

Santa Barbara Mines

Framework for consistent and sustainable improvement



Santa Barbara is an Australian gold producer and mineral explorer whose key assets include its Leonora and Southern Cross Operations, both of which are located in Western Australia. It has significant mineral resources including Ore Reserves as well as an extensive landholding comprising granted tenements and tenement applications of approximately 4,800 square kilometres.

ANALYSIS

Santa Barbara requested that selected management consultancies tender for a project situated at their Leonora based Gwalia Mine Site. The project had two focus areas: the first was to define and develop a Business Improvement (BI) framework that enabled potential business initiatives to be assessed and developed, utilising a standardised process framework. The other focus area was to refine and implement a Short Term Planning System (STP). Each management consultancy was invited to review the operations and submit a proposal to implement the projects. Santa Barbara management decided that Renoir's more 'hands on' and collaborative implementation approach would be best suited to their needs and were invited to commence the projects.

PROJECT APPROACH

The Project Team consisted of a Renoir Project Manager and three Senior Consultants, complemented by three Santa Barbara Task Force members. Three Management Action Teams (MAT's) were formed; Business Improvement (BI MAT), BI Camp Accommodation Utilisation (BICAU MAT), and the Short Term Planning (STP MAT). Each MAT met weekly, were chaired by their respective Project Sponsors, and were comprised of the Project Team together with part time subject matter experts.

During the Initiation phase of the project, the task force members were trained on the Renoir Approach, Focus Process™ and methodology. Project Charters, Project Milestones and Steps to Milestones were refined and agreed for each project.

The Steering Committee (Senior Santa Barbara management, MAT chairs and Renoir) met weekly to provide support, decision making and direction towards each of the MAT milestones. The committee also provided the necessary governance for the project.

Renoir's Key Deliverables and MAT Charters were signed off and the MAT teams commenced building the bridge from the 'As Is' to a successful and sustainable 'To Be' organisation.

IMPLEMENTATION

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Key Results

New framework to ensure that all potential improvement initiatives are systematically analysed against standard criteria and a business improvement (BI) framework to govern the success of future initiatives

Increased camp utilisation from 77 to 94%

A new Short Term Planning System linking production plans to budgeted outputs

Stope Notes and concise pre-planning have resulted in fewer stope failures

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RESULTS

The BI MAT developed a framework to evaluate all initiatives in a structured and systemic way, providing clear guidelines as to whether or not to scrap, proceed or hold.

The BICAU MAT was a twelve week project that firstly tested the robustness of the new BI framework process and secondly yielded favourable results through increasing Camp Utilisation from 77% to 94% and resulting in the annualized reduction of external accommodation costs by AU\$900,000.

The STP MAT was an eighteen week project, the results of which were measured against a base of three Key Performance Indicators: Plan on Plan Conformance %, Plan Completeness and Tonnes Mined. The project succeeded in streamlining and linking the planning process, implementing more complete planning through check listing and stope notes, as well as affording management the mechanism to address the downtime through effective short interval control.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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