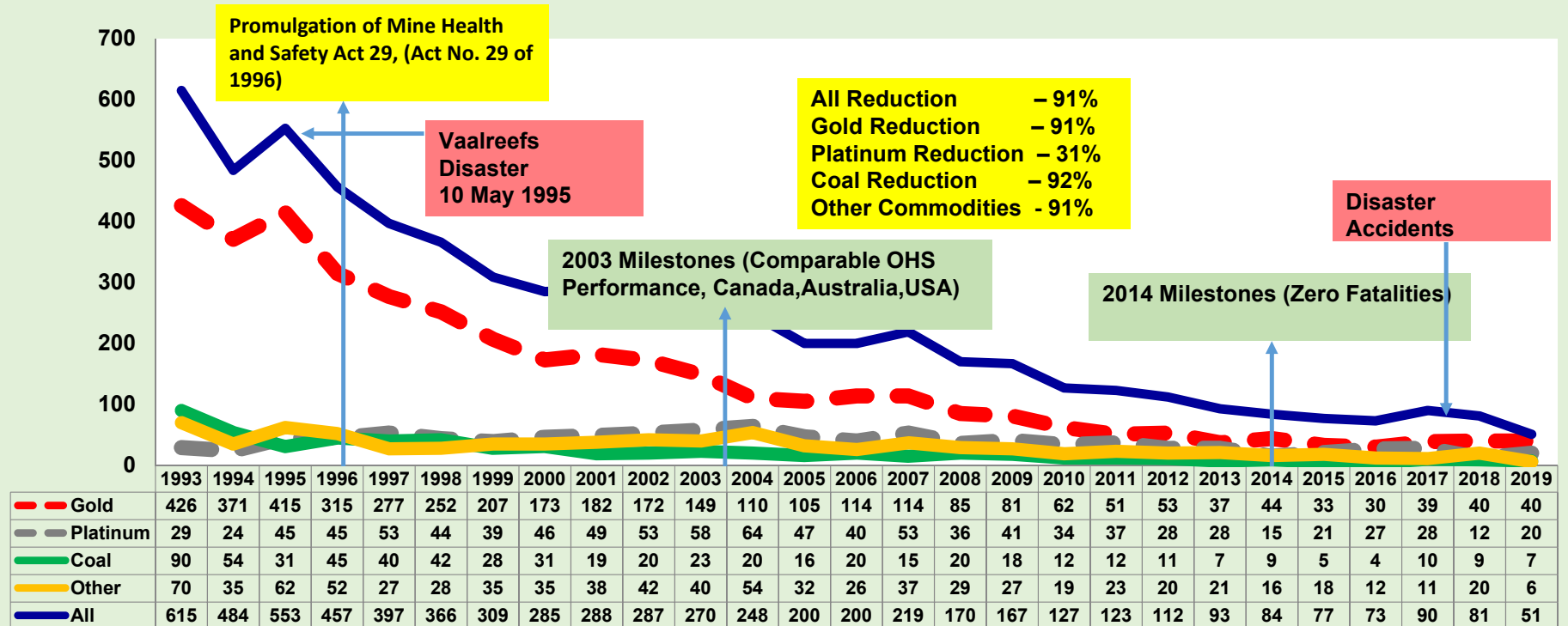
MHSC History & Journey to Zero Harm

- Leon Commission of 1994
- Vaal Reefs Disaster, “The Turning Point”
- Promulgation of MHSA (1996)
- Establishment of MHSC (SIMRAC, 1997)
- Expansion of Structures of MHSC (1999) & Tripartite Partnership
- OHS Summits and Milestones (2003 & 2014)
- Principals Re-Commitment to 2014 OHS Milestones (2016 OHS Summit)
- OHS Summit Milestones Implementation Progress Review (2018)



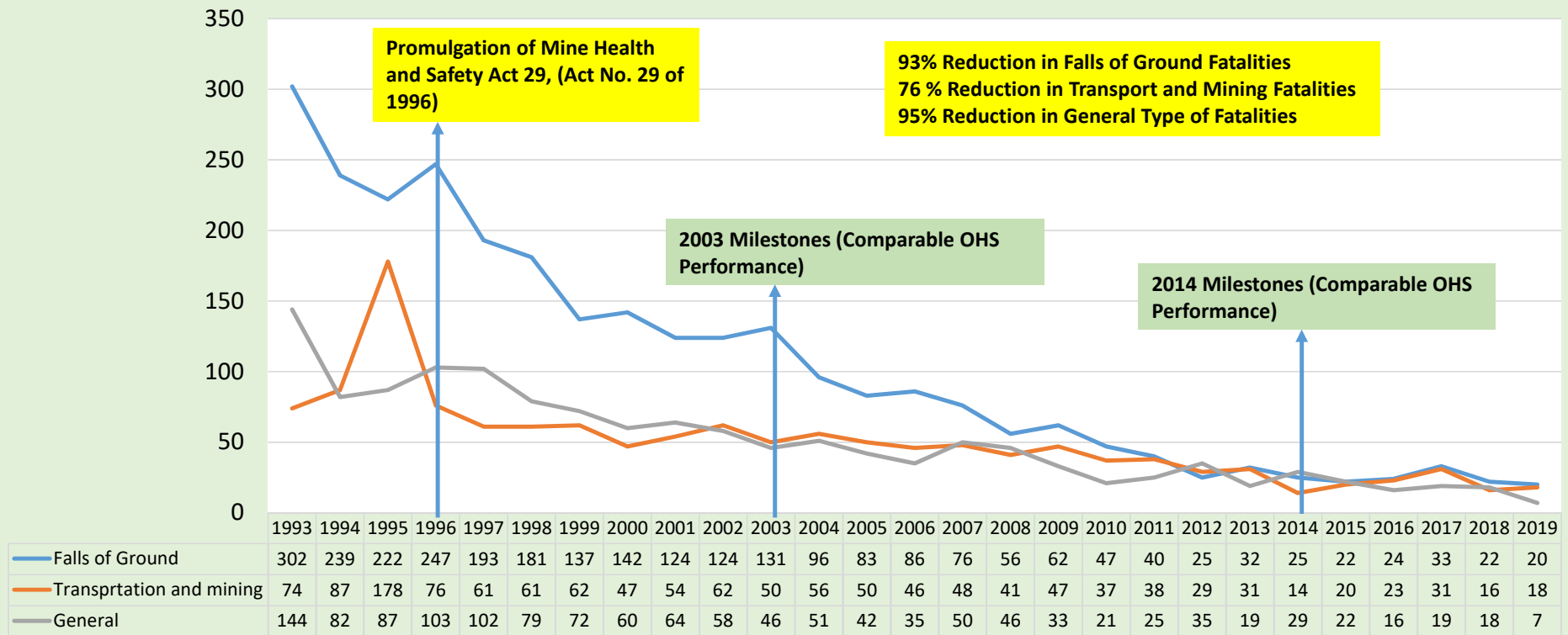
FATALITIES TRENDS 1993 - 2019

Fatalities by Commodity

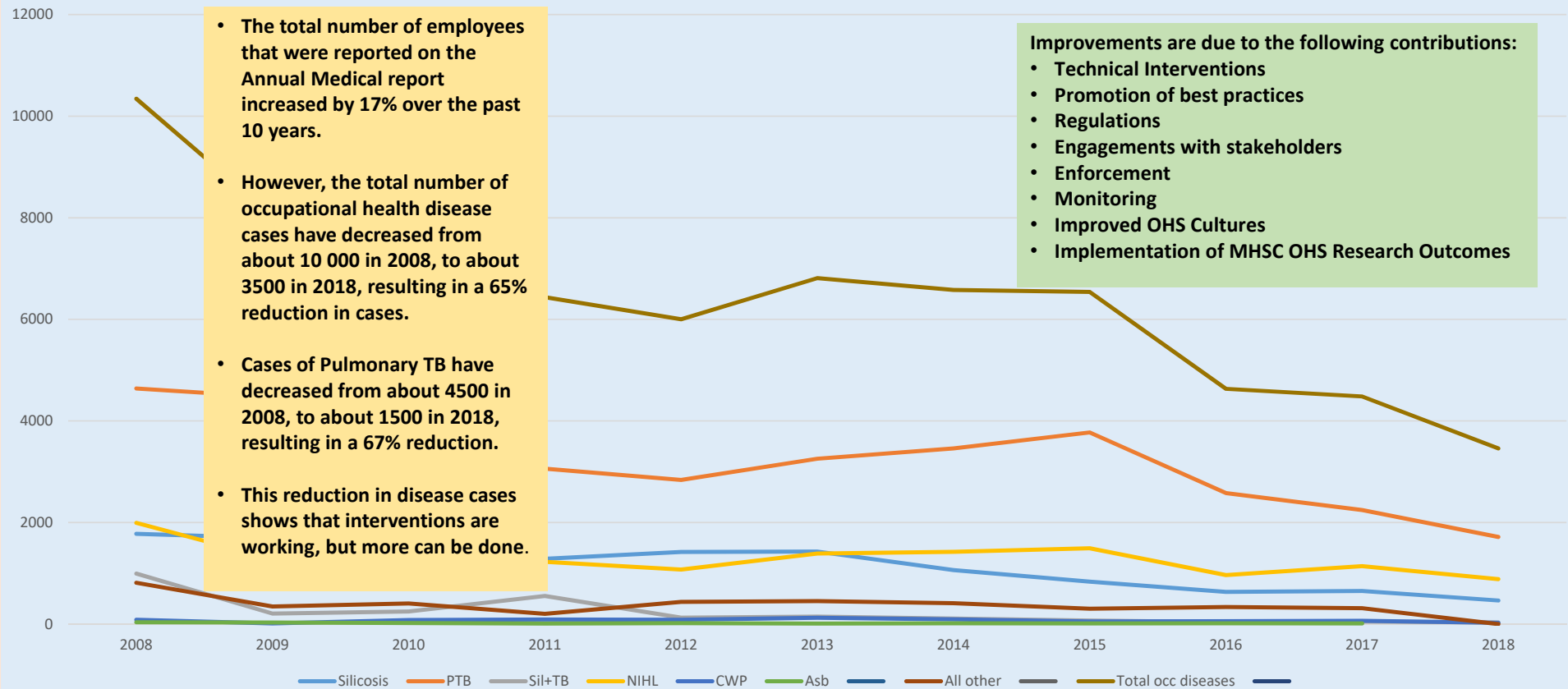


FATALITIES TRENDS 1993 - 2019

Major Contributors of Fatalities



TRENDS ON OCCUPATIONAL DISEASES, AMRS: 2008-2018



2014 OHS SUMMIT MILESTONES

Elimination of fatalities and injuries

- Zero fatalities by Dec 2020
- 20% reduction in serious injuries per year by Dec 2016
- 20% reduction in lost time injuries per year from Jan 2017

Rehabilitation of mine workers injured in the line of duty

Elimination of occupational diseases- By December 2024 95% of all exposure measurement results must be below the following limits for the respective respirable dust:

- 0.05 mg/m³ for silica dust
- 1.5 mg/m³ for platinum dust
- 1.5 mg/m³ for coal dust
- No new cases should occur amongst previously unexposed individuals

Elimination NIHL

- By December 2024, noise emitted by equipment should not exceed 107 dB(A).
- By December 2016, no employee standard threshold limit will exceed 25 dB from the baseline .

Integrate and simplify compensation systems

Reduction and prevention of TB, HIV & AIDS

- By December 2024, the TB incidence rate should be at or below the National TB incident rate.
- 100% of employees offered HIV Counseling and Testing (HCT) annually & all eligible employees linked to an Anti Retroviral Treatment (ART) programme.

Culture Transformation Framework

- 100% implementation of the Leadership, Risk Management, Data Management, Diversity Management, Leading Practice and Bonus and Performance Incentive pillars by December 2020.
- Implementation of the Integrated Mining Activity, Technology, Inspectorate, Tripartism, Regulatory Framework pillars after December 2020.

ESTABLISH CENTRE OF EXCELLENCE FOR RESEARCH, RESEARCH IMPLEMENTATION AND CAPACITY-BUILDING



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Culture Transformation Framework

Progress on the pillars to be implemented by Dec 2020:

LEADERSHIP - Tools to assist the SAMI to implement Leadership and Diversity Management Programmes at mines were developed

BONUSES - Development of an incentive scheme model that does not prioritise production bonus over OHS

DATA - Milestone reporting system

BEST PRACTICE - Guidelines to assist the SAMI with the process of adopting OHS leading practices

ELIMINATION OF DISCRIMINATION - Implementation strategies to assist employers on how to address racism and all forms of discrimination

RISK MANAGEMENT - Research is being conducted to develop best practice on risk management



MHSC Alignment with National Initiatives

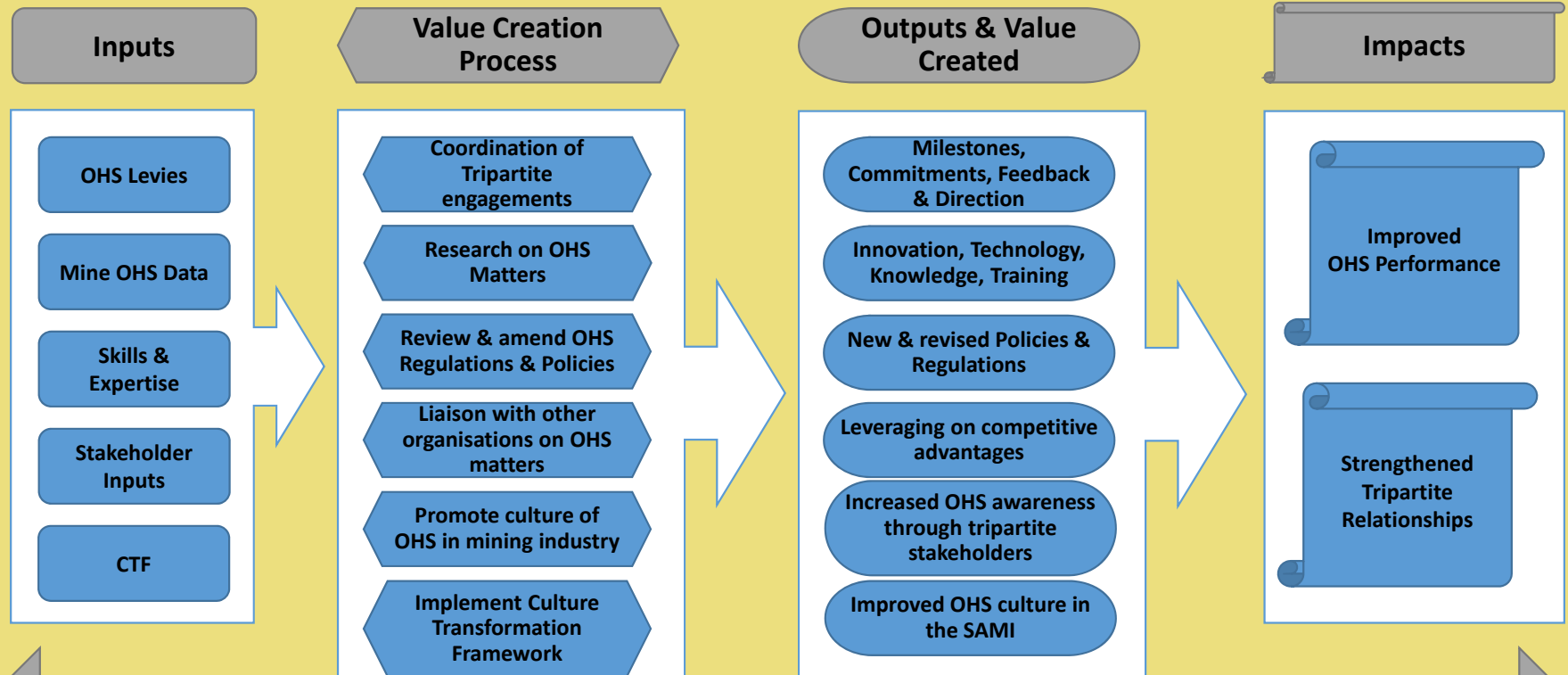
- **National Development Plan (Chapters 9)**
 - **Research and innovation** by institutions playing a key role in **improving SA's global competitiveness** and developing a base for the knowledge economy
 - Ensuring that research and development is expanded through **collaboration across South African and with Internationally** accredited institutions
 - **Utilisation of multiple research sites through collaboration** of industrial laboratories, government departments, corporate research parastatals, statutory research councils and NGO's
- **National Development Plan (Chapter 10)**
 - Promoting Health (HIV/Aids, TB Prevention and Cure, Lifestyle Diseases)
- **National Development Plan (Chapter 13)**
 - Building a Capable State (Procurement systems, oversight functions, capacity to deliver on mandate)
- **State of the Nation Address (SONA)**
 - **National Seven Focus Areas**
 - **Education, skills and health**
 - **A capable, ethical and developmental state**



STRATEGIC PRIORITIES 2020/21

| | |
|--|---|
| Customer Perspective | <p>CP01 Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining</p> <p>CP02 Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of OHS best practices</p> <p>CP03 Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS</p> |
| Internal Process Perspective | <p>IP01 To improve MHSC compliance and implementation of good corporate governance</p> <p>IP02 Ensure MHSC Information is adequately managed and secured</p> <p>IP03 To ensure ICT infrastructure is available to facilitate implementation MSHC core systems Integration and automation</p> <p>IP04 Leverage on the fourth industrial revolution for improvement of OHS in the SAMI and internal effectiveness</p> |
| Learning & Growth Perspective | <p>LG01 Ensure best Human Capital management practices that will support the achievement of highly skilled, motivated and capable MHSC employees, Council Advisory Committees and Council</p> |
| Financial Perspective | <p>FP01 Ensure financial sustainability of MHSC</p> <p>FP02 Ensure efficient and effective financial management</p> |

MHSC BUSINESS MODEL



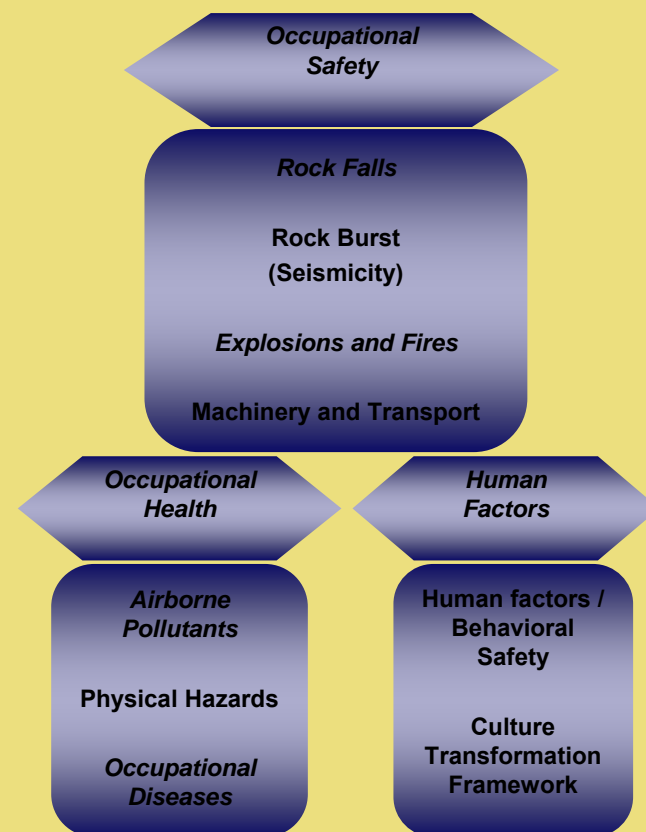
Clients / Partners / Stakeholders
 Tripartite Stakeholders, Mining Qualifications Authority, Institutions of Higher Learning, Research Centres/ Institution and Council Office Staff, Communities affected by mining

STRATEGIC PRIORITIES 2020/21

Provide Advice to the Minister on Health and Safety Matters in the South African Mining Industry and Communities Affected by Mining.

Initiatives

1. Develop a Legislative Programme for Ministers Approval.
2. Implement the Recommendations on the Approved Legislative Advisory Notes.
3. Develop a Costed Research Programme for Approval by the Minister and Submission to Minister of Finance.
4. Implement the Recommendations on the Approved Research Outcomes Advisory notes.
5. Conduct Impact Assessment Study for Research and Legislative Interventions.
6. Review the State of Health and Safety Performance in the SAMI and Advice the Minister on Relevant Interventions.
7. Develop Interaction Programme for Minister and Stakeholders Principals.
8. Implement Interaction Programme with Minister and Stakeholders Principals.
9. Provide Advice on Collection, Processing and Distribution OHS Data.

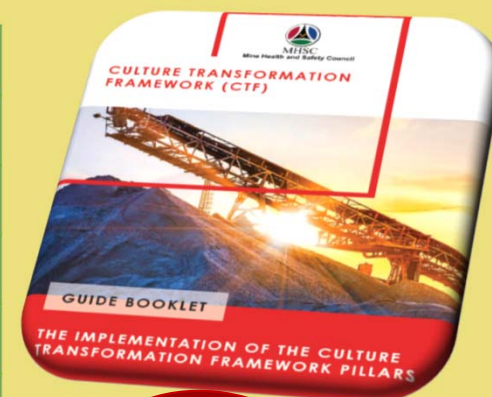


STRATEGIC PRIORITIES 2020/21

Promote a Culture of Health and Safety in the SAMI through Engagement, Communication, Participation and Dissemination of OHS Best Practices.

Initiatives

1. Develop a programme to implement the CTF for approval by Council.
2. Implement the CTF programme.
3. Annual publication and communication of research results.
4. Review effectiveness of the current Dissemination Strategy.
5. Develop dissemination framework and guidelines.
6. Implement dissemination framework and guidelines.
7. Develop Branding and Marketing strategy.
8. Implement Branding and Marketing strategy.



Branding and Marketing Strategy



MHSC

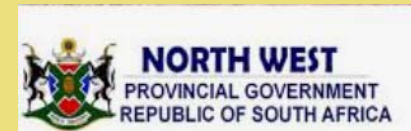
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STRATEGIC PRIORITIES 2020/21

Liaise with Statutory Bodies, Strategic Partners and Stakeholders on Matters Relating to OHS.

Initiatives

1. Review a Strategic Partners' Collaboration Programme for Approval by Council.
2. Implement the Collaboration Programme.
3. Develop a Comprehensive Stakeholder Management Strategy for Council Approval.
4. Implement the Stakeholder Management Strategy.
5. Develop Global Collaboration Strategy.
6. Implement Global Collaboration Strategy.



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STRATEGIC PRIORITIES 2020 TO 2025

Ensure best Human Capital Management Practices that will Support the Achievement of Highly Skilled, Motivated and Capable MHSC Employees, Council Advisory Committees and Council.

Initiatives

1. Review and Update the Human Capital Strategy and Plan
2. Implement the Human Capital Strategy and Plan



Ensure MHSC Information is Adequately Managed and Secured.

Initiatives

1. Develop Information, Knowledge and Records Management programme.
2. Implement Information, Knowledge and Records Management Programme.



STRATEGIC PRIORITIES 2020/21

To Improve MHSC Compliance and Implementation of Good Corporate Governance.

Initiatives

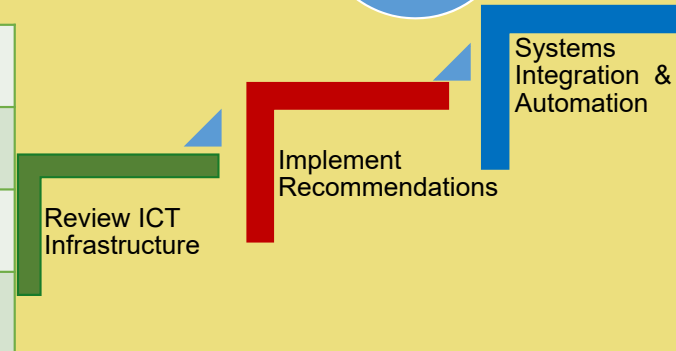
1. Review and Update Compliance Universe
2. Continuous Monitoring and Reporting of Compliance Reviews
3. Implement Approved Recommendations of the King 4 Gap Analysis Including Integrated reporting
4. Implement the Social and Ethics Implementation Plan



To Ensure ICT Infrastructure is Available to Facilitate Implementation MSHC Core Systems Integration and Automation.

Initiatives

1. Review Current and Future ICT Infrastructure Requirements.
2. Implement ICT Infrastructure Recommendations.
3. Implementation of Systems Integration and Automation Programme.



STRATEGIC PRIORITIES 2020/21

Leverage on the Fourth industrial Revolution (4IR) for Improvement of OHS in the SAMI and Internal Effectiveness.

Initiatives

1. Develop Fourth Industrial Revolution (4IR) Programme (MHSC & SAMI).
2. Implement the 4IR Programme (MHSC & SAMI).

Ensure Financial Sustainability of MHSC.

Initiatives

1. Implement Revenue Generation Strategy and Plan.
2. Implement the Revised Levy Model.
3. Engage other Research Funding Institutions for co-funding of MHSC initiatives.
4. Submit Financial Funding Request to Minister of Finance.



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STRATEGIC PRIORITIES 2020/21

Ensure Efficient and Effective Financial Management

Initiatives

1. Implement the Spending Plans in Terms of the Approved Budget to Ensure that the Variance of not more than 5%.
2. Review Sourcing Strategy.
3. Implement the Revised Sourcing Strategy.
4. Develop Contract Management Policy and Strategy.
5. Implement the Contract Management Policy and Strategy.
6. Finalise the transfer of Klopperbos Research Facility.



STRATEGIC PRIORITIES 2020/21

- **Fourth Industrial Revolution Impact and Developments**
 - **Understanding Impact of Technology on Employees (reskilling workforce).**
- **Communication, Promotion, Dissemination and Implementation of Research Outcomes**
- **Revenue Diversification**
 - **Depleting Surplus Funds**
- **Building Capacity, Personal Growth, Succession planning (Internal Research Capacity)**
 - **Building Capacity scope will include the employees of the MHSC, members of Council and its Advisory Committees.**

*GUIDELINES FOR THE CHANGE
MANAGEMENT METHODOLOGY &
FRAMEWORK FOR THE SOUTH AFRICAN
MINING INDUSTRY*



STRATEGIC PRIORITIES 2020/21

Governance & Compliance

- **Appointment of the Social and Ethics Committee**
 - **Implementation by December 2019**
 - **Focus on Organisation-wide training on ethics awareness management**
- **Focus on Procurement and Contract Management Improvements**
- **Dedicated Compliance Office & Appointment of Compliance Officer**
 - **Review of the compliance regulatory universe**
 - **Organisational Compliance Training**
- **Improvements in the Continuous Review and Monitoring Efforts**



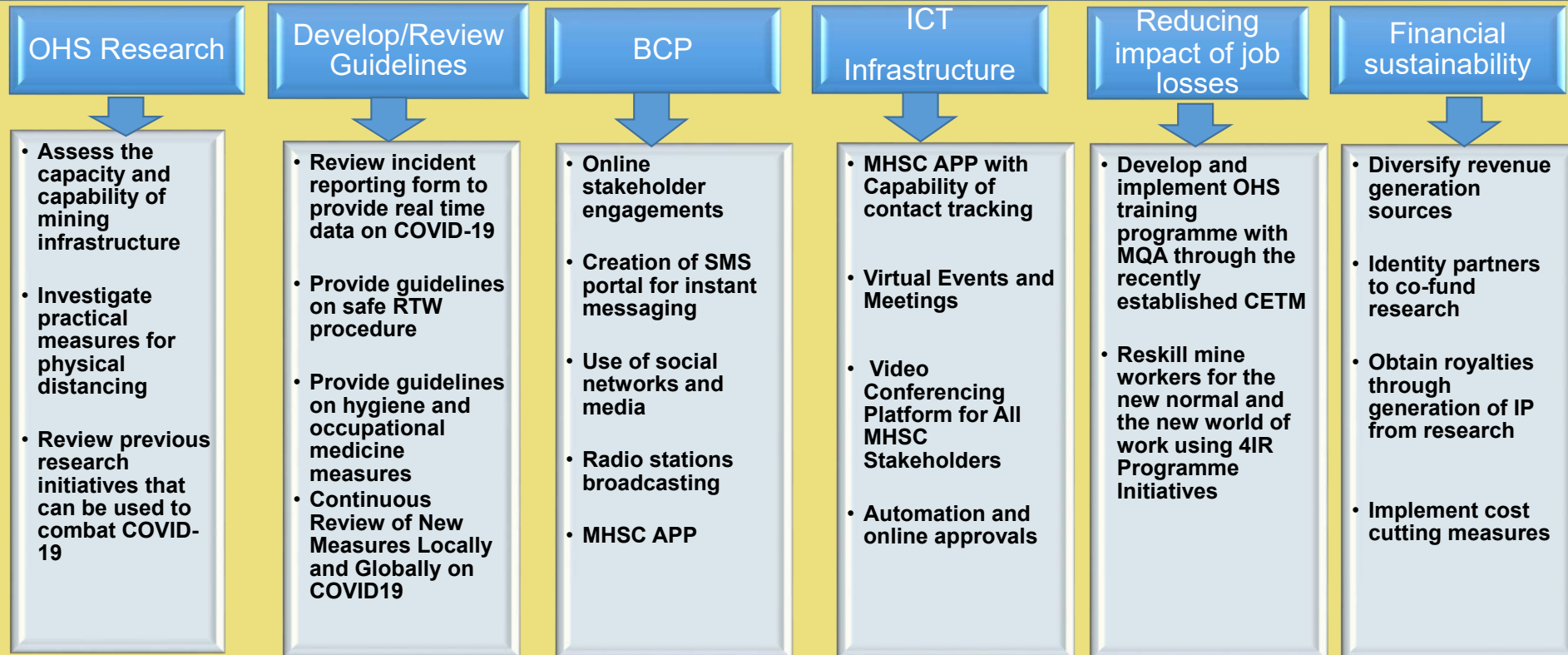
MHSC'S RESPONSE TO COVID-19

- The Mine Health and Safety Council (MHSC) Tripartite Stakeholders, Developed the *“Guiding Principles on the Prevention and Management of COVID-19 in SAMI”*, Provide Guidance to the SAMI on Prevention and Management of Spread of COVID-19
- Provided a Platform for Effective Consultation on Mandatory Guidelines on Prevention and Management of COVID19, Part SAMI Stakeholder Consultation Process
- The *“Guideline for the compilation of a mandatory code of practice for the mitigation and management of COVID-19 outbreak”* requires employers to prepare and implement a code of practice for the mitigation and management of COVID-19 outbreak.



MHSC'S RESPONSE TO COVID-19

THE NEW NORMAL POST COVID-19



MHSC'S ICT RESPONSE TO COVID-19

- **MHSC ICT Projects Supporting Covid-19 initiatives: MHSC APP, Electronic Board-pack and Stakeholder Support Virtual Platforms conferencing platforms.**
- **ICT infrastructure Recently Revamped with Latest Hardware. The Technology Built on High Redundancy (Disaster Recovery site).**
- **ICT infrastructure for Remote Working and Virtual Conferencing.**
- **Automate Manual Processing Activities, Including Online Approvals.**
- **Improved Security with Additional network Firewalls Allowing Remote Logon.**
- **Data Availability for Connectivity Ease.**
- **Virtual Stakeholder Engagements, Meetings and Events Reducing Need Human Contact;**
- **Increase Use of Social Networks and Media Channels to Disseminate Information and Knowledge**



2020/21 MHSC Budget

| MINE HEALTH AND SAFETY COUNCIL STATEMENT OF FINANCIAL PERFORMANCE FOR THE PERIOD ENDING | | Budget 2021 R |
|--|---|------------------------------|
| Income | | 140,515,927 |
| | Revenue from non-exchange transactions | |
| | Levies | 90,693,202 |
| | Surplus Utilisation | 37,764,775 |
| | State Funding | 344,000 |
| | Admin Fines | 246,750 |
| | Revenue from exchange transactions: | |
| | Klopperbos | 6,510,000 |
| | Finance income | 4,957,200 |
| Expenditure | | 140,515,927 |
| | Total Research Expenditure | 60,676,738 |
| | Research & Development | 30,621,621 |
| | Dissemination | 14,760,117 |
| | RTF Costs | 7,125,000 |
| | Klopperbos Research & Other | 8,170,000 |
| | Administrative expenditure** | 3,965,558 |
| | Corporate Governance | 1,991,316 |
| | Depreciation and amortisation | 6,010,200 |
| | Employee Cost | 58,947,773 |
| | Research Staff | 26,526,498 |
| | Other Support Staff | 32,421,275 |
| | External Audit Fees | 1,847,683 |
| | Internal Audit Fees | 1,496,250 |
| | International Travel | 1,425,000 |
| | Legal fees | 1,208,400 |
| | Offices Rental | 2,712,597 |
| | Admin Fines | 234,413 |
| Deficit for the year | | 0 |
| Realisation of reserves | | -0 |
| Surplus for the year | | - |



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**STRIVING FOR ZERO HARM
EVERY MINeworker RETURN HOME UNHARMED
EVERYDAY**