

**Background:**

A large international mining company was looking to adopt integrated operations in its iron ore operations in Western Australia, in particular to build an integrated remote control centre in Perth to co-locate four mines, rail and port controllers into a single environment. A number of key drivers were in place that led to the need for an IO approach:

- ❁ Recognition that the four mines operated independently of each other and that there was a large opportunity for 'cross mine' learning
- ❁ The opportunity to optimise the iron ore value chain by focusing on the handovers from mine to rail to port, and improve performance through co-location and focus on value chain processes
- ❁ Scarcity of skilled resources willing to work in remote locations



**Project Brief:**

Stepchange Global was brought in to carry out a review of the design and to provide assurance around the delivery of the overall project. We quickly identified significant flaws in the design and layout of the centre, and that it was unlikely to function as intended, with the potential to significantly impact the value returned on the entire project. We were therefore asked to carry out a 'last minute' redesign of the remote control centre, based around the core collaborative working principles that we have developed over the last decade, to ensure collaboration within the centre and back to the mine, rail and port locations.

**Delivered by Stepchange Global:**

- ❁ A review of the previous control centre design that had been carried out by local consultants with little IO experience
- ❁ Introduction to collaborative working frameworks and concepts for the mine operations team to allow them to understand the need for the re-design
- ❁ Integrated remote operations layout detailed design
- ❁ Recommendations on collaborative working and change management to ensure the successful implementation of the remote control centre

**Outcome:**

The remote control centre assurance and layout re-design was delivered on a fast time scale to align with the project delivery schedule. The new design was passed over to the local construction team for the build phase. The centre was opened on time and has been running for over a year. The whole project took less than six months to pay for itself, 18 months earlier than expected.



**Stepchange Global**

is an independent consulting company delivering IO consulting services to the Energy and Natural Resources industries for over 10 years, with a proven track record in delivery aligned to the specific business objectives, circumstances and organisational model of their clients.

