



# HOW THORBURN INTRODUCED AN AGILE, INTEGRATED SECURITY MANAGEMENT SOLUTION AT THUNGELA MINES AND ACHIEVED AN ABOVE 85% CLIENT SATISFACTION SCORE

## INTRODUCTION

As a leading thermal coal exporter, Thungela spans six remote Mpumalanga mining sites. Aside from the sheer size of operations, the nature of mining makes it a high-risk environment where service providers need to adhere to stringent health and safety protocols. Additionally, Thungela prioritises working to advance its doorstep communities and wanted a security partner that could also help it deliver on community priorities.

With 10 years of experience in providing various security services across these mining sites in Mpumalanga, Thorburn Security Solutions has an in-depth understanding of the unique conditions and operational requirements and prides itself on providing risk-adjusted solutions to the mining sector. As part of the Tsebo Solutions Group, Thorburn.



## CHALLENGE

Perimeter intrusion, illegal mining and theft are some of the greatest security issues for mines, as is the need to secure equipment and ensure the safety of employees. Cost saving was important in all considerations, and the client specified that the service provider needed to improve response times to potential threats and provide consistent high levels of service across all six sites. The security company also needed to take an agile approach and adapt to changing risk profiles and various security threats. The contract specified that the service provider should commit 1% of its annual contract on Enterprise Supplier Development, Social Economic Development and Skills Development.

### Additional challenges included:

- Malicious damage and theft
- The threat of illegal land occupation and invasion
- The threat of protest action
- Illegal mining
- Intimidation of employees and contractors
- Large-scale organised crime

## SOLUTION

Within 900 man-hours of receiving the contract, Thorburn had rolled out an integrated security management solution, which included manned guarding, tactical response teams, control room operators, a fleet of security response vehicles and a leading-edge TBIMS platform tailored to Thungela's tactical, operational and strategic requirements.

## Solutions

-  **Manned guarding**
-  **Access control**
-  **Armed response**
-  **A fleet of armoured vehicles**
-  **National Control and Command Centre operations:**
  - CCTV monitoring and dispatching
  - Intruder alarms monitoring and dispatching
  - Electric fence monitoring and dispatching
  - Technical fault reporting
  - Online intelligence and data management
  - On-site control room and coordination of response units
-  **Weigh bridge operations**
-  **Tactical response teams**
-  **Ongoing risk assessments**
-  **Integrated security management reports**
-  **Rioting and strike action specialised team (on demand)**

A thorough risk analysis was performed, and employees went through background security checks, medical clearance and baseline polygraph tests. A skills matrix was established based on their education, skills, competencies and certifications.

An entirely new management structure was implemented with a manager allocated per mine as well as regional managers and a hands-on senior management team, which is directly involved in day-to-day activities. Advanced, integrated monthly reporting was introduced with detailed feedback for the client.



- **600** Security officers
- **25** control room operators
- **Over 900** man-hours invested in mobilising contract
- **Over 700** medical clearance certificates issued
- **Over 25** armed vehicles
- **Over 5** strike action vehicles (Nyalas)

A dedicated social performance team was established to identify and vet potential projects that would add value to the communities. Ithuba Protection Services was subcontracted by Thorburn to train and upskill security officers from the Witbank and various learnerships were established to empower youth from Thungela's doorstep communities.

In addition, to support Thungela in the process of rehabilitating two of its mining pit areas, Thorburn dispatched high-visibility riot-control teams and five strike-action vehicles to mitigate the risk of theft or protest action.

## BENEFITS

### Technology and innovation

Thorburn aligned to the client's specific KPIs to guide the efforts of the security officers, armed response and strike action teams on the ground. To ensure that all employees meet these requirements, as well as the mine's health and safety specifications, Thorburn tailored the TBiMS platform so that employees complete items on a checklist that is aligned to their KPIs from a tactical, strategic and operational perspective.

TBiMS is also used to manage information about incidents, risk analysis and investigation. This information is used to provide advanced integrated reporting and to highlight areas where proactive security measures need to be actioned.



## Health and safety

Thorburn was able to meet the client's stringent health and safety requirements owing to its high-level compliance with a number of international regulatory bodies, including:

- ISO 9001 (Quality Management System)
- ISO 14001 (Environmental Management)
- ISO 45001 (Operational Health and Safety)

Thorburn deployed Nyalas, tactical response and crowd management teams with a focus on high-risk areas. The result was that illegal mining equipment was seized, cables were recovered, and suspects vacated the property. Thorburn works closely with SAPS to combat illegal mining in the area.

## Additional benefits

- Agile response to the risk profile of sites as they change
- Highly trained, vetted and qualified employees
- Employee skills matrix
- The involvement of senior management
- Multiple specialised solutions from a single service provider
- On-site control room manned 24/7/365
- Specialised riot and strike action response team

## ESD, CSI, and Learnerships

Ithuba Protections Services was subcontracted to provide security officers from the Witbank community for manned guarding services at Thungela's Mpumalanga mines.

As part of Tsebo's ESD programme, which is designed to support the growth and ensure the sustainability of SMMEs through knowledge and skills transfer, Thorburn ensures that high levels of compliance are achieved and provides mentorship to Ithuba by including the smaller company in its processes and offering solutions to any challenges that may arise.



## Partnering for Positive Change

In the midst of the Covid-19 pandemic, Thorburn started a contract by distributing 4600 face masks and 200 litres of sanitiser to seven schools in the surrounding communities. However, that was just the beginning of their efforts. Thorburn and Thungela have also contributed to other CSI initiatives such as:

**Becca Farming:** Becca Farming strongly believes in creating job opportunities and aims to become the best peach and vegetable supplier in their community. Thorburn contributed R75,000 to help them purchase a grass-cutting machine, chemicals, and a charcoal oven, which opens up opportunities for the venture to expand into charcoal production.

**Izithelo Zezandla:** This farming project aims to commercially farm vegetables, pigs, and dry beans, which will significantly contribute towards alleviating poverty for families in the community. To safeguard their crops, Thorburn contributed R75,000 to install a fence around the project's property.

**Mabande Comprehensive High School in Ogies, Mpumalanga:** Furthermore, Tsebo contributed school furniture worth R15,000 to the school. The 18 chairs and 9 double desks were donated to assist in ensuring that the school atmosphere remains conducive to teaching and learning.

Part of Thorburn's ESD commitment is to provide opportunities for doorstep community youths to receive quality accredited training to equip them to enter the security industry. Thorburn offers a General Security Practices Learnership programme, NQF Level 3, which takes place over 12 months, three months of which are theory based and nine are practical.

The goal is set learners up for success and to absorb them into permanent employment as security officers across Thungela's sites.

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The relationship we have with Thorburn makes it easy to recommend them. We don't struggle with anything, they are always consistent and always go above and beyond their scope of duty, not matter whether you are looking at CSI, learnerships, information [or security] they will always go the extra mile.

- Leonard Sidumo,  
Inclusive Procurement Specialist, Thungela

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## RESULTS

**Average of over 85% satisfaction score on client's KPIs.**

By providing Thungela with an integrated security approach, Thorburn produced a contract cost saving of over 8%. Based on real-time intelligence, an adaptive approach allowed Thorburn to recover more than R2-million of stolen items and make more than 100 arrests in its first three months of operation.

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Thorburn Security Solutions is rendering a professional service that has enhanced our security and limited the risk on our mining operations. Over the last six months, they have affected numerous arrests and recoveries of stolen property. We appreciate their valiant effort.

- BM Jansen van Rensburg,  
Head of Protection and Forensic Services, Thungela

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- Overall cost savings of over 8%.
- More than R2-million of stolen goods were recovered, and over 100 arrests were made in the first three months of operation.

a **TSEBO** solution

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