

## We helped a major global mining client to achieve a reduction in the number and magnitude of project risks for a new mine and to improve the likelihood of success

### The Challenge

During the construction of a new mine, a global mining company engaged Deloitte to assist with project risk management and monitoring progress towards achieving the commissioning of the mine. We were also engaged to recommend process and control improvements.

### How we helped?

Deloitte's Capital Project Management Services (CPMS) process was used to track capital project management risks, while delivering clearly defined pathways to success. Deloitte's CPMS combines our global capital project management experience with our Project Management Maturity Model.

We performed independent assessment and risk analysis of the project's status and its governance and control environment. This included, but was not limited to, analysing and reporting on:

- The project governance structure
- Delegated authorities
- Adequacy of project management processes and systems
- Accuracy of project reporting, including the reporting of commitments and cost in both the project controls and financial management systems.

We worked over a four-year period and provided reviews at different points in the project lifecycle:

- **Initial baseline review:** At the outset of the project, we advised our client on whether the overall project was appropriately set up to achieve the project's objectives
- **Periodic health check:** We analysed and advised our client on particular areas of concern, technical solutions or specific work streams within the project
- **Continuous review:** We provided ongoing review throughout the project lifecycle

- **End-phase review:** We assessed the activities at the end of each phase to advise the client on whether the objectives had been achieved and whether the plan for the next phase of the project was appropriate
- **Business acceptance review:** We provided a review at the project's conclusion to advise our client whether the project objectives had been met, an assessment of the benefits realisation plan, and we also made recommendations regarding improving Business as Usual operations.

### Value delivered

The outcome of the initial baseline review was an assessment of the project management frameworks and structures to assist the project management team to deliver the overall project on time and on budget. The assessment highlighted the aspects and areas of deficiency and key components that were at risk and provided recommendations on how to address these deficiencies and risks.

Through the reviews at different points in the project lifecycle, we formed an assessment of the project's strengths, weaknesses and interdependencies, as well as a thorough understanding and prioritisation of the project's risks. We helped the client to achieve a reduction in the number and magnitude of capital project management risks through the duration of the project and improve both the likelihood and margin of success of the project.



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