

Client Case Insight: Board and Sub-Committee Appraisal – Mining Industry Entity

The client mandate is to advise on mining industry legislation and generate research outcomes focused on improving and promoting occupational health and safety in South African mines. The entity oversees the activities of 5 technical committees each of which undertakes research to promote a culture of health and safety within the mining industry. In addition to the the 5 technical committees there are also 2 statutory committees:

- Audit and Risk Management Committee; and the
- Human Resources Remuneration and Advisory Committee;

Several challenges were presented around the appointment of new governing body members as their roles and mandates were not clearly defined and communicated. This hampered their contribution and effectiveness in committee meetings. StratNovation was tasked with comprehensive appraisal of the performance of the governing body and its various sub-committees to:

- obtain a high-level overview of the governance structures and processes that existed;
- ascertain existing governance issues;
- analyse the dynamics of the interrelation and communication between the governing body and its sub-committees;
- interrogate meeting minutes of all the above governance committees using a questionnaire as an evaluation instrument considering the Charters, Committee Terms of Reference and Codes of Conduct; and to
- assess the capacity and competence across all governance entities as well as support provided to the board in terms of the required competencies required of the members to adequately fulfil their duties and realise the performance against the mandate.


The appraisal undertaken reported on performance management issues mainly related to unwieldy board approval processes. A further challenge was highlighted with regards to governing body approvals, which was to ensure strategic research projects were undertaken and completed timeously for approval and industry acceptance.

The various appraisal findings were documented and presented to the governing body members and detailed and implementable recommendations developed to improve the governance processes of the governing body and its sub-committees.

The end-result enabled action to be taken on improving, the governance system reporting and the effectiveness of the governing body.

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