

SLP Compilation Checklist

A working framework for compiling Social and Labour Plans under the MPRDA and Mining Charter

Strategy4Good

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SLP4Good Shortcut — Synthesis and Output

SLP4Good synthesises data

- Use software to analyse audit data
- Identify skills gaps
- Identify HLC gaps
- Identify LED priorities
- Identify procurement gaps
- Save time and cost
- Reduce consultant fieldwork burden

Develop person-by-person HRD plan

- Employee profile
- Current role
- Training need
- Career path
- Mentorship need
- Annual training plan
- Five-year training plan

Develop LED project options

- Use IDP
- Use community needs
- Use stakeholder inputs
- Use SLP4Good LED project database
- Screen for feasibility
- Screen for budget fit
- Screen for sustainability
- Screen for implementation risk

SLP4Good Shortcut — Drafting and Tracking

Draft SLP tables

- HRD tables
- EE tables
- LED project tables
- HLC tables
- Procurement tables
- Downscaling tables
- Budget tables
- Responsibility tables
- Monitoring tables

Project management method

- Create evidence file
- Track commitments
- Track annual delivery
- Track budget spend
- Track variance
- Prepare annual reporting inputs
- Update implementation dashboard

01 Ownership

- Confirm ownership structure
- Confirm B-BBEE / empowerment status
- Confirm whether ownership changed since previous SLP
- Note that ownership is rarely the main issue
- Apply "once empowered, always empowered" carefully where relevant
- Keep this section short unless ownership has changed

02 Preamble

- Insert mining right details
- Insert company and operation details
- Insert commodity
- Insert location
- Insert municipality
- Insert host community
- Insert labour-sending areas
- Insert SLP period
- Insert workforce size
- Insert life-of-mine context
- Insert previous SLP cycle reference
- Generally static information

03 Previous SLP Performance

- Review previous commitments
- Check what was completed
- Check what was not completed
- Record reasons for variance
- Identify carry-over commitments
- Prepare commitment versus actual table
- Prepare evidence list

04 HRD — Baseline and Budget

Start with WSP / ATR reports

- Training completed
- Training planned
- Training budget
- Training beneficiaries
- Training provider details
- Certificates and evidence

Check HRD budget

- Determine defensible amount mine ought to spend
- Use formula-based budget logic
- Compare HRD spend to payroll
- Remember the 5% skills development reference point
- Note that many mines spend less in practice
- Explain affordability and proportionality

Check workforce baseline

- Organogram
- Payroll
- Job categories
- Occupational levels
- Scarce and critical skills
- Skills gaps

Check EE profile

- Occupational levels
- Black representation
- Black female representation
- Women in mining
- Disability where applicable
- Latest employment equity amendments for mines
- Gap analysis
- Corrective measures

04 HRD — Training Programmes

Fit-for-purpose training

- Short courses
- Essential courses
- Health and safety courses
- Compliance courses
- Machine or equipment training
- Supervisory training
- Portable skills linked to short courses

Compulsory HRD programmes

- AET / ABET
- Learnerships
- Internships
- Bursaries
- Career progression
- Mentorship

AET / ABET

- Placement assessments
- Employee literacy levels
- Provider
- Number of learners
- Annual targets
- Budget
- Assessment and moderation process

Learnerships

- Employee learnerships
- Community learnerships
- Target group
- NQF level
- Provider
- Annual intake
- Budget

04 HRD — Pipeline and Development

Internships

- Field of study
- Target beneficiaries
- Duration
- Host department
- Mentor
- Budget

Bursaries

- Employee bursaries
- Community bursaries
- Dependants where relevant
- Field of study
- Selection criteria
- Annual budget

Career development

- Person-by-person progression plan
- Current position
- Target position
- Required training
- Timeframe
- Responsible person

Mentorship

- Mentor
- Mentee
- Development objective
- Frequency of contact
- Evidence method
- Progress review

05 Mine Community Development — Baseline

Check mine community budget

- Determine defensible amount mine ought to spend
- Use formula-based budget logic
- Compare LED spend to turnover, payroll, operating cost or profit
- Explain affordability and proportionality

Update socio-economic baseline

- Host community
- Labour-sending areas
- Demographics
- Unemployment
- Income levels
- Education levels
- Infrastructure gaps
- Community needs
- Municipal service challenges

05 Mine Community Development — Stakeholders

Stakeholder engagement and consultation

- Identify stakeholders
- Agree interview or meeting process
- Conduct consultation
- Record attendance
- Record issues raised
- Prepare issues and responses table
- Keep municipal correspondence
- Keep evidence annexures

Projects included

- Confirm final project selection
- Prepare project tables
- Check budget reconciliation
- Check annual sequencing
- Check responsible person
- Check evidence required

05 Mine Community Development — LED Projects

LED project development — scoping

- IDP alignment
- Municipal approval
- Community needs alignment
- Project concept note
- Project location
- Target beneficiaries
- Outputs
- KPIs

LED project development — delivery

- Implementation partner
- Implementation period
- Annual budget
- Sustainability plan
- Handover plan
- Risk and mitigation

06 Inclusive Procurement

Obtain procurement data

- Obtain procurement information from mine
- Check total procurement spend

Split spend by category

- Consumable goods
- Capital goods
- Services

Check supplier profile

- Local suppliers
- B-BBEE status
- HDP ownership
- Women-owned suppliers
- Youth-owned suppliers
- Community suppliers

Look at targets

- Do not rely blindly on 2018 targets
- Note that parts of the 2018 Mining Charter were set aside by the courts
- Use defensible transformation and supplier development logic

Do gap analysis

- Current procurement baseline
- Target position
- Gap
- Reason for gap
- Corrective action

Develop plans to close gaps

- Supplier database
- Local supplier identification
- Supplier development support
- Tender access support
- Payment terms
- Unbundling opportunities
- Annual improvement targets

07 Housing and Living Conditions

Conduct HLC survey

- Use SLP4Good questionnaire
- Employee housing status
- Rental status
- Home ownership
- Transport
- Family accommodation
- Access to water
- Access to sanitation
- Access to electricity
- Nutrition where relevant
- Living condition challenges

Develop gap plan

- Identify gaps
- Assess affordability
- Assess what the mine can influence
- Prepare annual commitments
- Prepare budget where required
- Prepare responsible person table

08 Downscaling and Retrenchment

Future Forum

- Establish forum
- Define membership
- Define meeting frequency
- Define terms of reference
- Keep minutes
- Keep attendance registers

Downscaling process

- Define trigger points
- Link to section 52 where relevant
- Commodity price risk
- Operational risk
- Closure risk
- Redeployment approach
- Retraining approach
- Communication approach

Standard content

- Retrenchment avoidance
- Alternative employment
- Portable skills
- Consultation process
- Local economic mitigation
- Monitoring

09 Budget and Financial Commitments

Prepare budgets

- Prepare five-year budget
- Prepare annual budget

Split by SLP section

- HRD
- Mine community development
- Housing and living conditions
- Procurement support where relevant
- Downscaling measures where relevant

Reconcile and verify

- Reconcile all tables
- Check totals
- Check affordability
- Check formula logic
- Check whether commitments are realistic

10 Implementation Responsibility

- Name responsible persons
- Assign each commitment
- Assign internal owner
- Assign external partner where relevant
- Assign reporting frequency
- Assign evidence requirement

11 Monitoring and Reporting

- Prepare monitoring framework
- Quarterly internal review
- Annual SLP report
- Evidence file
- Progress dashboard
- Variance explanation
- Corrective action process

12 Annexures

- WSP / ATR
- EE report
- Organogram
- Payroll summary
- Training records
- Certificates
- Skills audit results
- HLC survey results
- Stakeholder engagement records
- Attendance registers
- Minutes
- IDP extracts
- Municipal letters
- Project quotations
- Maps
- Photos
- Baseline data
- Risk register

Compile with discipline.

Defend with evidence.