

Asset Management Maturity Assessment - NZ Transport Journey

2022

CHALLENGE

We strive to be a trusted partner that delivers efficient and effective asset management maturity and capability for clients. This doesn't just happen; it is underpinned by strong customer relationships, business leadership support and requires constant refinement of proven processes.

For the last 11 years Downer have embarked on a journey to review and support our road corridor maintenance contracts and how we deliver sound asset management. Our aim is to identify and embed the desired culture, behaviors and activities that would improve asset management outcomes for our clients.

SOLUTION

Among many outcomes, we wanted to embed standard procedures and processes which can have a material effect on customers, and expand our services and benefits so both full-service and maintenance-only customers could enjoy more effective asset management.

In the beginning, we developed a range of questions to address asset management need through planning, doing, reporting and continual improvement – the Asset Management Improvement Plan (AMIP) review was our initial framework for as an annual review of a contracts asset management capability, maturity and compliance to standard asset management processes and procedures. It is a critical process to highlight contracts that are at risk and need support as well as to highlight those areas of outstanding performance to learn from and share.

The AMIPs are a performance management and continuous improvement tool to provide confidence to our clients and the business that we are meeting our own internal and contractual commitments to asset management. Performance management in this context is about the asset management 'system' and managing organisational risks so that the senior leaders and the Asset Management Leadership Team can use the information to focus improvement opportunities, strategic initiatives, training and education programmes, or highlight areas of risk that could lead to commercial, contractual or reputational problems.

OUTCOMES

In 2020 QLDC scored 59% in its AM Maturity Assessment. The team worked collaboratively with their Client to identify the areas they needed to focus on to improve their score. Over the next 2 years the team worked hard deliver on their improvement plan actions. In their latest assessment in January in 2022 their score had risen to 91% with an improvement of 54%. The growth in their AM maturity has led to a decrease in maintenance costs, improved data quality and REG score with the result of greater confidence in the development of their 10yr FWP

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QLDC SUMMARY AMIP RESULT

Overall Score	Data quality	All Faults	FWP	RCA	3 month programme	Trend
91%						

AMMA TOOL SHOWING ASSESSMENT AREAS.

The dashboard shows assessment areas for Downer. It includes sections for Tactical, Strategic, Delivery Management, and Delivery. Each section has a list of sub-areas with links to detailed reports.

- Tactical** (Click for DG-AM-PN003):
 - Asset Management System
 - Change
 - Continuous Improvement
 - Risk & Opportunity
 - Stakeholders
- Strategic** (Click for DG-AM-PN002):
 - Senior Management Review & Support
 - Objectives Alignment
- Delivery Management** (Click for DG-AM-PN004):
 - Performance
 - Non-conformity on Assets
- Delivery** (Click for DG-AM-PN005):
 - Operational Knowledge

AMMA DASHBOARD. ALLOWS DOWNER TO BENCHMARK COMPARATIVE AM MATURITY ACROSS ALL DOWNER DIVISIONS

