

OUR STRATEGY AT A GLANCE

STRATEGIC PLAN



	OBJECTIVES
Drive industry agenda for ethical leadership, good governance, and positive transformation	Play leadership role in setting business agenda for transformative change, ethical leadership and good governance. Do this through organised business: BUSA, BASA, ASISA, BLSA. Consider modifications to the Membership Compact to ensure ethical supplier conduct.
Help drive development of a shared vision for the sector, one that can be supported by all stakeholders	Rebrand, rename, and reposition organisation against a milestone plan that co-ordinates finalisation of a reconciliation process, significant progress on legacy issues, completion of an industry vision for competitiveness and growth, and a stronger commitment to the core values statement. Emphasis on enhanced communications and the promotion of a positive image.
Reboot process to enable social pact between stakeholders, which has as its cornerstones policy and regulatory certainty, and good governance	Implement meaningful acknowledgement process to acknowledge the past (good and bad), based on fundamental precepts in the Zambezi Protocol. Successfully resolve a significant portion of legacy issues – migrant labour, accommodation, living conditions, social wage – in collaboration with stakeholders. Accelerate pay-out of pension funds to ex-mineworkers and compensation for occupational lung disease.
Develop a framework for promoting and respecting human rights; and support our members in its implementation	Implement bottom-up grass roots approach to engaging members and communities – establishing pilot regional offices to foster collaboration and partnership, and better transformation outcomes. Form alliances with key business, labour, community, government, Parliament, religious groupings. Establish mechanisms for ongoing collaboration and engagement on strategic country and mining industry issues. Effectively engage members through bilateral meetings and Minerals Council committees. Broaden the Minerals Council’s membership to include more emerging miners; and ensure their voice on the Board.

OUR STRATEGY AT A GLANCE CONTINUED



Strategic goal 02

Create an enabling policy, legislative, regulatory, and operating environment for a successful mining industry

OBJECTIVES

Create enabling policy environment for mining sector.

Engage on all policies that impact the mining sector to ensure they are stable, competitive, and predictable to promote investment and transformation. Develop an alternative view on what a “successful South African mining policy” should look like and key principles underpinning such a policy.

Create an enabling legislative and regulatory environment for the mining sector.

Focus on legislation and regulations relevant to the sector and ensure these are stable, competitive and predictable. Propose an independent minerals commission to administer mining and prospecting rights outside of political interference.

Create an enabling operating environment for the mining sector.

Engage with government, regulators, and labour on key issues to promote the competitiveness of the sector. Issues include industry wage reviews; infrastructure challenges (electricity prices, rail, ports and water); social infrastructure development in mining areas (housing, schools, clinics); crime as it affects mining (illegal mining, product theft, theft of mining supplies, criminal syndicates).



Strategic goal 03

Minerals Council and members to implement a positive contribution model (including to the NDP)

OBJECTIVES

Promote local economic and community development.

Facilitate industry collaboration through regional pilot offices and engaging government and other stakeholders (possibly establishing collaborative funding vehicles and obtaining Treasury co-contributions, sharing arrangement recognised under the SLPs). Promote localisation in supplier industries.

Promote innovation and R&D for the sector.

Facilitate collaborative efforts on innovation that will contribute to achieving zero harm, improving productivity and competitiveness, and creating sustainable and socially acceptable mining. Includes industry drive for innovation through the mining precinct, and work with supplier industries, universities and government innovation agencies.

Help expand a cost-competitive and efficient infrastructure base for mining.

Facilitate discussions on new capacity in rail, ports, water, and electricity (including potential private sector participation and concessioning).

OUR STRATEGY AT A GLANCE CONTINUED



Strategic goal 04

Lead by example. Demonstrate progress on transformation, safety, social, and environmental imperatives (including through sharing leading practice)

OBJECTIVES

Promote zero harm.

Play leadership role in initiatives to fast-track mining's progress to zero harm (including culture transformation, training of health and safety representatives, adoption of leading practices identified by Mining Occupational Safety and Health (MOSH) Learning Hub, TB and HIV initiatives, health and safety milestones).

Promote and enable effective transformation.

Lead development of vision of what good transformation looks like in collaboration with stakeholders (and design of practical and workable Charter to facilitate further industry transformation). Engage members on progress and reporting. Share leading practice on transformation.

Reduce mining industry's environmental footprint.

Play a leadership role in managing debate on climate change. Help guide debates on lowering industry's environmental footprint (energy and water efficiency, water environmental rehabilitation, monitoring emissions, leading practice).



Strategic goal 05

Continually improve effectiveness and performance

OBJECTIVES

Filter external issues and ensure alignment with the Minerals Council strategic plan.

Only issues of strategic importance should be prioritised and tackled.

Ensure the effectiveness and efficiency of the Minerals Council.

Effective implementation of the human resources strategy to attract and retain a professional team (including implementation of performance monitoring system, and short and long term incentive plans). Effective implementation of the risk register process and its alignment with strategic plan objectives to mitigate and manage these risks. Improvement of internal governance and governance of structures where the Minerals Council is represented. Ongoing modernisation of internal policies and procedures. Improve principal, commodity-specific, and policy committees. Ensure the Minerals Council remains fit for purpose in terms of organisational structure and capacity to meet the requirements of the Board-agreed strategic plan and budget.

Evaluate the performance of the Minerals Council and provide feedback to members.

Provide appropriate progress report feedback to the Board. Conduct regular strategic reviews, guided by the Office Bearers and the Board.