

Asset Management Capability - Short Form Strategy

Purpose & Scope

In order to deliver reliable services to customers we need to be proficient in asset management. This strategy seeks to develop our asset management capabilities, specifically; aligning decision making in our planning and delivery of all enhancement, maintenance, renewal works in a whole life cycle cost efficient way. This requires improvements in our people, process, tools and information capabilities to more consistently apply best practice, continuously improve and embrace opportunities created by new technology.

This strategy represents the key areas of improvement necessary to support excellence in Asset Management and thereby deliver enhanced safety, reliability, resilience, growth and value for money railway in our infrastructure, maximising the availability of our network for the use of customers.

This advice builds upon consensus reached in preparing the Strategic Business Plan and further work with the National Asset Management Review meeting. The short form strategy confirms that network wide commitments in place.

The Future – Where we want to be

As the largest public sector owner of assets in the United Kingdom, we want to be recognised as excellent in how we steward these to deliver services to customers. We want to be seen a benchmark against which organisations worldwide assess their own asset management capabilities. We are already favourably placed against this objective, but recognise that further empowerment of Regions and Routes together with exploiting the potential of new technology is essential for us to retain and further develop our pedigree. Additionally in looking to the future needs of our customers it is clear that we must transform our infrastructure management to determine when and where intervention is necessary to prevent a disruption to services. The intended future improvement is ambitious covering all aspects of asset management.

- We have used the intelligence gained from past reviews / benchmarking to understand what needs to be done to achieve our objectives. Future success will be secured by more widespread implementation and use of best practice asset management across the Region and Route businesses together with the definition of the specific competencies we need in a single coherent Engineering and Asset management competency framework. This will compliment the development, upskilling and deployment of new means of control and analysis tools. This will require a blend of network wide actions on asset policies, standards, information and tools, together with Region and Route owned improvements (as defined within their Strategic Plans)
- To compliment the need to improve business uptake of the asset management capabilities on offer, we seek compliance with ISO 55001 (the international standard for asset management) as a key measure of success, thereby testing and verifying that the business is applying the agreed framework for asset management in an aligned and integrated way.

Through the above we will: Demonstrate that we accord with best practice processes (measured against ISO 55001), reduce service affecting failures by 10% across CP6, support efficient delivery by demonstrating more stable plans, improve competency levels against our specified requirements, extend our data quality at grade A2 to all key datasets and demonstrate learning from our governance and assurance activity. As a consequence we will demonstrate a reduced demand on future whole life cycle costs of managing our infrastructure.

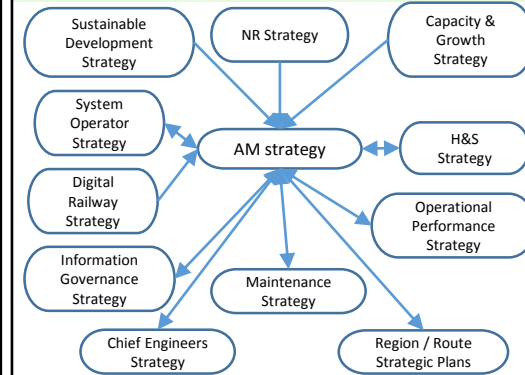
The Present – Where we are now

- This Strategy confirms the continuation of a long standing journey of improvement. Our rate of progress has been confirmed through the use of acknowledged best practice 'excellence model' (assessment undertaken every two years since 2006). This demonstrates continuous improvement in the approaches we have applied to planning, risk based decision making, interventions, data & information, people competency and risk and review processes. This measure also confirms that we have started to make in-roads in aligning historical 'silos' such that our planning and delivery supports an improved 'organisation' delivering greater availability and capability of our infrastructure system.
- Our corporate strategy to support further devolution to Regions and Routes is supported by local ownership of alignment to ISO 55001 and commitments to this end within each Route Strategic Plan. A 'gap analysis' has baselined each Route's position and plans exist to move towards alignment with ISO 55001. So far rates of improvement are mixed, but that leading practices are achieving strong localised progress. Greater familiarity and more consistent implementation is required across Regions Routes, maintainers and delivery organisations.

Ownership & Control

Executive owner	Martin Frobisher
Document owner	Jon Shaw
First point of contact	Tim Kersley
Date of authorisation	TBC
Expiry date	TBC
Key consultees	DRAMS Chief Engineers Team National Asset Management Review (part of the BPFM)
Primary governance	Asset Management Committee
Version	3.0 draft

Local Dependency Map



Risk Management

RISK TITLE	CONTROL RATING
Level 1 risk AM Excellence	Fair

Emergent risks

- Data architecture & completeness of data
- Requirement for real time Information systems capabilities
- Available technological solutions aligned to changed route demands

Emergent Opportunities

- Design for reliability benefits
- Exploitation of best practice (Powerapps)
- Analysis tools (intelligent Infrastructure)

How we will get to the future

The priority areas that provide the foundation for improvement are structured within 5 key areas:

1. Business Alignment .

- **Region / Route Asset Management Systems.** Application of the framework for asset management with local linking of objectives, measures, procedures and guidance linked to a formal management review involving all players.
- **Planning & Delivery capabilities.** Improving process for collaboration in decision making, planning and delivering asset management activities on our infrastructure, developing our capability to a point where we have a single recognised version of the plan in which all asset stewards and deliverers have been involved and contributed. (ISO 55000 & RAMP programmes)
- **2. People.** Enabling the required culture, competencies, leadership and organisation, by providing competency tools and training materials. Embedding the skills we need in each role, addressing key gaps and enabling succession plans to be put in place. (Engineering Capability Programme)
- **3. Intelligence.** Exploiting technology to improve common access to our asset information systems, and analytical tools, required to support the aligned business process. We will develop a capability where we can analyse and predict activity early enough to prevent a service affecting failure or unduly costly remedy (Our Intelligent Infrastructure programme)
- **4. Data.** A focus on both rationalising the data we need and improving its quality. Delivering interoperable specifications of data, assuring its effective capture and verifying its quality. Providing improved access and visualisation of consolidated data to support reliable train services & the digital railway
- **5. Management Review. Enhanced governance** to analyse risks and assure the asset management system, identifying issues and potential opportunities. Agreement of a structured means to learn and drive continuous/LEAN improvement.

Plan of activities (5-year horizon)

To EXIT CP6	CP6	
Theme	Required Maturity	Agreed remedy
Business Alignment	Key processes are known, tracked and improved on a continuous basis (tested, refined and adapted) Process users are experienced and are able to demonstrate competence. Process deviations are low and outcomes are highly predictable.	Integrated Management System, Agreed RACIs, Adopt a common framework certified to ISO 55000 . Continuously improved Asset Management System Handbook .
People	Strategic resource plans are in place with an Increasing focus on data and information competency.	Engineering Capability Programme ,Aligned Incentives/Op Model. Data competency training& Competency framework
Intelligence	Planning across all required disciplines aligned , with integrated decision support tools enable accurate plans. Advanced Analytics allow interventions to be targeted, and failures to be predicted and prevented where possible.	Intelligent Infrastructure. Ellipse exploitation & DSTs, Supported by RD & T
Data	Information products known and value understood, and mapped to data specifications. Information insights from upskilled staff and analytics allow greater knowledge of infrastructure systems, allowing better decision making.	Data quality improvement plans. Asset Data Governance framework, extended Data quality reports. Intelligent Infrastructure supported by - Information Governance, & RD&T
Management Review	Demonstrable Improvements in the management system from review. Effective compliance processes. Continuous improvement projects, Standards and controls can be proved to be effective. Comprehensive benchmarking measures exist. Suppliers can be effectively managed.	Business Performance Management framework ISO 55001 working group. Links with UIC / Institute of Asset Management Asset Management Excellence Model. ISO 55001 gap analysis tool

Material changes in this version

Incorporates Asset Management Committee decisions on ISO 55001 and Sharpcloud/ Power Apps

Incorporates scope of Intelligent Infrastructure

Includes reliability objectives in planning guidance.

Confirms ISO 55001 to be used as a guide and to confirm alignment (not specific certification)

Words updated to reflect Regions and Route Businesses

Continuous improvement

National Asset Management Review (internal)

Asset Management Excellence benchmarking work (2017/18)

Governance of specific projects. Engineering capability programme Board.

Related documents

Asset Management Policy

Asset Policies

Asset Management System Guidance

Intelligent Infrastructure Roadmap

Ellipse Roadmap

Route Asset Management Planning guidance

Asset management competency framework