



Strategic and tactical requirements of a mining long-term plan

by B.J. Kloppers*, C.J. Horn*, and J.V.Z. Visser*

Synopsis

The long term plan (LTP) in a mineral resource company is defined by the quality of the mineral resource and represents the result of a series of trade-offs to fulfil internal organisational as well as external business and legislative requirements, ensuring ultimate delivery on the defined organisational strategy.

The LTP should as a whole align to a coherent and well-defined organisational strategy, working towards a clearly defined objective while still allowing a tactical response to short-term requirements of the organisation. The ability to respond tactically to changes in environment, like the unprecedented five-month strike in 2014 on the platinum belt following the 2012 Marikana incident, is a measure of the flexibility of the plan given the agreed strategy.

This paper describes the Loomis process of linking company strategy with long-term planning, tactical planning, and the execution of the plan through an annual planning cycle to maximise organisational flexibility. This flexibility enables mining companies to respond to the many internal and external forces that impact on both strategy formulation and delivery of results that meet shareholder expectations.

Keywords

planning cycle, long-term plan, organisational strategy.

Introduction

The strategic long-term plan (LTP) of a mineral resources company can be described as the scheduled mining plan for the available mineral resource area based on current knowledge of the orebody and its mineral resource classification. The long-term robustness of the strategic plan is typically impacted by a combination of changing economic, market, and technical environments. Therefore the LTP has to be updated and reviewed on an annual basis, resulting in a near-term tactical as well as long-term strategic plan in response to changes (Smith, 2011).

The annual update of the LTP ensures fulfilment of legislative and statutory requirements of the Mine Works Programme in terms of the Mineral and Petroleum Resources Development Act (MPMR, 2002) as well as the resource classification in the mineral resources and reserves statement in terms of the South African Code for the Reporting of Explorative Results, Mineral Resources, and Mineral Reserves (SAMREC, 2007).

An integrated mining company must include in the strategic LTP all the activities of mining, including those related to mineral processing and beneficiation as well as commercial marketing and sales. The LTP therefore has to be more than a mere technical mining document of what is planned to be mined where and how in the future – the LTP becomes a strategic tool to guide the entire organization into the future.

The strategic LTP needs to be an aligned view of the organization's future outlook, a long-term plan delivering on the company's strategic intent, balanced by a short-term tactical plan.

Different planning horizons

Long-term planning focuses on strategy, determining the "where" or destination in future, while short-term planning focuses on the execution process representing the "how" to get there in the short term. Long-term strategic planning is supported by shorter term operational planning, also referred to as tactical planning.

Kear (2006) states that tactical and strategic planning are done in two very different planning environments, with different levels of an organization with different skill sets working in these distinct environments. These environments are also referred to as the "realms of planning" by Lane et al. (2010), where three worlds within planning are presented as strategic planning, capital planning, and operation planning.

Strategic planning

Kear (2006) states that strategy is the broad plan to attain some objectives in the future and

* Loomis Platinum, South Africa

© The Southern African Institute of Mining and Metallurgy, 2015. ISSN 2225-825X. This paper was first presented at the Platinum Conference 2014, 20–24 October 2014, Sun City South Africa.

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