

January 2023



MHSC
Mine Health and Safety Council

ANNUAL PERFORMANCE PLAN FOR 2023/24

1. EXECUTIVE AUTHORITY STATEMENT

On 22nd October 2022, the President of the Republic, his Excellency Cyril Ramaphosa, submitted to Parliament Cabinet's response to the recommendations of the Judicial Commission of Inquiry into allegations of State Capture, Corruption and Fraud in the Public Sector. He outlined critical actions that government is taking, and the work that has already been done, to give effect to the Commission's recommendations and forever bring an end to state capture in our country.

At the MHSC, the Board has strengthened the functioning of the organisation through the appointment of independent governance structures that play an oversight role on Audit and Risk, Human Resources and Remuneration as well as Social and Ethics.

In 1994, the then State President Mandela appointed Judge Ramon Nigel Leon to investigate occupational health and safety in the SAMI in order to address the high levels of fatalities plaguing the industry. This was subsequently known as the Leon Commission.

Following the outcome and recommendations by the Leon Commission, the MHSC was formed in June 1997 in terms of the Mine Health and Safety Act No. 29 of 1996, as amended. MHSC remains proud and humbled, to have been mandated to look after the health and safety of South Africa's mineworkers. It is this responsibility that drives us every day to develop safer and healthier methods and technologies to eliminate fatalities to ensure that every mineworker returns home safely and healthy every day. MHSC values and appreciates the individual and collective contribution each mineworker makes to the SAMI to grow our economy and improve the lives of all South Africans.

As we celebrate 25 years of health and safety service to the SAMI, we have made some far-reaching progress through continuous collaboration with our tripartite partners (state, employers and organised labour) and advisory committees. MHSC has recently organized a very successful biennial OHS Summit, which was well attended by all our tripartite representatives. We thank all our colleagues from the mining industry for gracing this important occasion, and more importantly for their inputs in the quest for zero harm in the SAMI. The Summit created a platform for stakeholders to reflect on milestones set in the 2014 OHS Summit. Immense progress has been made on the health issues, however, significant amount of work is needed to reach the goal of zero harm in 2024. A step change in our thinking and practice is required to deal with issues of Culture Transformation Framework, fatalities from the general category and transportation accidents.

Some of our successes include the implementation of the Centre of Excellence, a game-changer in the quest to conduct Research and promote the culture of occupational health and

safety through emphasising education and training of mineworkers in the SAMI. We have started to see improvements. In the 1990s, South Africa had close to 1 000 mineworker fatalities; 29 years later, in 2019 we recorded the lowest number ever of 51 fatalities, and 60 fatalities were recorded in 2020, and 74 in 2021.

The health, safety and security of women in the SAMI continues to be of outmost importance to the MHSC. Hence, the MHSC introduced two (2) new committees being Women in Mining Advisory Committee (WIMAC) and the Mining Occupational Safety Advisory Committee (MOSAC). These committees continue to make significant strides in the advancement of an inclusive SAMI, where all men and women enjoy equal rights in the workplace. A review of the PPE Guideline Code of Practice has been completed in 2022. A Gender Based Violence Framework (GBVF) is under review to deal with the elimination of gender-based violence against women in the SAMI.

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, direction, 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.



Mr. David Msiza

Chairperson of the Mine Health and Safety Council

2. CHIEF EXECUTIVE OFFICER'S STATEMENT

The MHSC has aligned its Strategic Plan and Annual Performance Plan in line with the new methodology known as the Theory of Change. The implications of the above developments were that the MHSC had to revise the Strategic Plan and Annual Performance Plan (APP) terminology and outcomes for the financial year 2023-24. It is against this background that the Mine Health and Safety Council presents this draft Annual Performance Plan for the 2023/24 financial year which demonstrates the strategic focus areas and aspiration of MHSC to ensure that Zero Harm is achieved in our lifetime. Our overarching impact is zero fatality in the SAMI.

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 advisory services 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 collected. 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 and contribution from the DMRE.

The MHSC Annual Performance Plan 2023/24 is compiled with the latest available information to the Council. The APP has been developed in line with the SMART principles.



Mr. David Mamphitha

Chief Executive Officer of the Mine Health and Safety Council

C. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Mine Health and Safety Council under the guidance of Council.
- Takes into account all relevant policies, legislation and other mandates for which the Mine Health and Safety Council is responsible
- Accurately reflects the outcomes and outputs which the Mine Health and Safety Council will endeavour to achieve over the 2023/24 financial year.

Signature:  _____

Mrs. Fatheela Brovko: Chief Research Operations Officer

Signature:  _____

Mr. Dumisani Dlamini: Chief Finance Officer

Signature:  _____

Mr. David Mamphitha: Chief Executive Officer

Approved by:  _____

Mr. David Msiza: Chairperson of Council

PART A: OUR MANDATE

4. 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.

Other legislations, without limitation, that are applied by the MHSC in the day-to- day activities:

- (a) The Public Finance Management Act 1999 (Act 1 of 1999)
- (b) The Constitution of the Republic of South Africa (1996)
- (c) The Intellectual Property Rights from Publicly Financed Research and Development Act (Act No. 51, 2008, IPR Act)
- (d) Employment Equity Act, No. 55 of 1998
- (e) Labour Relations Act, No. 66 of 1995
- (f) Basic Conditions of Employment Act, No. 75 of 1997
- (g) The Patents Act, No. 57 of 1978
- (h) Copyright Act no. 98 of 1978
- (i) Trademarks Act, No. 194 of 1993
- (j) Promotion of Access to Information Act, No 2 of 2000
- (k) Protection of Personal Information Act, No 4 of 2013
- (l) Relevant Treasury Regulations, Instruction Notes and Guidelines

5. EXTERNAL ENVIRONMENT ANALYSIS

5.1. STRATEGIC IMPERATIVES

The following Strategic Imperatives listed below were identified:

- (a) **Leadership and Organisational Stability** – the MHSC is facing numerous 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. Inputs received from members of the MHSC Tripartite Stakeholders should were also considered and incorporated into the MHSC Strategy or Operational Plans. The MHSC needs to improve how organisational performance is managed. The MHSC must also ensure that its governance practices are appropriate, and that compliance is effective and consistent. Ensuring attainment of higher maturity levels of governance and compliance.
- (b) **Visibility, recognition and successful Dissemination** – the MHSC should implement strategies to improve the visibility and recognition of the organization as a knowledge leader in mining OHS matters. The MHSC also 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). Additionally, 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.
- (c) **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 prioritization to enable the limited financial resources to be applied most effectively to research activities.
- (d) **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 organization in achieving the expected outcomes. Since the MHSC is an important component of the mining OHS environment, it needs to collaborate with its stakeholders and with strategic partners. The organization must improve the mechanisms through which it collaborates. This collaboration should preferable also include international or global organizations.
- (e) **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.
- (f) **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.

- (g) **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.
- (h) **The New Levy Model and Levy Collection** – the implementation 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.

6. UPDATES TO RELEVANT COURT RULINGS

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

7. UPDATED SITUATIONAL ANALYSIS

In developing the APP, an external environmental scan using the PESTEL analysis was performed, analyzing the Political, Economic, Social, Technological, Environmental and Legal environment in which the MHSC operates. The responses were formulated using the SWOT analysis, defining the Strengths, Weaknesses, Opportunities and Threats of the organization.

PESTEL ANALYSIS

FACTORS	DESCRIPTION	RESPONSE
Political Factors	<ul style="list-style-type: none"> • Change in political regime. • Implications of new statutory and regulatory frameworks due to changes in the political landscape. 	<ul style="list-style-type: none"> • Consider statutory and regulatory amendments when reviewing or developing legislation • Align to applicable and incumbent government vision.
Economic Factors	<ul style="list-style-type: none"> • Negative impact of industry growth rate to MHSC • Inflation rates, exchange rates, commodity prices impact on the levy collection • Due to COVID19 the value chain might be negatively affected (shortages of suppliers to deliver goods and services) • Social unrest impacting on suppliers to deliver • Skills Shortage and the big resignation • Non-renewability nature of mining 	<ul style="list-style-type: none"> • Expand mandate to other industries i.e., energy, oil & gas in matters of health and safety • Negotiate favourable contract terms with service providers, include hedging provisions • Use open tender system instead of closed tender approach • Regular review of talent management strategy

FACTORS	DESCRIPTION	RESPONSE
Social Factors	<ul style="list-style-type: none"> • Alignment of organizational culture with predominant representation of cultures • Changes to demographics in SAMI populations, age, gender, attitudes and practices • Work-life balance • Social inequality and unrest • Social licence to operate • The impact of communicable diseases and outbreaks • Mafias/gangs/syndicates • Illegal mining 	<ul style="list-style-type: none"> • Conduct workshops on organizational culture • Conduct diversity workshops and develop diversity policy • Encourage social responsibility initiatives within stakeholder management functions • Develop framework to respond to outbreaks
Technological Factors	<ul style="list-style-type: none"> • Disruptive technologies • Agility and adaptation to technological advancements 	<ul style="list-style-type: none"> • Develop programmes on the 4th industrial revolution • Flexibility in project expenditure
Environmental Factors	<ul style="list-style-type: none"> • MHSC lagging on Environmental, Social & Governance initiatives • Just transition to green and renewables • Lack of adherence to the green initiatives by SAMI and within MHSC 	<ul style="list-style-type: none"> • Include environmental, social and governance initiatives as part of organisational objectives • Develop Framework on renewable just transition for the SAMI • Always cover impact and risks of technologies on Health and Safety
Legal Factors	<ul style="list-style-type: none"> • Class action suits (cases) e.g., Silicosis • Competition of provision of Health and Safety services from independent companies • Challenges to regulations on administrative fines • Culture of non-compliance to safety regulations 	<ul style="list-style-type: none"> • Implement OHS milestone initiatives • Collaborate with stakeholders that have similar OHS objectives • Make inputs to Mine Health and Safety Act to allow for better enforcement of administrative fines provisions

SWOT ANALYSIS

STRENGTHS	HOW MHSC WILL LEVERAGE	WEAKNESSES	HOW MHSC WILL ADDRESS
<ul style="list-style-type: none"> Predictable financial resources (regulated collection of levies) Legal status (MHSA) (Research mandate; Tripartism). Support from industry stakeholders Good reputation on fatalities reducing research and legislation Independent Governance Structures Regular engagements with Organized Labour to ensure workplace harmony and interventions MHSC Experience in research for mine and health and safety Competent technical committees 	<ul style="list-style-type: none"> Invest in research and intellectual property Continue to implement the MHSC Mandate Leverage on buy in from tripartite stakeholders Improvement on governance and ethical matters 	<ul style="list-style-type: none"> Insufficient technical resources to conduct impactful research Poor organizational culture No internal legal department which leads to high legal cost. Lack of document control (storage, records management) Lack of contract management and enforcement Unlimited collaboration with local and global stakeholders Inadequate skills retention strategy Working in silos Inadequate organisational structure that will allow the MHSC to deliver on its mine occupational health and safety mandate 	<ul style="list-style-type: none"> Employ competent and skilled personnel at all levels of the organization Conduct OES Strategy alignment across all levels Transform Organisational Culture Leverage on the 4th industrial revolution strategy for the office and mining industry

OPPORTUNITIES	HOW MHSC WILL CAPITALISE	THREATS	HOW MHSC WILL MITIGATE
<ul style="list-style-type: none"> • Widen the net of researchers to conduct H&S research i.e., use of academic institutions and research students • Leverage advancement in technology to disseminate research outcomes • Acquisition of other research institutions 	<ul style="list-style-type: none"> • Improvement of research output and achievement of mandate • Enhanced stakeholder engagement will lead to improved OHS performance 	<ul style="list-style-type: none"> • Competition with mining companies and consulting companies on skills, projects and funding • Outbreak of diseases – Covid-19, Monkey pox • Culture of non-compliance with legislation and revenue collection • MHSC Brand under attack – trust deficit/reputation • Relevance of MHSC if research outcomes are not impactful or if zero harm is achieved • Collusion by research partners • Lack of agility to respond to current needs of SAMI 	<ul style="list-style-type: none"> • Implement OES recommendations • Develop Framework to deal with future disease outbreaks • Develop a brand loyalty strategy - VFL • Agility in responding to industry needs • Develop other sustainable sources of revenue

8. INTERNAL ENVIRONMENT

8.1 ORGANISATIONAL ENVIRONMENT

The MHSC faced major challenges due to capacity constraints at the organisation. Key vacancies such as the CoE Manager, CTAC Programme Manager, Technology Transfer and Commercialisation Specialist, ICT Infrastructure and Support, ICT Manager, Strategy and Organisational Performance Manager, Legal, Risk and Compliance Manager and the Chief Human Capital Officer.

The MHSC is planning to conduct an Organisational Efficiency Study (OES) process which will assist in the determination of the Fit-For-Purpose organisational structure to enable the MHSC to achieve its mandate. The OES will also enable the MHSC to develop and implement the succession planning which will ensure business continuity.

8.2 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 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 (MOSAC)
- (j) Women in Mining Advisory Committee (WIMAC)

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 where 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 the form of new technologies and knowledge made available to the mining industry.

PART C: MEASURING OUR PERFORMANCE

9. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

9.1	PROGRAMME:	Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining.
9.1.1	PURPOSE:	Develop interventions that will address current and emerging OHS risks and advice the Minister through advisory notes and engagements.

9.1.2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE		ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Informed Decision Support	Advisory Services to the minister on Health and Safety Matters	1. Number of OHS related legislative advisory notes sent to the minister.	1	-	4	2	3	4
		2. Number of Research advisory notes submitted to the minister.	2	2	2	1	2	3
		3. Number of Advisory notes on the state of health and/or safety performance in the SAMI.	1	1	1	1	1	1
		4. Number of Advisory notes on the collection, processing and distribution of health data to the SAMI.	1	1	1	1	1	1
		5. Number of Advisory notes that are not legislative or research on Health or Safety.	N/A	N/A	N/A	1	2	3

9.1.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGETS	Q1	Q2	Q3	Q4
1. Number of OHS related legislative advisory notes to the minister	2	-	1	-	1
2. Number of Research advisory notes to the minister	1	-	-	-	1
3. Number of Advisory notes on the state of health and/ or safety performance in the SAMI	1	-	-	-	1
4. Number of Advisory notes on collection, processing, and distribution of health data to the SAMI	1	-	-	-	1
5. Number of Advisory notes that are not legislative or research on Health or Safety	1	-	-	-	1

9.2	PROGRAMME:	Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of health and safety matters.
9.2.1	PURPOSE:	Share and facilitate implementation of OHS best practices in the SAMI through technology innovations, knowledge transfer and training initiatives on OHS.

9.2.2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE		ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
OHS Driven Culture	A culture of Occupational	1. Percentage Implementation of the dissemination plan.	80%	80%	80%	80%	80%	80%

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE		ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Health and Safety in the SAMI	2. Annual publication and communication of research results.	1	1	1	1	1	1
		3. Advisory note on the implementation of the Culture Transformation Framework	0	0	N/A	1	1	1

9.2.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGETS	Q1	Q2	Q3	Q4
1. Percentage Implementation of the dissemination plan for 2023/24	80%	80% of initiatives due in Q1	80% of initiatives due in Q2	80% of initiatives due in Q3	80% of initiatives due in Q4
2. Annual publication and communication of research results	1	-	-	-	1
3. Advisory note on the implementation of the Culture Transformation Framework	1	-	-	-	1

9.3	PROGRAMME:	Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS.
9.3.1	PURPOSE:	Collaboration with statutory bodies, strategic partners and stakeholders on OHS matters.

9.3.2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE		ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Collaboratively solving OHS matters	Collaboration with statutory bodies, strategic partners, and stakeholders on matters relating to OHS	Percentage Implementation of the comprehensive stakeholder management plan	80%	80%	80%	80%	80%	80%

9.3.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGETS	Q1	Q2	Q3	Q4
1. Percentage Implementation of the comprehensive stakeholder management plan	80% implementation	80% of initiatives due in Q1	80% of initiatives due in Q2	80% of initiatives due in Q3	80% of initiatives due in Q4

9.4	PROGRAMME:	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.
9.4.1	PURPOSE:	Implementation of best Human Capital practices utilizing the Human Capital Strategy

9.4.2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE		ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Empowered and Capable MHSC	Highly skilled, motivated and capable MHSC Staff	1. Vacancy rate	-	19%	24%	14%	10%	5%

9.4.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGETS	Q1	Q2	Q3	Q4
1. Vacancy rate	14%	-	-	-	14%

9.5	PROGRAMME:	Ensure financial sustainability of MHSC.
9.5.1	PURPOSE:	Diversify revenue sources to ensure financial sustainability of MHSC.

9.5.2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE		ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Financial Stable MHSC	1. Financial Sustainability	Percentage Collection of levies billed	83%	81%	-	80%	85%	85%

9.5.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGETS	Q1	Q2	Q3	Q4
Percentage Collection of levies billed	80%	-	-	15% Collection of current year billing	65% Collection of current year billing

9.6	PROGRAMME:	Ensure efficient and effective financial management.
9.6.1	PURPOSE:	Ensuring value for money through zero budgeting, strategic sourcing, expenditure and contract management.

9.6.2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE		ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Sound Financial Control within MHSC	Effective and efficient financial management	Percentage implementation of Capital Projects	-	-	95% spend of Capital budget	95% spend of Capital budget	95% spend of Capital budget	95% spend of Capital budget
		Percentage of service providers paid within 30 days	-	-	-	80%	80%	80%

9.6.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGETS	Q1	Q2	Q3	Q4
Percentage implementation of Capital Projects	<ul style="list-style-type: none"> 95% spend of Capital budget 	25% spend of Capital budget	50% spend of Capital budget	75% spend of Capital budget	95% spend of Capital budget
Percentage of service providers paid within 30 days	<ul style="list-style-type: none"> 80% 	80%	80%	80%	80%

10. KEY RISKS WHICH MAY AFFECT ACHIEVEMENT OF THE OUTCOMES

OUTCOMES	KEY RISK	RISK MITIGATIONS
Informed Decision Support	Low impact OHS advise (research, legislative etc.)	<ul style="list-style-type: none"> • Address emerging risks and current industry challenges. • Vigorous review of research needs analysis. • Solicit research topics from a wide range of stakeholders. • Conference participation to keep abreast of latest developments in the sector. • Review the current state of health and safety through statistics and research outcomes.
	Diminished SET/ technical capability	<ul style="list-style-type: none"> • Tap into a pool of experts to assist with technical delivery whilst building in-house capability. • Tap into technical experts from other committees to assist. • Re-evaluate the research organisational structure, especially in CoE. • Identify key thrust areas and hire SET staff with sufficient operational knowledge in the mining value chain to manage these thrust areas. • Succession planning, bringing in PhD and MSc students.
Safety-driven OHS culture	Poor dissemination of outputs	<ul style="list-style-type: none"> • Dissemination at RTF's – longer slot for MHSC at these platforms. • Roadshows and campaigns. • Publication of research in journals and conference proceedings.

OUTCOMES	KEY RISK	RISK MITIGATIONS
		<ul style="list-style-type: none"> • Presentations at various platforms – e.g., MCSA committees.
Collaboratively solving OHS matters.	Poor credibility of MHSC	<ul style="list-style-type: none"> • High impact outputs. • Good quality outputs. • Fast turnaround time. • Maintain good relationships with stakeholders and statutory bodies.
		<ul style="list-style-type: none"> •
Empowered and Capable MHSC	High vacancy rate	<ul style="list-style-type: none"> • Expedite the recruitment of key vacancies. • Develop an employee value proposition.
Financial Stable MHSC	Inability to collect funds	<ul style="list-style-type: none"> • Implement the revenue collection strategy
Sound Financial Controls	Budget overruns	<ul style="list-style-type: none"> • Implement the austerity measures

11. INFRASTRUCTURE PROJECTS

The MHSC board approved the purchase of administrative building on the 27 July 2022. The total purchase price of the building is estimated to be around R23m. MHSC is expected to move to the purchased building on 1st August 2023 which will allow the hand over period of the lease building in line with the lease agreement and the transfer process of the purchased building.

PART D: TECHNICAL INDICATOR DESCRIPTION

Indicator title	<ul style="list-style-type: none"> Number of OHS Legislative advisory notes sent to the minister
Definition	<ul style="list-style-type: none"> A legislative advisory note is a document on regulation, mandatory code of practice or a guidance note that is sent to the minister in line with the Mine Health and Safety Act. The legislative advisory note should be on matters of occupational health and safety in the mining industry.
Source of data	<ul style="list-style-type: none"> The legislative advisory notes may emanate from any of the advisory committees within the MHSC.
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Proof of email submission of council approved legislative advisory notes.
Assumptions	<ul style="list-style-type: none"> Council approved the advisory note to be sent to the minister.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-to-date)
Reporting cycle	<ul style="list-style-type: none"> Bi-annual
Desired performance	<ul style="list-style-type: none"> To enable the minister to make research informed legislative decisions.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Number OHS Research advisory notes
Definition	<ul style="list-style-type: none"> A research advisory note is a document outlining the outcomes and recommendations from an OHS research project that has been completed. This advisory note is sent to the minister.
Source of data	<ul style="list-style-type: none"> The research advisory notes emanate from research outcomes from projects undertaken by the Centre of Excellence or SIMRAC advisory committee within the MHSC.
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Proof of email submission of council approved advisory notes.
Assumptions	<ul style="list-style-type: none"> The project has been completed and approved by council. Council approved the advisory note to be sent to the minister.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A

Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-to-date)
Reporting cycle	<ul style="list-style-type: none"> Bi-annual
Desired performance	<ul style="list-style-type: none"> To enable the minister to make research informed legislative decisions.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Number of Advisory notes on the state of health and/ or safety performance in the SAMI
Definition	<ul style="list-style-type: none"> An advisory note on the state of health and/ or safety performance in the SAMI is a document developed by the MHSC that provides an analysis of the health and/ or safety data received by the DMRE and/ or other sources and outlines how the MHSC is responding to challenges in the sector. This advisory note is sent to the minister.
Source of data	<ul style="list-style-type: none"> Statistics and trends from the DMRE on safety and/ or health. Compliance issues from the DMRE. Other source of OHS performance data from the sector.
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Proof of email submission of council approved advisory notes.
Assumptions	<ul style="list-style-type: none"> The data is received from the DMRE on time. The advisory note has been approved by council. Council approved the advisory note to be sent to the minister.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Annual
Reporting cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> To monitor performance and keep the Minister abreast on health and safety performance.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Number of Advisory notes on the collection, processing and distribution of health data to the SAMI
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Definition	<ul style="list-style-type: none"> An advisory note on the collection, processing and distribution of health and safety data to the SAMI is a document developed by the MHSC that informs the minister on how the health data is collected (collection methods), processed (using various software or systems); and distributed (platforms) to industry. This advisory note is sent to the minister.
Source of data	<ul style="list-style-type: none"> Health data from various sources
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Proof of email submission of council approved advisory note to DMRE.
Assumptions	<ul style="list-style-type: none"> The advisory note has been approved by council. Council approved the advisory note to be sent to the minister.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Annual
Reporting cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> To make the minister aware of the status of how health data is collected, processed and distributed and if there are any potential improvements.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Number of Advisory notes on Health or Safety
Definition	<ul style="list-style-type: none"> An advisory note on Health or Safety is a document that is sent to the minister on occupational health and safety matters in the mining industry. This document is not legislative, nor an advisory note based on a research project.
Source of data	<ul style="list-style-type: none"> The advisory note may emanate from any of the advisory committees within the MHSC.
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Proof of email submission of council approved advisory notes.
Assumptions	<ul style="list-style-type: none"> Council approved the advisory note that was sent to the minister.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-to-date)

Reporting cycle	<ul style="list-style-type: none"> Annually
Desired performance	<ul style="list-style-type: none"> To advise the minister on OHS matters in the mining industry (including emerging matters).
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Percentage Implementation of the dissemination plan for 2023/24
Definition	<ul style="list-style-type: none"> Dissemination is a means of communicating information from the MHSC. A dissemination plan is developed from the dissemination framework and guidelines by the Centre of Excellence dissemination unit and outlines the dissemination activities for the financial year. The progress on the implementation plan should be sent to council for noting quarterly.
Source of data	<ul style="list-style-type: none"> Reports from the Safety in Mines Research Advisory Committee (SIMRAC) on progress on the implementation of the dissemination framework and guidelines.
Method of calculation or assessment	<ul style="list-style-type: none"> (Actual initiative implemented/Planned initiative) x100
Means of verification	<ul style="list-style-type: none"> SIMRAC quarterly report Report on the implementation plan approved by SIMRAC. Minutes of the SIMRAC meeting
Assumptions	<ul style="list-style-type: none"> SIMRAC approved the report sent to Council
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year to date)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> To inform the industry on MHSC OHS initiatives.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Annual publication and communication of research results
Definition	<ul style="list-style-type: none"> An annual publication (in print or online) is a document that provides a summary of the research projects concluded during the year for all the thrust areas. The summaries include the scope, the methodology and the key research outcomes. This publication will be distributed to industry.
Source of data	<ul style="list-style-type: none"> Research reports from SIMRAC

Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> An annual publication document that is approved by council.
Assumptions	<ul style="list-style-type: none"> The publication is approved by SIMRAC.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Annual
Reporting cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> To inform the industry of the MHSC research outcomes for the financial year.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Advisory note on the implementation of the Culture Transformation Framework
Definition	<ul style="list-style-type: none"> An advisory note on the status of the implementation of the culture transformation framework is a document that reports on the progress of the implementation of the culture transformation framework.
Source of data	<ul style="list-style-type: none"> CTAC committee
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> An advisory note that is approved by council.
Assumptions	<ul style="list-style-type: none"> The document is approved by CTAC.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Annual
Reporting cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> To successfully implement the culture transformation framework.

Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer
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Indicator title	<ul style="list-style-type: none"> Percentage Implementation of the comprehensive stakeholder management plan for 2023/24
Definition	<ul style="list-style-type: none"> The comprehensive stakeholder engagement plan is derived from the Strategic Partners and Global Collaboration Strategic Programme, the Comprehensive Stakeholder Strategy and the Interaction Programme for Minister and Stakeholder Principals. The progress on the implementation plan should be sent to Council quarterly for noting.
Source of data	<ul style="list-style-type: none"> Stakeholders.
Method of calculation or assessment	<ul style="list-style-type: none"> (Actual initiative implemented/Planned initiative) x100
Means of verification	<ul style="list-style-type: none"> For events - Summary reports For engagements – summary reports and/or minutes of the engagements
Assumptions	<ul style="list-style-type: none"> The CEO approved the report
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Quarterly
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> To inform the council of stakeholder engagement activities undertaken by the MHSC.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Number of active projects from the 4IR research programme
Definition	<ul style="list-style-type: none"> Active projects are projects that are in progress. The 4IR research programme is from 2022-23 financial year.
Source of data	<ul style="list-style-type: none"> Progress reports from SIMRAC.
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Progress report approved by Council.

Assumptions	<ul style="list-style-type: none"> SIMRAC approved the report.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Annual
Reporting cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> Leverage 4IR technologies for OHS.
Indicator responsibility	<ul style="list-style-type: none"> Chief Research Operations Officer

Indicator title	<ul style="list-style-type: none"> Vacancy rate
Definition	<ul style="list-style-type: none"> Number of approved organisational positions that have been filled
Source of data	<ul style="list-style-type: none"> Approved organisational structure
Method of calculation or assessment	<ul style="list-style-type: none"> Vacant position divided by staff compliment *100%
Means of verification	<ul style="list-style-type: none"> Employee Appointment letter
Assumptions	<ul style="list-style-type: none"> Offers of employment are accepted by candidates
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> As per the EE plan
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-end)
Reporting cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> Vacancy rate reduced to 10%
Indicator responsibility	<ul style="list-style-type: none"> Chief Human Capital Officer (CHCO)

Indicator title	<ul style="list-style-type: none"> Percentage collection of levies billed
Definition	<ul style="list-style-type: none"> Billed levies compared to Actual levies collected
Source of data	<ul style="list-style-type: none"> Monthly/ Quarterly Finance Reports (Invoices and DMRE data)
Method of calculation or assessment	<ul style="list-style-type: none"> $(\text{Actual amount billed in Rands vs actual amount collected in Rands}) \times 100$
Means of verification	<ul style="list-style-type: none"> Monthly/ Quarterly Finance Reports (Collection report)
Assumptions	<ul style="list-style-type: none"> N/A

Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-end), cumulative (year-to-date) or non-cumulative
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 85% collection rate
Indicator responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator title	<ul style="list-style-type: none"> Percentage of service providers paid within 30 days
Definition	<ul style="list-style-type: none"> Overall percentage of service providers that were paid within 30 days after completion of work.
Source of data	<ul style="list-style-type: none"> Payment reports
Method of calculation or assessment	<ul style="list-style-type: none"> $(\text{Total Number of suppliers paid within 30 days} / \text{total number of suppliers paid}) * 100$
Means of verification	<ul style="list-style-type: none"> Monthly and Quarterly Finance reports
Assumptions	<ul style="list-style-type: none"> Work is finalised and approved
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-to-date)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Suppliers to be paid within 30 days
Indicator responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator title	<ul style="list-style-type: none"> Percentage implementation of capital projects
Definition	<ul style="list-style-type: none"> Actual expenditure incurred on capital projects
Source of data	<ul style="list-style-type: none"> Invoices
Method of calculation or assessment	<ul style="list-style-type: none"> Actual amount spent in Rand
Means of verification	<ul style="list-style-type: none"> Monthly and Quarterly Finance report
Assumptions	<ul style="list-style-type: none"> No delays in the procurement of capital projects
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-to-date)
Reporting cycle	<ul style="list-style-type: none"> Quarterly

Desired performance	<ul style="list-style-type: none"> • 95%
Indicator responsibility	<ul style="list-style-type: none"> • Chief Financial Officer

PART E: BUDGET

MINE HEALTH AND SAFETY COUNCIL	
STATEMENT OF FINANCIAL PERFORMANCE	
FOR THE YEAR ENDING	
	Budget
	2024
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Income	124 365 535
Revenue from non-exchange transactions	
Levies	118 591 849
State Funding	4 736 000
Revenue from exchange transactions	
Finance income	587 686
Other income	450 000
Expenditure	124 365 535
Research and Development	28 222 387
Dissemination and RTF Costs	2 788 945
Administrative expenses	3 316 681
Corporate Governance - Council	1 010 259
Debt Impairment	722 000
Depreciation and amortisation	9 104 678
*Employee costs	68 155 324
External audit Fees	2 380 035
Internal audit Fees	1 402 959
International Travel	1 050 000
Legal Fees	5 348 767
Offices Rental	816 000
Finance costs	47 500
Surplus / (Deficit) for the year	- 0
Administration Cost Include:	3 316 681
Insurance	614 081
Local Travel	687 110
Printing Stationery	506 002
Consumables	152 053
Telephone and Fax	264 043
Catering	196 353
Bad Debts Provision	897 038
*Employee cost comprise:	
Administration salaries	
Research salaries	