



**SOUTH AFRICAN COLLIERY MANAGERS' ASSOCIATION**

**ANNUAL REPORT OF THE COUNCIL  
FOR THE YEAR ENDED 31 DECEMBER 2005**

**COUNCIL 2005**

**President**

M J Bleeker  
New Clydesdale Colliery

**Vice-President**

W Marais  
Anglo Operations Limited

**Immediate Past President**

J P Jordaan  
Sasol Mining

**Elected Members of Council**

C P Aspeling  
Kumba Resources

J P M Fullard  
Xstrata Coal  
(Co-opted May 2005)

F S M Grobbelaar  
Sasol Mining

R E Jennings  
Ingwe Collieries Limited

R Karstel  
Ingwe Collieries Limited  
(Co-opted February 2005)

A A Kraai  
CROW

- 2 -

A B Mabbett  
Total Coal SA

M Z T Masondo  
New Denmark Colliery

W Uys  
Sasol Mining

**Regional Representatives**

**Northern Region**

P I van der Linde  
Glisa Colliery

**Southern Region**

N E Jones  
Savmore Colliery

**Secretary**

S J Orchardson  
Mines Professional Associations' Secretariat

**REPORT OF THE COUNCIL FOR THE YEAR ENDED  
31 DECEMBER 2005**

Presented to the members of the Association on the occasion of the Twenty Ninth Annual General Meeting held at the Johannesburg Country Club on Friday, 24 February 2006.

***FINANCE***

The audited financial statements appended to this report reflect the income and expenditure of the Association's funds administered by the Mines Professional Associations Secretariat.

Revenue for the year, from annual subscriptions, interest earned on investments deposited with the Chamber of Mines' Cash Management Services and revenue on the sale of Association insignia amounted to R178 827. Expenditure amounted to R254 432.

Accumulated funds at the beginning of the financial year totalled R250 363. Following the transfer of the current year's net deficit of R75 605 an amount of R174 758 will be carried forward to the new financial year.

The deficit for the year arises from the expenditure of R67 692 on the MQA/ECOSA initiative in qualification design, registration and licensing for managers, website of R12 962 and general expenses of R16 960. The MQA/ECOSA initiative benefits all members and the expenditure is justified to ensure that the members mandate is carried forward to the various stakeholders and will not in anyway threaten the financial stability of the Association.

***SUBSCRIPTIONS***

In terms of the powers vested in it by the Constitution and Rules of the Association, the Council has agreed to increase the annual subscriptions for Ordinary and Associate members to R630 per annum (excluding VAT). The subscriptions for retired members will be R65 per annum (excluding VAT).

The subscriptions for candidate members has been set at R185 (excluding VAT).

***MEMBERSHIP***

The total membership of the Association as at 31 December 2005 (December 2004), totalled 302 (281) made up of 143 (138) Ordinary members 129 (115) Associate members, 20(21) Honorary Life members and 7 (7) retired members. There are also 3 candidate members.

***SENTINEL MINING INDUSTRY RETIREMENT FUND***

Mr W Marais was elected as SACMA's representative and continues to attend Board of Trustee meetings and to report back at Council and General Meetings to members.

## **ACTIVITIES**

Your Association's Council's strategy for the year has been to focus on areas that added value to members and to the coal mining industry. Council members are well positioned and established in the main focus areas as Portfolio Holders.

## **RENEWAL PROCESS**

The Council held a Strategic Planning Session in March 2005 to set out the course for the Association and its interaction with various stakeholders for the future.

The following Thrusts have been progressed by Council members during the year:

- Membership Value
- Professionalism
- Safety, Health and the Environment
- Alignment with Industry Leaders
- Stakeholders Relationships

## **MEMBERSHIP VALUE**

### **MEETINGS**

In addition to the monthly meetings of the Council, regular meetings were held within the Northern and Southern Regions. Regional Meetings offered members the opportunity to share best practice and network with colleagues. At each of the regional and general meetings more emphasis were placed on safety presentations and sharing best practices on safety, ECSA registration and membership.

During the year under review General Meetings were held at South African Coal Estates, Ermelo Golf Club, Ermelo, and at the Champagne Sports Resort during the months of May, August and October 2005, respectively.

Attendance was satisfactory at all meetings and the quality of the technical papers and presentations once again met with the Association's high expectations and standards.

Your Council wishes to place on record its grateful thanks to the management and staff of all the Operations who hosted meetings for the use of their facilities, their hospitality and assistance, all of which played a significant role in the success of the Regional and General meetings.

Corporate Governance is a cornerstone of the Association and a Code of Conduct for members has been incorporated into the membership application form.

### **PAPERS AND TECHNICAL NOTES**

The following Technical Papers and Presentations were presented at the Association's General Meetings:

Coaltrans Fraud	M Stewart
Changes within the CSIR	Dr V Pillay
Diversity Adds Value	D J O Standish-White
Goedehoop Fire in April 2005	M Dugmore
Gas Safety Demonstration	P Rohlssen

Presentations were also made on the strategic thrusts for the year, ECSA registration, licensing for engineering practitioners and the SACMA Safety Forum.

The following technical papers and presentations were presented at the Association's Northern Regional Meetings:

Mine Managers Certificate of Competency Training Course	W Collett
Contracts Risk Management	L Mulder (Expectra)
Computer Aided Management Information Log (CAMIL)	J P M Fullard
Neutral Start Valve and Reverse Hooter Indicator Investigation by 'du pont' into Sasol Mining Safety Procedures	G Carter (Elgin Flameproofing) W Uys
Shaft Sinking (Mooikraal Decline) at Sigma Colliery	F Hunter
Matla Colliery Two Seam Shortwall	H Booysen
Dorstfontein Thin Seam Mining	J Coetzee and K Krugel
Copper Mining in Chile at Collahuasi	M Spies

A presentation was also made on ECSA Registration and Licensing.

### **TECHNICAL VISITS**

Eleven Intermine Technical visits were scheduled although some had to be postponed on occasions.

In general feedback provided indicated that the technical content of the visits were good.

### **NON CORE TECHNICAL VISIT**

This year a non core technical visit was undertaken to Richards Bay Coal Terminal and Richards Bay Minerals on 5 and 6 May 2005. Both visits had been very informative and had included a visit to a ship at the Coal Terminal and the rehabilitation and plant at Richards Bay Minerals.

### **SACMA WEB PAGE**

During the year the SACMA web page had 1754 visitors. The safety statistics of the different companies were updated and can be viewed on the web site. The flash reports on incidents did not work as planned but the new web site that is under construction will help to improve the situation. The link to the present web site has been speeded up and is working well. The redesign of the present web page will be completed in the beginning of 2006. The new web site will be more user friendly and more focused on the market that SACMA wants to reach. The site will also be easier to maintain.

### **MINING QUALIFICATIONS AUTHORITY (MQA) AND ENGINEERING COUNCIL OF SOUTH AFRICA (ECSA)**

Your Association continues to have a very active role in the MQA and ECSA. During the year the following progress was made:

#### **Future of the Certificated Engineer**

The Association remained very active in the numerous forums engaging with the Chamber of Mines, DME, Professional Associations, MQA and ECSA. The progress made with the Outcome Based Education and Training qualification for Certificated Engineer was slow, due to certain delays experienced in the process. Good progress was made in concluding the Profile and Level of this qualification and engagement with the broader stakeholders has begun. It is envisaged that the new Certificated Engineer qualification will be registered with SAQA by the end of 2006. The Association remains committed to this process in providing the necessary participation, leadership and resources.

The Council wishes to express its sincere gratitude to all those members that have contributed to this historic process and encourage them to continue with their role in order to achieve the required outcome for the Association.

### Professional Registration

During the year the Association completed the necessary forms for recognition as a Voluntary Association.

There are certain criteria that the Association must meet to retain its recognition as a Voluntary Association status and Council will continue with the registration drive amongst its members to ensure that by June 2006, the majority of Council members are registered and a minimum of 40% of voting members are registered with ECSA.

Your Association continues to encourage members to register with ECSA and in this way it will be in a position to influence ECSA'S decision making process. To this end several workshops were held in conjunction with SACEA to assist members in progressing their applications for ECSA registration.

### **RELATIONSHIPS WITH INTERNATIONAL ASSOCIATIONS**

A sound relationship was established with the Association in Australia and in particular correspondence regarding the continuous development arrangement in Australia and safety related matters.

Efforts to develop links with similar Associations in India were not successful.

### ***ALIGNMENT WITH CHIEF EXECUTIVE OFFICERS (CEO'S)***

#### **DISCUSSION WITH CEO'S**

The current strategy was presented to the CEO's of all the Mining Houses. In general the strategy was accepted positively and valuable input was received from the CEO's. Their recommendations were included in the strategic thrusts for 2005.

#### **CO-ORDINATION OF SOCIAL AND LABOUR PLANS**

A Seminar was presented by the South African Collieries Human Resources Association (SACHRA) to expose all relevant parties to the Social and Labour Plan.

### ***PROFESSIONALISM***

#### **METF**

SACMA maintained its involvement with tertiary mining education through the Chairmanship of Mr W Uys of the Board of Trustees of the Minerals Education Trust Fund (METF). This industry fund with the main aim of subventing the salaries of educators in the Minerals Industry is to ensure the retention of talented academic staff. This funding enables SACMA members assigned to the mining sub-committee of the METF to ensure a high standard of mining education as well as a sustainable supply of suitably qualified mining engineers.

#### **REDRAFTING OF TERTIARY MATERIAL**

SACMA once again initiated the drafting of tertiary education material. The material on open cast mining by Professor R Thompson of the Department of Mining Engineering, University of Pretoria was published. The material on shafts by Mr I Matunhire, a newly appointed lecturer also from the Department of Mining Engineering, University of Pretoria will be ready to be introduced during 2006. These handbooks will be available to be used at all of the tertiary mining education institutions.

## **COMMISSION OF EXAMINERS**

The quality of preparation of candidates writing the mine managers certificate of competency remains a concern. In dealing with this problem a mine manager certificate preparatory course was developed with the Council's approval and introduced during the year.

## ***STAKEHOLDER RELATIONSHIPS***

### **MANAGEMENT OF CONTRACTORS**

A contract management seminar arranged by SACAFMA was held on 16 February 2005 and a follow up workshop in November 2005.

The workshop was held to find workable solutions

- to allow for one medical examination per year for contract employees acceptable to all Mining Houses; and
- to have only one general generic induction course acceptable to all Mining Houses.

The workshop agreed to establish a focus team to research the various topics and detail the various positions of the Mining Houses.

The outcomes of the workshop were placed on the Associations website.

### **DEPARTMENT OF MINERALS AND ENERGY (DME)**

Further meetings were conducted with the Department of Minerals and Energy, specifically with the Chief Inspector of Mines and Regional Inspectors. SACMA has developed a good relationship with the department and issues affecting our relationship have been successfully resolved.

### **ROADS AND INFRASTRUCTURE**

Meetings have also been held with the MEC of roads and infrastructure, Mpumalanga with reference to the poor conditions of the roads network in Mpumalanga. The meetings have been exploratory, however successful as the MEC has committed to working with the mines and has put some plans forward to improve the situation.

### **DEPARTMENT OF LABOUR (DoL)**

South African Colliery Human Resources Association (SACHRA) initiated contact with the Department of Labour (DoL) and the Commission for Conciliation Mediation and Arbitration (CCMA). The main purpose of these contacts are to build good working relationships between the government/ parastatal institutions and the industry and to give industry input on government decisions affecting the industry. Interactions with the CCMA concerned administrative issues and concerns around some decisions on certain dismissals. The CCMA made commitments to strengthen their administrative capacity and to give due attention to CCMA decisions that are not of the right standard. On behalf of the industry, SACHRA offered to assist the CCMA with capacity building through on the job training at the mining houses to fast track the acquisition of administrative skills. Furthermore, the CCMA and DoL would be invited to visit the mines in order to develop better understanding and appreciation of the coal mining industry.

### **DEPARTMENT OF WATERS AFFAIRS AND FORESTRY (DWAF)**

An improved relationship with the Department of Water Affairs and Forestry officials has been established. Access to the ministerial levels of this government department has also been established.

## **SPOORNET**

The Council has been kept informed with the latest developments around the SpoorNet restructuring and has shared these with members at General and Regional Meetings.

## **SMALL SCALE OPERATORS**

A watching brief has been kept on this portfolio and various initiatives have been supported.

## **ESKOM**

The Council has been kept informed with the latest developments and has shared these with members at Regional Meetings.

## **CAREER DAYS 2005**

SACHRA hosted a career day in the eKhuruleni Municipality (East Rand).

The purpose of the career day is mainly to

- create an interest in a career in mining in the surrounding communities thereby creating a talent pool for the industry
- networking and public relation for the industry, and,
- to create a better understanding of the coal value chain.

Various Government departments such as DME, DoL, and Department of Education (DoE) were invited to participate.

## ***DIRECTION IN SAFETY, HEALTH AND ENVIRONMENT (SH&E)***

### **HIV / AIDS FOCUS**

The Powerbelt continued to operate in the Highveld region. The Powerbelt initiatives included the training of peer educators who were actively involved with AIDS education, condom distribution and the dissemination of information about the Government services on antiretrovirals and referrals to community facilities. There is a need for coordination of effort between the Powerbelt initiatives in the communities, the government's decision to make antiretrovirals available and the major initiatives currently taking place at the various Mining Houses.

### **COALSAFE 2005**

Coalsafe 2005 was launched on 10 March 2005 at the Witbank Civic Centre. Over 700 delegates attended the launch. This was the best attendance and representation ever. Subsequently 12 regional road shows were held at various collieries to take the safety theme to mine employees. Some 1400 employees attended these.

A number of mines customised the regional roadshows to incorporate their own safety and health initiatives.

Council wishes to place on record its thanks to Mr V Maseko, the Chairman and his working committee as well as the mines which hosted the regional road shows for their dedication in ensuring the success of these initiatives.

## **COAL INDUSTRY SHE FORUM**

A SACMA Industry Safety Forum comprising of the safety professionals of the respective coal mining companies was established in 2004 to focus on the following objectives:

- To formalize a network of safety professionals representing all employers in the South African coal mining industry.
- To address the challenge the coal mining industry faces to impact its safety performance much more positively by breaking through the current performance plateau,
- To facilitate safety learning within the South African coal mining industry
- To report to SACMA Council on the status of industry safety performance

These objectives are formulated to achieve the following target:

- Elimination of fatalities in the coal mining industry
- Continuous improvement in industry injury safety performance, outperforming National and International benchmarks
- Eradication of barriers to sharing of safety management practices as safety is not considered as a competitive edge

Feedback from this forum is given at General and Regional Meetings.

## **OCCUPATIONAL, HEALTH AND SAFETY POLICY COMMITTEE (OH&SPC)**

Your Association is represented on the Occupational, Health and Safety Policy Committee of the Chamber of Mines by Mr W Marais, and a representative from the South African Colliery Engineers' Association.

This body is the main employer caucus for the Mining Regulations Advisory Committee (MRAC) and various issues related to occupational health and safety are tabled for comment, before mandates are passed on to MRAC members.

The main focus area of the committee has been:

1. Review the SIMRAC levy system:
2. Drafting of Regulations:

A number of new regulations have been drafted, promulgated and old regulations repealed.

The main topic of discussion has been on the necessity of statutory appointments versus appointments based on risk assessments. (Statutory regulatory mechanisms versus outcome based regulations).

The DME (Chief Inspector) is of the view that certain minimum requirements must be stipulated in order to set basic standards. A decision has to be taken to allow a shift towards setting some basic minimum standards versus the principles around which the Mine Health and Safety Act of 1996 (MHSA) was designed. This has impacted on the drafting of some regulations, specifically those requiring engineering expertise.

The Mining Industry had signed a commitment to achieving various targets and milestones at an OHS Summit on 15 June 2005. Your Council endorses this commitment and will also sign a pledge to support their achievement.

**ASSOCIATION AWARDS**

**GOLD MEDAL AWARD: 2005**

The Association's gold medal and certificate was awarded to Mr D J O Standish-White for his paper entitled "Goedehoop Diversity Journey".

**MINE VENTILATION SOCIETY: 2005**

The Association's prize was awarded to Mr D Rowe for his paper entitled "Elimination of Silicosis in the South African Mining Industry".

**WITWATERSRAND TECHNIKON: 2004**

The award for the top coal student from the B Tech Mining Engineering Group was awarded at the Annual General Meeting on 25 February 2005 to Mr C H du Buisson.

**COLLIERY TRAINING COLLEGE**

The award for the Best Trainee Miner of the Year was made at the prize giving in April 2005 to Mr D Lalumbe (Tshikondeni Colliery)

***SAFETY***

**MINE SAFETY ACHIEVEMENTS**

**THOUSAND FATALITY FREE PRODUCTION SHIFTS**

**Twelve Thousand**

Kriel Colliery, Underground

**Eight Thousand**

South Witbank Colliery

**Six Thousand**

Forzando Colliery  
Matla No 2 Mine  
Middelburg Mine  
Tslentis Colliery

**Five Thousand**

Matla No 1

**Two Thousand**

Goedehoop Colliery  
Landau Colliery  
Waterpan Colliery  
Zululand Anthracite Colliery

**One Thousand**

Matla No 3 Mine  
Matla Colliery

Vaalkrans Colliery  
New Clydesdale Colliery

**MILLIONAIRES**

**Two Million Fatality Free Shifts**

Twistdraai Colliery

**One Million Fatality Free shifts**

Eyesizwe North Block Complex  
Matla No 1 Mine  
Twistdraai Colliery – Central Shaft

**OTHER NOTEWORTHY ACHIEVEMENTS WERE**

Sasol Operational Technical Services had worked two years without a lost workday case

Brandspruit Colliery (West Shaft) had achieved 21 years without a fatality

Forzando Mine had achieved one year without a lost time injury

Sasol Mining had achieved 8.4 million manhours without a lost workday case

South Witbank (Section) mine 152 632 tons without a single dressing case

Klipspruit Mine had achieved three million manhours without a classified injury

Middelbult Colliery had achieved one million manhours worked without a lost workday case

Sigma Colliery had achieved one million manhours worked without a lost workday case

New Clydesdale Colliery had achieved one million lost time injury free hours

**DME SAFETY FLAG**

Tshikondeni Colliery

***REPRESENTATION***

**SUB COMMITTEE OF COUNCIL**

**Representative**

**Alternate**

**Honorary Treasurer**

J P Jordaan

**MEMBER VALUE**

W Uys (Chairman)

**Membership Custodians**

W Marais (Anglo Coal)  
R E Jennings (Ingwe)  
W Uys (Sasol)  
J P Fullard (Xstrata)  
M J Bleeker (Eyesizwe)  
C Aspeling (Kumba)  
A B Mabbett (Total)

	P I van der Linde (Eyesizwe) N E Jones (Kangra and Southern Region)	
<b>Sentinel Mining Industry Retirement Fund (SMIRF)</b>	W Marais	B J Drew (SACAFMA)
<b>Sentinel Finance Committee</b>	B J Drew (SACAFMA)	
<b>Membership Applications</b>	W Uys	W Marais
<b>Editorial, Papers</b>	M Z T Masondo	
<b>Inter Mine Technical Visits</b>	M Z T Masondo	
<b>SACMA Website</b>	C Aspeling	
<b><u>ALIGNMENT AND INTERACTION</u></b>	President/Vice President	Past Presidents
<b><u>PROFESSIONALISM</u></b>		
<b>MPAS Steering Committee</b>	R E Jennings/R Karstel	
<b>ECSA/MQA Other Matters</b>	R E Jennings	
<b>Certificated Engineers Registration Committee</b>	M C Elliot/ R E Jennings	
<b>Accreditation for Technikons</b>	M C Elliot	
<b>Accreditation Committee – PreEng for Universities</b>	M J Bleeker	
<b>Commission of Examiners</b>		
<b>* Mining I</b>	H Hoffmann	A A Kraai
<b>* Mining II</b>	W Uys	T Masondo
<b>* Mining Management III</b>	J P Jordaan/ M Vetri	AMMSA
<b>CTC Management Committee</b>	N Jones	M C Elliot
<b>Mine Overseers Board</b>	P I van der Linde	
<b>Blasting Certificate</b>	AB Mabbett/ F S M Grobbelaar	
<b>METF</b>	W Uys	
<b><u>SHAREHOLDER RELATIONS</u></b>		
<b>SAIMM (Observer)</b>	A B Mabbett	
<b>BMF</b>	A A Kraai/AMA	
<b>DME</b>	W Marais	
<b>DWAF</b>	W Uys	

**DoL**

SACHRA

**OTHERS**

**Tripartite Forums (OH&SPC,  
SIMRAC etc)**

W Marais

G Trivet

**MRS Management Committee**

M J Bleeker/J J du Preez

J Collins

**Self-Contained Self-Rescuers**

M C Elliot/ (SACEPA  
representative))

**WCMAS**

W Marais

B J Drew

**Coaltech 2020**

J P M Fullard

C J Joubert/  
P Scheepers

**HIV/AIDS**

SACHRA

**Coalsafe**

V Maseko

**Safety Forum**

W Uys/ G Trivett

Your Council wishes to place on record its sincere appreciation for the services rendered to the Association by the above-mentioned representatives and also wishes to thank them for all their efforts and for the time that they have given to the execution of their tasks.

***AFFILIATED ASSOCIATIONS***

The Presidents of all Affiliated Associations are invited to attend the monthly SACMA Council meeting. This ensures that the objectives and aims of each Association are aligned.

***MEETINGS WITH REPRESENTATIVES OF THE CHAMBER OF MINES AND MINES PROFESSIONAL ASSOCIATIONS***

During June and November 2005, your President and Vice-President participated in meetings with the Presidents and Vice-Presidents of the other Mines Professional Associations where the opportunity was once again taken to hold fruitful discussions on matters of common interest and concern.

These meetings which were held regularly each year involved informative briefings and discussions with the President of the Chamber of Mines and Senior Chamber representatives and advisors.

The Council attaches much importance to these meetings as they have established a forum for the dissemination of information and ideas and have strengthened the bonds on an inter-Association basis and with the Chamber of Mines.

***PRESIDENTIAL ANNUAL FUNCTION***

The 2005 Annual Presidential Function was held at the Champagne Sports Resort, Drakensberg from 30 September to 2 October 2005. The successful presidential function culminated with a black tie banquet.

***CONCLUSION***

I would like to place on record my thanks and appreciation for the services rendered to the Association by the following people:

- All the SACMA members for your support:
- All the SACMA Council members not only for your support but also your loyalty and dedication:
- SAN Nkosi, Chief Operating Officer and Dr HLM Mathe, Operations Director of Eyesizwe Coal for their support, patience and understanding;
- Simon Orchardson and Gwyn Webster for our secretarial support; and
- My colleagues at Eyesizwe for your day to day support.

**M J BLEEKER  
PRESIDENT**

**PAST PRESIDENTS**

C TAYLOR	1978	
C J ISAAC	1979	
W M FITSZPATRICK	1 JANUARY, 1980 - 31 JULY 1980	
R E F COWLEY	1 AUGUST 1980 - 31 DECEMBER 1980	
R E F COWLEY	1981	
J G PALM	1982	
J G PALM	1984	
R B SMITH	1985	
A B ARCHER	1987	
P L MABBETT	1988	
G A KOEN	1989	
K L MCDONALD (Deceased)	1990	
P L MABBETT	1991	
N T McCOSH (Deceased)	1992	
A P BUGDEN	1993	
I D FOSTER	1994	
E J MARTENS	1995	
C G LADDS	1996	
A J VAN DER MERWE	1997	
W UYS	1998	
I F LIVINGSTONE-BLEVINS	1999	
R C BERRY	2000	
L D TURVEY	2001	
F S M GROBBELAAR	2002	
R E JENNINGS	2003	
J P JORDAAN	2004	
M J BLEEKER	2005	

*SACMA Council has adopted the following Corporate Governance principles.*

**Guideline 1: Leadership**

The Council should exercise leadership, enterprise, integrity and judgement in directing the Association so as to achieve continuing prosperity for it to act in the best interest of its members in a manner based on transparency, accountability and responsibility.

**Guideline 2: Council Appointments**

The Council should ensure that through a managed and effective process Council appointments are made that provide a mix of proficient councilors representing all Groups, each of whom is able to add value and to bring effective judgement to bear on the decision-making process.

**Guideline 3: Strategy and Values**

The Council should determine the Association's purpose and values, determine the strategy to achieve its purpose and to implement its values in order to ensure that it survives and thrives, and ensure that procedures and practices are in place that protect the Association's assets and reputation.

**Guideline 4: Performance**

The Council should monitor and evaluate the implementation of strategies and policies.

**Guideline 5: Compliance**

The Council should ensure that the Association complies with the relevant laws, regulations, codes of best practice and the Constitution.

**Guideline 6: Communication**

The Council should ensure that they communicate with members and stakeholders effectively.

**Guideline 7: Accountability to Members**

The Council should serve the legitimate interests of the members of the Association and account to them fully.

**Guideline 8: Relationships with Members and Stakeholders**

The Council should identify its members and external stakeholders and agree a policy, or policies, determining how the Association should relate to them.

**Guideline 9: Balance of Powers**

The Council should ensure that no one person or a block of persons has unfettered power and that there is an appropriate balance of power and authority on the Council

**Guideline 10: Technology**

The Council should ensure that technology and systems used in the Association are adequate to properly run the Association.

**Guideline 11: Annual Review of Future Solvency**

The Council must ensure annually that the Association will continue as a going concern for its next fiscal year.

