

Major Capital Projects

Major miner – Establishment of a remote operations centre



Background

The client operates a large, complex and integrated mining operation, comprising multiple mines, ports, and a long distance rail system. However each of the mines were historically, and largely, operated independently.

To drive greater productivity, efficiency, lower production costs, improved health, safety and environmental performance, and better, faster, smarter system-wide decision making, they undertook a landmark project to establish a remote integrated and centralised operations centre.

The challenge

During a time of major change for the client, the complex program involved:

- Design and construction of the customised facility
- Business process and organisation structure design
- Planning and implementation of advanced technology to control remote operations
- Development of detailed operational and change management processes, including integrated planning, dynamic scheduling, business continuity and disaster recovery strategies
- Liaison and co-ordination with a wide range of internal and external stakeholders and associated projects.

How we helped: Scope and approach

We provided full program management, organisation design and change management leadership for the broader program, and executed co-ordination of the process, technology and people dimensions.

The establishment of this new operation required the design of a new organisation structure that began with the strategic visioning and development of an operating model. We then developed a set of proposed organisation designs using benchmarking from within the client organization as well as other global industry experience.

The project resulted in a high degree of change for existing operations and individual, and to manage recruitment and transition, we worked with the client's operational personnel to design and implement a program of cascaded communications involving direct engagement with employees by the project team and utilising local leaders to deliver consistent communications and keep people informed of activities and changes. This resulted in a successful transition of hundreds of employees from regional areas to a completely new working environment in the new operations centre.

Our team was integrated into the client's team, and the program management structure was customised to fit the client's 'LEAN' methodology and, where needed, additional input and advice was provided by Deloitte industry experts.

Ongoing engagement with senior leaders was a key deliverable, and the program has been highly regarded by the client for delivering high-value, high quality output with a minimal team co-ordinating a wide range of activities and vendors.

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