Asset management

Your assets drive your business.
The more challenging the
economy, the more valuable
your assets become. Decisions
are magnified. Risk is amplified.

The management of assets is undergoing a renaissance
with data giving more granular and more timely insight
on your assets to achieve operational excellence.
Asset management strives for maximum value.
We can help you to:

- Mitigate risk and enhance asset performance
- Spend the right amount to maintain the asset
- Operate safely, reliably and within standards
- Collect the right asset information and use it wisely
- Combine organisational knowledge with data
  driven insights.

We do this by:

- Aligning asset management strategy, governance
  and processes to PAS 55/ISO 55000 series standards
- Designing and implementing risk and value-based
  processes across the asset lifecycle
- Developing tools, applying technologies, and
  aggregating data to drive fact-based and
  proactive decision making.

Asset management in action…

The client situation

Across seven asset classes, our client was struggling to prioritise the limited capital and operational expenditure. Our client needed to develop asset management plans which could be communicated to customers and the regulator on how risk and expenditure were being balanced.

What we did

We worked with the client to co-design a new risk based prioritisation framework and embedded a system to plan expenditure for 240,000 assets for the next 5 years. This was then extended to develop 5,10 and 20 year asset management plans across all seven asset classes.

The impact

The client is now able to prioritise and plan asset expenditure using the data driven asset management system. The asset management plans are helping the client minimise cost over the life of the asset and provide stakeholders with comfort that there is a good balance between risk and expenditure. The key to success was working collaboratively with the client to design and implement.

Operational readiness

The asset's maximum capacity is well known. The obstacles are less visible. We help push your build over the final hurdles to create an operating asset.

Operational readiness means successful delivery of an asset to achieve nameplate production – as quickly and efficiently as possible. You need to establish operational requirements early, see an integrated end-to-end perspective and reduce construction errors. We help you to:

- Get operations and maintenance groups buying into project design
- Calculate how ramp-up delays affect project economics
- Get people, systems, infrastructure and supply chain in place before start-up.

We do this by:

- Identifying potential transitional risks that can delay achieving nameplate production
- Developing strategies and allocating resources to address readiness risks
- Integrating into the overall project execution plan to ensure alignment throughout your team.

Operational readiness in action…

The client situation
Our construction client was responsible for ensuring the design, construct, commissioning and ramp-up of a major port expansion for a consortium of coal exporters.

Readiness to operate the expanded port was critical for realising the consortium's investment and meeting political and contractual commitments. However, the end operator had insufficient resources focusing on operational readiness, with no clear definition or roadmap for a successful ramp-up and transition to operations.

What we did
We developed an operational readiness framework focused on key areas that included people (skills and capacity), systems (information management related), legislative compliance (environmental and social licence), services, supply chain, equipment (elimination of process bottlenecks for operations) and project risks (blind-spots).

The impact
By implementing the readiness framework, the handover occurred on time and included all planned testing and cutover activities. Operations readiness requirements were integrated into the consortium's capital project plan so that there was a seamless and co-ordinated project handover.

Field productivity

You've hired the best people you could find. You want the best of their ability to enhance the existing asset.

Field productivity is the pursuit of end-to-end process improvement focused on increasing the effectiveness and efficiency of your people to deliver value-add activities. End-to-end process improvements engage workers at every level to reduce wasted effort. We help you to:

- Direct your people's efforts to the projects that matter most
- Focus your own time and skills where they're needed most
- Look beyond the day-to-day to see if all the activities of busy people are actually getting the asset to where it needs to go
- Capture and share more knowledge so that expertise stays after people move on.

We do this by:

- Engaging teams to maximise value at the operational level
- Implementing the right metrics for the right people at the right time
- Working to reduce waste in all its forms
- Standardising work and processes
- Delegating authority
- Using the latest in field force technology.

Field productivity in action…

The client situation

The leadership team of our client, a national gas and electricity retailer, had a lack of confidence in the ability to deliver on their business plan and achieve required scalability. We were asked to identify which aspects of the operating model were of concern and define a 12- month improvement plan.

What we did

We undertook a two month, end-to-end review, which included 'living' front line operations. Through field visits, call listening, and leveraging best practice we identified key success enablers such as a new field operations scorecard to drive productivity.

We also designed, piloted and rolled out a 'model office' and new ways of working within the planning and scheduling team to reduce the number of broken appointments and create a culture of partnership between planning, scheduling and field teams.

The impact

Over a 6-8 month period, this engagement lead to a 60% uplift in field output per engineer and a 10 point improvement in net promoter score (NPS). This was achieved with no increase in the size of the planning and scheduling team or back office staffing levels. Based on our recommendations, our team was asked to support the establishment of a transformation program, transforming roles in the areas of customer management, planning and scheduling and field performance.

Operations management systems
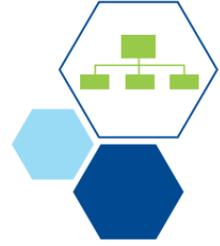
Your corporate strategy is your roadmap. To navigate a changing landscape, it takes a clear vision that's shared by all.

Strategies should be more than words. They should come to life in the way your people do their work. Operations management systems provide a systematic, structured approach to operations so that strategies are living, breathing initiatives that come off the page. We help you to:

- Implement leadership direction to the operational level and in day-to-day activities
- Implement processes consistently across your whole organisation, so everyone is using the same policies and templates
- See how regulations apply to you, your task at hand and your business as a whole
- Turn your people's 'intuitive' instincts and personal experience into system knowledge and a shared resource.

We do this by:

- Providing a systematic, structured approach to managing operations
- Creating mechanisms to share leading practices
- Enabling operations to consistently execute on end-to-end processes and effectively manage risks, leading to a culture of continuous improvement.

Operations management systems in action…
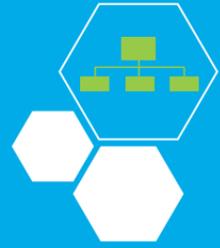
The client situation
Our client operated in the gas services and construction sector and was contracted to construct gas, water, electrical and fibre optics pipeline infrastructure to support a major gas production project. The objectives of the contract were clear but how these were effectively operationalised was less clear.

What we did
We were engaged to embed a structured framework around short-term planning minimum operable segment (MOS) principles and elements within the client's operational culture. Over a four-month period, we reviewed, redesigned, and implemented MOS processes and systems, including providing front line coaching on principles to drive routine and discipline of workplace behaviours.

The impact
The implementation of MOS processes and systems delivered rapid improvements in safety, productivity, cost reduction and resource allocation. This resulted in a clawback of 30 scheduled days from the project schedule, equating to $2 million in savings, and an average weekly productivity increase of 14%.

The frontline coaching contributed to improved management reporting and meeting effectiveness, embedding continuous improvement initiatives and enabling frontline leadership development at site operations.

Operations risk management

Risks are inherent to operations. Identifying and managing these risks improves your operational certainty.

Operational risk management helps you see which risks are ascending and which are already putting operational performance in jeopardy. We help you to:

- Categorise the risks right in front of you and see the risks on the horizon
- Measure, monitor and mitigate those risks
- Learn the appropriate level of operational risk for your business
- Understand how to report operational risks to company leadership and talk about risk across the organisation.

We do this by:

- Building systems, procedures and processes for managing uncertainty in a consistent way across the business
- Designing governance and reporting structures to define accountability and give clarity
- Deploying training and competency assessments to sustain and mature risk management over time
- Identifying opportunities to manage trade-offs between competing priorities, while still meeting regulatory compliance.

Operational risk management in action…

The client situation

Our client, operating in the energy sector, had limited operational risk management (ORM) processes, risk management tools and implementation methodology in place. As a result, there was limited consistency in identifying, assessing, mitigating, monitoring and communicating operational risks.

What we did

We built integrated ORM processes, risk management tools, and implementation methodology, from the ground up. This included the pilot of functional operational risk assessments which were built on existing risk management tools and activities, and developed a draft operational risk report to provide an annual view of key risks across operational areas and functional groups.

The impact

Through the utilisation of the developed risk management tools and templates, the Client was able to consistently identify, assess, mitigate, monitor, and communicate operational risks within their business.

Operations technology

Operations technology (OT) is raising performance for those who know how to make the most of it. Early adopters get the edge.

Operations technology is allowing businesses to perform in ways they'd never have imagined even a decade ago. It's becoming digital, real-time and more accessible. The internet, mobility, cloud-computing and data analytics are improving labour and asset productivity in capital intensive industries and reducing risk. We help you to:

- Improve plant and production uptime
- Understand the relationships between all the data your operations collect and your enterprise data
- Monitor field safety with technology and prevent incidents
- Prevent attacks on operational equipment, such as SCADA hacking.

We do this by:

- Giving meaning to the operational technology options out there right now
- Improving operations through emerging operations technology, reducing costs and upping throughput
- Using analytics to inform, prevent and predict
- Driving opportunities in internet, mobile, cloud and digital.

Operations technology in action…

The client situation
Having conducted internal research into IT/OT convergence and an organisational restructure of IT and OT, our energy sector client required a better understanding of how to position itself to take advantage of further technology convergence and capture the associated benefits. The client needed a strategy to take advantage of real-time access to combined IT/OT data and reduce the cost/risk of technology deployments.

What we did
In conjunction with an alliance partner, we provided hands-on experience and subject matter expertise to develop and implement an IT/OT convergence strategy. Through interviews and workshops across the business, we identified where convergence had taken place and where further IT/OT convergence would deliver benefit. The strategy detailed the future state and initiatives and provided an implementation roadmap characterised by seven areas of further IT/IT convergence.

The impact
The strategy and set of recommendations included the establishment of an information ecosystem, the creation of an integrated technology function, the establishment of governance mechanisms to support convergence, coordinated sourcing and vendor management and the enhancement of communication networks.

Regulatory, safety and environment

You set high standards, you're aware of the undisputed need for a documented safety management system; however a focus on compliance and 'red tape' doesn't necessarily deliver the right culture or behaviours.

Our regulatory, safety and environment services help you keep abreast, and ahead, of legal requirements, and public expectations, so your safety systems are suitably balanced to promote the safe and efficient operation of your business. We help you to:

- Streamline, enhance and continually improve your safety management system
- Design practical and tailored safety training for your people
- Embed a clear understanding of your employees' responsibility for safety
- Understand and interpret legislative requirements
- Reduce incidents, improve productivity, lower injury rates and reduce workers compensation costs
- Protect the organisation's reputation as a safe place for people to work.

We do this by:

- Streamlining your safety management systems while remaining compliant
- Improving key safety areas such as contractor safety risk
- Providing work health and safety mock court presentations for officers, management and supervisors
- Providing safety cultural assessments, leadership impact programs, psychology of risk programs and psychological safety frameworks and applications.

Regulatory, safety & environment in action…

The client situation
Despite maintaining a critical health and safety system, our client was experiencing an unacceptable number of safety related incidents (especially with contractors).

What we did
We were engaged to transform safety leadership and culture and identify improvement opportunities with the safety management system. Working collaboratively with the client we redesigned and enhanced the safety management system with better emphasis on contractor safety risk. We provided a vision and action plan for the Executive to improve workforce safety and culture. We provided tailored training to Board Members, Executives, Managers and Supervisors on safety leadership and incident prevention.

The impact
The client has a lower recordable injury frequency rate and has gained recognition and reputation as an organisation that demonstrably and proactively manages health and safety. The client has also benefited from greater employee engagement and collaboration.

Sustainability

Resource businesses operate in a complex social environment. Social license to operate is becoming a reality.

It's not only about getting resources out of the ground. It's also about building common ground with those outside the industry. We help drive sustainability and address environmental and social issues through risk evaluation, reporting, assurance and stakeholder engagement. We help you to:

- Find the stakeholders and audiences you need to engage and start a conversation about shared goals
- Define the environmental and social objectives that support your corporate strategy
- Integrate company-wide sustainability priorities into your operations.

We do this by:

- Defining a focused strategy on environmental and social issues
- Setting goals and targets and reporting accurate information publicly
- Providing third-party assurance on environmental and safety information
- Designing and implementing external stakeholder engagement strategies.

Sustainability in action…

The client situation

One of our largest mining clients needed technical guidance and assurance on the most feasible way to report its carbon emissions. Businesses operating in emissions-intensive industries continue to be challenged by finding an appropriate balance between accurate reporting and the time and funds required to make this happen.

What we did

Our highly specialised practitioners, risk and assurance professionals provided guidance on the most appropriate instrumentation advices, assurance services over the client's systems as well as overall assurance over their emissions and energy reporting. We also leveraged our Deloitte Global Sustainability Assurance team to provide further assurance services over the broader environmental, health and safety data.

The impact

The client can now report their emissions accurately and determine their carbon and sustainability footprint with confidence. This allowed our client to develop appropriate targets and effectively manage their footprint and risks efficiently.