

The Downer Standard Asset Management Framework

consistent processes enabling effective delivery for our customers



In Utilities, The Downer Standard Asset Management framework was successfully implemented for the Sunbury Recycled Water Plant upgrade project; enabling the plant to pass an external audit and retain its ISO55001 certification.

This certification was originally obtained in 2018 as part of an extension to scope of Australia's first ISO55001 certified site at Yarra Park Water Recycling Facility.

The Downer Standard has changed the way we work ensuring better outcomes for our customers, delivery partners and our people. Implementing The Downer Standard has enabled business growth through better alignment, collaboration, continuous improvement and consistency in our processes.

Comprised of Group-wide policies, procedures and supporting documents, The Downer Standard defines the way we work. The Downer Standard captures all life cycle functions within Downer from Opportunity and Bid through to Project Close out, Lessons Learned and Continuous Improvement.

Asset Management is a function that enables effective delivery of Downer's large portfolio of services-based contracts. This includes Hospitals, Utilities, Facility Management and Rollingstock to Roads, all of which are covered by The Downer Standard.

45% time saving

Centralised management of common processes, plans and documentation across Downer resulted in a 45% reduction in time spent managing these documents by the business unit.

20-fold collaboration

Improved quality of processes and documentation with a 20-fold increase of subject matter reviewers inputting to the documents and framework.

3 x faster implementation

3 x faster implementation speed compared to a purely bespoke management system.

Western Water's largest ever capital works project

Maturing/Evolving Australia's first ISO 55001 certification with The Downer Standard

Downer delivered the largest capital works project in Western Water's history, with the \$53 million upgrade of the Sunbury Recycled Water Plant, located 40km north-west of Melbourne.

The plant was officially opened on 25 June 2019 and will provide approximately 800ML of Class B water per year to irrigate local sporting fields, golf courses and wineries, along with other agricultural uses in Sunbury and Diggers Rest.

Downer was awarded the design, build, operate and maintain contract for the project, which delivers several environmental benefits including:

- Adoption of a new disinfection process, which means chlorine will no longer be discharged into Jacksons Creek
- Levels of nitrogen and phosphorous discharged to Jacksons Creek have been reduced, helping to mitigate against unwanted plant growth, including algal bloom in waterways
- Better odour control with the construction of new odour control facilities
- Reduction in energy consumption
- Improved storm water treatment, with site runoff captured and treated separately
- Better management of wet weather flows to site.



■ Improving the Standard



The Downer Standard brings a greater amount of review and business engagement in the formation of the core

Asset Management Document suite, supported with review by Subject Matter Experts across all Downer business units, representing different areas and industries

This demonstrates the utilisation of depth of experience within the business and consolidating into a singular functioning framework for the business to benefit all.

■ Improved Operational Customer Delivery supported by Group processes



Increasing the ability for the operational business to focus on its core activities and delivering value to our clients.

This is due to changing from 100% bespoke system, the business unit now utilises 78% of its content from The Downer Standard.

Only 1 in 5 documents are specifically written and owned by the operational business unit reducing overhead for upkeep of the system.

■ The more the better



With a standard approach, repeatability of implementation or adoption throughout the business

means a greater range of people are exposed to the Asset Management framework and its implementation making the increase in maturity within the business more rapid and sustainable.

■ Operational efficiency



Reduction in 50% of the operational review time due to centrally managed common documents.

The amount of documentation development effort required was reduced by 45% allowing the business to focus on core operational activities with the Group functions providing support.

■ More efficient deployment



Deployment of The Downer Standard was also a rapid process given the standard documentation replacing

bespoke documentation.

Effort measured in hours was reduced threefold from the last equivalent major system transformation.

Centrally supplied templates and training material available in The Downer Standard that did not have to be generated by the business.

■ Validation and continuous learning with a focus on improvement



To confirm The Downer Standard Asset Management Frameworks alignment to ISO55001, an external

accredited certification audit was conducted on the Utilities contract in September 2020 where no non-conformities were found and the framework was found to function appropriately to successfully maintain certification to ISO55001.

"We were pleased to deliver the upgraded Sunbury Recycled Water Plant and look forward to continuing our partnership with Western Water in operating this world-class recycled water plant,"
Downer's Executive General Manager, Utilities, Trevor Cohen.

Want to know more?

Find out more about delivering more reliable, efficient and effective asset management email Asset.Management@Downergroup.com