

Mine Health and Safety Council



MHSC

Annual Performance Plan for 2016/2017

1. INTRODUCTION

The Mine Health and Safety Council is a public entity that is mandated, in terms of the Mine Health and Safety Act (MHSA), to advise the Minister of Mineral Resources on research programmes, regulations, standards, Occupational Health and Safety (OHS) policies, procedures focused on minimising the occupational health and safety risk at mines. The Council is also tasked with promoting a culture of health and safety in the mining industry.

The Council office executes the operational deliverables of the Council, including the provision of secretarial support for the Council and all committees, managing its research programmes, finances, communications and promotions, and liaising with other statutory bodies on matters relating to occupational health and safety at mines.

This document details the strategy components for MHSC for the years 2015/16 to 2019/20 as it is prudent to plan for five years. The evidence that was utilised in the strategy's construction is contained in the accompanying Strategic Assessments document and the Strategic Management and Governance documents.

2. VISION STATEMENT

The Mine Health and Safety Council has a vision to be the knowledge leader and trusted advisor to the Minister of Mineral Resources and stakeholders on occupational health and safety matters, and to promote the transformation of occupational health and safety in the mining industry towards the achievement of zero harm to mine workers and mining communities.

3. MISSION STATEMENT

The MHSC's mission is to promote a culture of occupational health and safety in the mining industry by providing advice to the Minister of Mineral Resources, liaising with statutory bodies, fostering an effective tripartite partnership, and creating and disseminating information on leading practices to the mining industry.

4. VALUES

The MHSC prides itself on a set of shared values that inform and guide the interaction between employees, stakeholders and the mining industry at large. The first initial of these core values together spell the acronym "**PRIDE**" to ignite pride in the way MHSC is portrayed internally and externally.

Professionalism – Professional approach in all our business dealings and interpersonal relationships.

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

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

Delivery – Delivery and results-driven culture through constructive feedback and continuous improvement.

Excellence – Excellence and efficiency in the way we deliver on the mandate.

5. GOALS

MHSC is pursuing the following goals and all the strategic objectives will be linked to these goals:

Zero Harm to employees and communities as a result of mining activities

To provide knowledge leadership in mining OHS knowledge

6. GLOSSARY OF TERMS AND ABBREVIATIONS

- *AGSA- Auditor General of South Africa*
- *ARC – Audit and Risk Committee*
- *BSC - Balance Score Card*
- *CEO – Chief Executive Officer*
- *CFO – Chief Financial Officer*
- *CGLO - Corporate Governance Legal Officer*
- *CoE - Centre of Excellence*
- *CoM – Chamber of Mines*
- *COP – Code of Practice*
- *CROO – Chief Research and Operations Officer*
- *CSO – Corporate Services Officer*
- *CTAC – Culture Transformation Advisory Committee*
- *DMR - Department of Mineral Resources*
- *GRCO – Governance Risk and Compliance Officer*
- *HATS – HIV/AIDS, TB and Silicosis*
- *HRRAC – Human Resources and Remuneration Advisory Committee*
- *IT – Information Technology*

- *MITHAC – Mining Industry TB, HIV/AIDS Advisory Committee*
- *MOHAC – Mine Occupational Health Advisory Committee*
- *MRAC – Mining Regulations Advisory Committee*
- *OHS – Occupational Health and Safety*
- *SAP - Summit Action Plan*
- *SCM - Supply Chain Management*
- *SIMRAC - Safety in Mines Research Advisory Committee*
- *SMART – Specific, Measurable, Attainable, Realistic, Timeframes*

7. STRATEGIC PERFORMANCE FOR EACH QUARTER

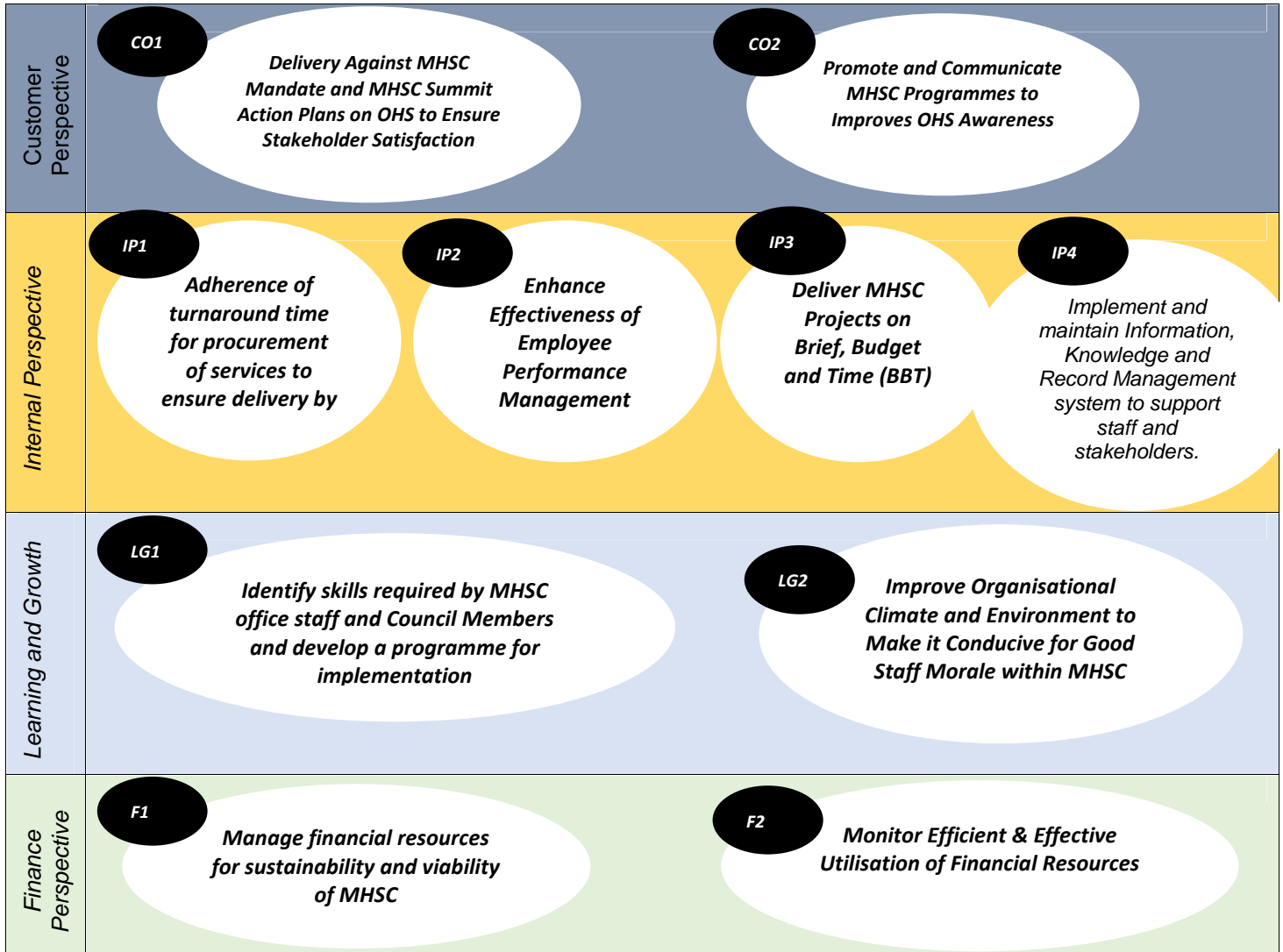
The MHSC utilises the principles of the Balanced Scorecard (BSC) approach for developing its strategic objectives as outlined in the 2015/2016 strategic plan. The core principles of the four pillars with the BSC are shown below in Figure 1.

Figure 1: Principles of the BSC approach

1.Customer Perspective	2. Internal Business
<i>Focus on customer satisfaction to ensure that stakeholder’s needs are satisfied and MHSC remains relevant and continues to discharge its mandate. Promotion and communication of Council activities to customers or stakeholders becomes critical.</i>	<i>Four key cluster of objectives that focus on day to day operations; development of products and services to meet the customer needs and assist in customer relationship management.</i>
3. Learning and Growth	4. Financial Perspective
<i>Growth in human capital, information capital is critical to the success of any and all organisations. Focussing on skills and capacity development to ensure Council efficiency and effectiveness.</i>	<i>To ensure financial sustainability through revenue collection; reducing operational costs and managing financial risks. Also ensuring efficient and effective utilisation of financial resources.</i>

Figure 2 below illustrates the strategic objectives within the four key perspectives of the BSC

Figure 2: BSC for the MHSC for 2016/2017



8. STRATEGIC OBJECTIVES, targets, indicators and initiatives

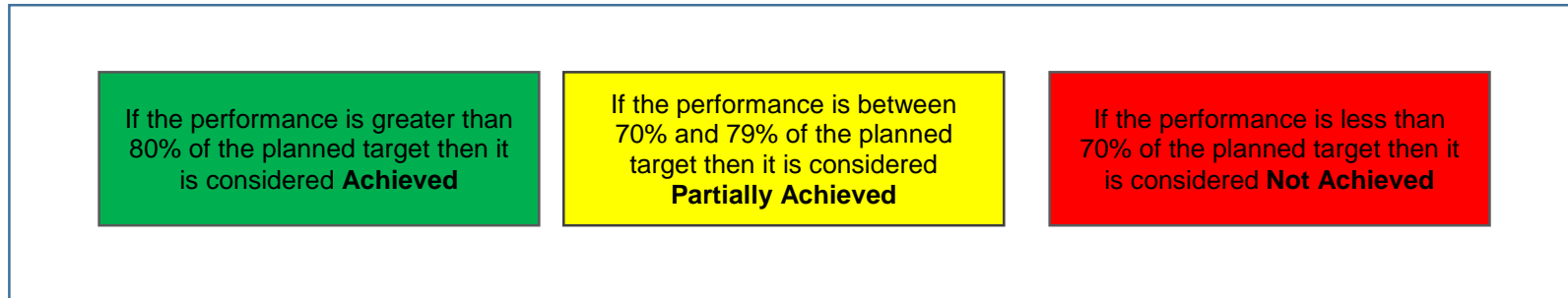
The strategy map as noted above is first costed and a template for each objective that shows an objective definition, initiatives and the responsible official is developed. This is as a basis for tracking of both financial and operation performance. Below are the templates that capture each strategic objective. For areas that have zero funding allocation, this is catered for from the operational budget of the MHSC Office or has been catered for from previous funding.

STRATEGIC OBJECTIVE	BALANCE SCORECARD PERSPECTIVE	COSTS
1. CO1 – Delivery against MHSC mandate and MHSC Summit Action Plans on OHS to ensure stakeholder satisfaction.	Customer/Stakeholder Perspective	R 0.00
2. CO2 - Promote and communicate MHSC programmes to improve OHS awareness.	Customer/Stakeholder Perspective	R7 457 230.00
3. IPO1 - Improving turnaround time for procurement of services to ensure delivery by MHSC.	Internal Perspective	R 0.00
4. IPO2 - Enhance effectiveness of employee performance management process.	Internal Perspective	R 0.00
5. IPO3 - Deliver MHSC projects on Brief, Budget and Time.	Internal Perspective	R 1 651 000.00
6. IPO4 - Implement knowledge and information management system to support staff and stakeholders.	Internal Perspective	R 272 500
7. LGO1 - Ensure MHSC office staff and Council Members have adequate skills and required competencies through continuous development.	Learning and Growth Perspective	R 584 458.00
8. LGO2 - Improve climate and environment to make it conducive for good staff morale within MHSC.	Learning and Growth Perspective	R 1 160 850.00
9. FO1 - Ensure financial sustainability and viability of MHSC.	Financial Perspective	R 262 962.00
10. FO2 - Ensure efficient and effective utilisation of financial resources.	Financial Perspective	R 0.00
TOTAL BUDGET FOR STRATEGIC OBJECTIVES		R 11 389 000.00

9. DETAILED STRATEGIC REPORT FOR THE QUARTER

5.1 INTERPRETATION ON THE ACHIEVEMENTS ON THE TARGET

In order to assist the interpretation of the performance analysis, the MHSC determines performance according to the following:



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Name of the objective: (CO1)						
Delivery against MHSC mandate inclusive of the MHSC Summit Action Plans on OHS to ensure stakeholder satisfaction.						
Definition of the objective:						
To deliver OHS services in terms of Council mandate inclusive of the Summit Action Plans to stakeholders that meet and exceed expectation.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:			MEASURE UNIT:	FREQUENCY OF REPORTING DATE
Primary measure: Percentage of achievement of initiatives		Actual initiatives /Planned initiatives			Percentage	Quarterly
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
100%	100% of initiatives due in the quarter	100% of initiatives due in the quarter	100% of initiatives due in the quarter	100% of initiatives due in the quarter		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Develop one advisory notes for submission to the Minister.			CROO	Quarterly	R0.00*
2.	Develop One legislative advice for submission to the Minister.			CROO	Quarterly	
3.	Develop one advisory notes on OHS Summit inclusive of HIV/AIDS and TB.			CROO	Quarterly	
4.	Liaise with other bodies –established with MoUs with organisations involved with OHS (minimum of 5 per year).			CROO	Quarterly	

*: Expenditure is budgeted as part of administrative costs

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Name of the objective: (CO2)						
Promote and communicate MHSC programmes to improve OHS awareness.						
Definition of the objective:						
To implement the approved Communication and Promotion strategy on MHSC programmes and OHS initiatives.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: Promotion and communication of initiatives to mining sector		(Number of executed promotion and communication programmes/number of planned promotion and communication programmes) X 100		Percentage	Quarterly	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
80%	80% of promotional initiative due in the quarter	80% of promotional initiative due in the quarter	80% of promotional initiative due in the quarter	80% of promotional initiative due in the quarter		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Develop a programme of initiatives to promote and communicate MHSC products and services.			CSO	01 April 2016	R7,457,230.00
2.	Implement an approved promotion and communication strategy plan for MHSC.			CSO	Quarterly	
3.	Undertake an assessment of four major events (World Aids Day, Women in Mining, OHS Summit and OH Dialogue) conducted.			CSO	Per event	
4.	Undertake an annual Principal stakeholder satisfaction survey.			CSO	Annually	
5.	Undertake an annual assessment on awareness/satisfaction from levy paying mines.			CSO	Annually	

MHSC Annual Performance Plan

6.	Undertake an annual assessment on awareness/satisfaction from Regional Tripartite Forums.	CSO	Annually	
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Name of the objective: (IPO1)						
Adherence to prescribed time frames for procurement of goods and services.						
Definition of the objective:						
Ensure adherence to prescribed time frames for procurement of goods and services.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: Services procurement turnaround time		Average percentage of requests completed within the required timeframe/total requests within required timeframes.		Percentage	Quarterly	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
80%	80%	80%	80%	80%		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Develop & budget for an annual forward demand procurement plan (AFPP).			CFO	31 January 2016	R0.00
2.	Develop Terms of Reference and sourcing strategies for approved APP.			CFO	30 April 2016	
3.	60 days for open tenders procurement turnaround time.			CFO	Quarterly	
4.	20 days for RFQs greater than R30 000 when appointing provider from database procurement turnaround time.			CFO	Quarterly	
5.	10 days for RFQs less than R30 000 when appointing provider from database procurement turnaround time.			CFO	Quarterly	

*: Expenditure is budgeted as part of administrative expenditure

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Name of the objective: (IPO2)						
Enhance effectiveness of employee performance management process.						
Definition of the objective:						
Ensure employee performance is managed efficiently and transparently at MHSC to enhance staff knowledge and skills and to promote accountability and improved performance.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary Measure: Percentage achievement of a minimum of 80% on each initiative		Actual initiatives action plans /Planned initiatives action plans		Percentage	Quarterly	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
80%	N/A	80%	N/A	80%		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Cascade APP objectives and actions into performance contracts of all staff.			EXCO	30 April 2016	R0.00*
2.	Conduct staff performance appraisals.			CSO	Bi Annually	

*: Expenditure is budgeted as part of administrative expenditure

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Name of the objective: (IPO3)						
Deliver MHSC projects on Brief, Budget and Time (BBT).						
Definition of the objective:						
An effective project management process that ensures effective, efficient, project scoping, scheduling and cost tracking.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: Project milestones delivered within budget and time allocation and to required quality standard		(Number of project milestones delivered on BBT/total number of project milestones due that quarter) X 100		Percentage	Quarterly	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
85%	85%	85%	85%	85%		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Development of milestone schedule and tracking of implementation.			EXCO	Monthly	R1,651,000.00*
2.	Monitor projects utilising projects milestones and contract register as part of Enterprise Project Management (EPM).			GRCO	Monthly	
3.	Implement Centre of Excellence (CoE) Model.			CROO	31 March 2017	

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Name of the objective: (IP4)						
Implement and maintain Information, Knowledge and Record Management system to support staff and stakeholders.						
Definition of the objective:						
Manage a system for Knowledge and Information Management (KM) at the MHSC which generates critical knowledge, stores and maintains information and records.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: implementation of approved document filling process		Percentage implementation of approved documented filing process		Percentage	Quarterly	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
80%	100%	100%	100%	100%		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Monitor Records Management system.			CSO	Bi-Monthly	R272,500.00
2.	KM system availability.			IT Manager	Daily	
3.	Monitor the KM system effectiveness.			IT Manager	Quarterly	

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Name of the objective: (LGO1)							
Identify skills required by MHSC office staff and Council Members and develop a training or capacitation programme for implementation.							
Definition of the objective:							
Ensure that staff members and Council and Committee members are adequately skilled and competent through the implementation of PDP's to enable MHSC to achieve its goals and mandate.							
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:			MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: Identified skill development needs		Identified skill development needs implemented against identified skill development needs			Percentage	Bi-Annual	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET	
80%	80% of what is due in the quarter	80% of what is due in the quarter	80% of what is due in the quarter	80% of what is due in the quarter			
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON			
1.	Development of personal development plans (PDPs) to provide inputs to Workplace Skills Plan.			CSO	31 March 2016	R 584,458.00	
2.	Submit Workplace Skills Plans (WSPs) and Annual Training Report (ATR) to MQA.			CSO	30 April 2016		
3.	Monitor Implementation of PDPs.			CSO	Quarterly		
4.	Develop and Implement training plan for Council and Committees' members.			CGLO	Annually		
5.	Conduct Induction for new Council and Committees' members.			CGLO	Annually		
6.	Conduct Induction for new MHSC Office staff.			CSO	Quarterly		

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Name of the objective: (LG2)						
Improve climate and environment to make it conducive for good staff morale within MHSC.						
Definition of the objective:						
Fostering a positive organisational climate is conducive for building a productive and stable work force that is motivated to work towards a common MHSC goal to positively influence OHS in the mining industry.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: Level of climate and staff morale within MHSC		Number of planned initiatives against implemented initiatives		Percentage	Annual	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
80%	80%	80%	80%	80%		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Implement Initiatives from exit trend analysis identified from the previous financial year.			CSO	Quarterly	R 1,160,850.00

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Name of the objective: (F1)						
Manage financial resources for sustainability and viability of MHSC.						
Definition of the objective:						
MHSC needs to ensure that it collects sufficient income and utilises funds effectively to deliver the MHSC mandate of promoting OHS in the mining industry.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: Proportion of income collected		(Rand value of income collected/total levied for the year) X 100		Percentage	Annual	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
90%	0%	90%	90%	90%		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Validate database of active mines			CFO	30 June 2016	R262,962.00
2.	Implement Levy Task Team Phase 1 outcome of a reviewed funding model to ensure the MHSC is adequately funded for delivery of OHS needs in the mining industry as per mandate and Summit action plans and programmes.			CFO	31 March 2017	
3.	Finalise Levy Task Team Phase 2 of a reviewed funding to ensure the MHSC is adequately funded for delivery of OHS needs in the mining industry as per mandate and Summit action plans and programmes.			CFO	31 March 2017	

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Name of the objective: (F2)						
Monitor efficient and effective utilisation of financial resources.						
Definition of the objective:						
MHSC needs to ensure that expenditure is aligned to budget stipulations to ensure that projects are adequately funded.						
MEASURES TO ENABLE TRACKING OF PROGRESS:		FORMULA FOR CALCULATION:		MEASURE UNIT:	FREQUENCY OF REPORTING DATE	
Primary measure: Maintain spending in line with approved budget variance		(Budget expenditure-Actual expenditure) / Budget X 100		Percentage	Quarterly	
YEARLY TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	DUE DATE	BUDGET
5%	5%	5%	5%	5%		
INITIATIVES TO ENABLE ACHIEVEMENT OF THE OBJECTIVE:				RESPONSIBLE PERSON		
1.	Develop and implement zero based budgeting process to determine cash flow requirements.			CFO	31 August 2016	R0.00*
2.	Develop and approve a budget for predetermined objectives.			CFO	31 August 2016	
3.	Monitor Implementation of Spending Plans.			EXCO	Monthly	

*: Expenditure is budgeted as part of administrative expenditure

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MINE HEALTH AND SAFETY COUNCIL		
STATEMENT OF FINANCIAL PERFORMANCE		
FOR THE PERIOD ENDED		
		Budget
		2017
		R
Income		83,843,241.75
	Revenue from non-exchange transactions	75,108,241.75
		-
	Revenue from exchange transactions:	
	Finance income	8,500,000.00
	Other income	235,000.00
Expenditure		137,871,424.29
	Research expenditure -Current period	18,656,000.00
	Research expenditure - Rollover	8,115,378.77
	Technical experts	2,160,000.00
	Strategic objectives expenditure	11,389,000.00
	Administrative expenses*	14,495,578.00
	Staff costs	34,984,681.94
	Depreciation and amortisation	4,221,785.58
	Summit projects**	43,649,000.00
	Promotion of Health And Safety	200,000.00
Income less Revenue		-54,028,182.54
	Realisation of reserves	55,000,000.00
Surplus for the year		971,817.46
	The anticipated administrative costs are as per below	
	Administrative expenses*	
	Offices Rental	3,252,233.00
	SIMRAC,MOHAC,CTAC etc Meetings	2,111,973.00
	Internal Audit Fees	802,959.00
	External Audit Fees	2,088,694.00
	Corporate Governance	1,439,465.00
	Other Office related expenses	4,800,254.00
		14,495,578.00
	The summit total budget is made up of the below aggregated costs	
	Summit Projects**	
	Seed Funding Projects (At acontractual stage)	25,277,058.00
	Centre of Excellence (Signed Contracts)	18,371,942.00
		43,649,000.00