

4. Risk and review (5 Questions)

Risk management processes

Question 4.1	What asset risk management processes does the organisation have in place to identify, assess, track and manage asset risks?					
Guidance	Please describe your risk management processes including risk identification, assessment, reporting and management mechanisms. Please include the risk management roles and responsibilities across your organisation. Please include how risk information is validated so that risks are consistently assessed.					
Suggested evidence	Flow chart of risk management process with roles and responsibilities Example of risk registers					
Maturity scale						
Unaware	The organisation is unable to demonstrate it has processes in place to manage asset health risks or intent to develop this.					
Aware	The organisation has identified the need for processes to manage asset health risks and there is evidence of intent to develop processes to support this.					
Developing	The organisation has developed a systematic risk management process including the identification, assessment, recording and management of risks. It is, however, inconsistently implemented across the organisation.					
Competent	The organisation has a systematic risk management process that is consistently used across the organisation. The risk management process includes opportunities for all employees to raise risks with clear definitions of risk levels. Risks are reviewed regularly at different levels across the organisation for validation and management.					
Optimising	Colleagues across the organisation understand the risk management process, feel empowered to highlight risks and understand some of the key risks to their part of the organisation. There is a shared understanding of the definition of risk levels and consistent assessment of risks. The organisation reviews and continually improves the risk management process.					
Maturity Score	Unaware	Aware	Developing	Competent	Optimising	Leading
Current Maturity						
Maturity at the end of AMP7						
Maturity at the end of AMP8						
Please evidence your current maturity (500 words)						
What are your plans in AMP7 & AMP8 (if applicable)? (500 words)						
If you are demonstrating leading practice, please provide details of the practice and its benefits (300 words)						

Quantitative indicator
Frequency of risk management meetings at different levels in the organisation Please complete table 4.1 in the attached spreadsheet.
Please signpost any documents you are appending to support your answers. Please provide the name, chapter/section number and page numbers relevant to this question.

Question 4.2	How do the results of the asset risk management process feed into governance and how are they also communicated across the organisation?					
Guidance	Please describe how asset health risks are captured from across the organisation, reviewed and escalated. Please include what information about asset health risks the Executive Management Team and the Board receives and how they make decisions on asset health risks.					
Suggested evidence	Example of Executive and Board meeting minutes on asset health risks Snapshot of corporate risk register Flowchart of risk escalation process					
Maturity scale						
Unaware	The organisation is unable to demonstrate it has processes to escalate and communicate risks across the organisation or intent to develop this.					
Aware	The organisation has identified the importance of the escalation and communication of risks and there is intent to develop this.					
Developing	The organisation has developed a risk management process to capture, prioritise, escalate and communicate risks. This is inconsistently used across the organisation.					
Competent	The organisation can demonstrate it has an embedded processes for capturing, escalating and communicating risks. There is a central repository of risk registers. There is a clear escalation process with line of sight to the Board. The Board receives sufficient information on asset health risks to understand and makes decisions on material risks to the organisation.					
Optimising	There is transparency in the risk management process and colleagues across the organisation have access to an appropriate level of risk register for their role so that they understand the key risks to their part of the organisation. Risks are visualised/presented to decision makers to support effective decisions on operational and investment matters.					
Maturity Score	Unaware	Aware	Developing	Competent	Optimising	Leading
Current Maturity						
Maturity at the end of AMP7						
Maturity at the end of AMP8						
Please evidence your current maturity (500 words)						
What are your plans in AMP7 & AMP8 (if applicable)? (500 words)						

If you are demonstrating leading practice, please provide details of the practice and its benefits (300 words)
Quantitative indicator
None
Please signpost any documents you are appending to support your answers. Please provide the name, chapter/section number and page numbers relevant to this question.

Continuous Improvement

Question 4.3	What processes do you have in place for approval, monitoring, and continuous improvement of your asset management system (including policy, strategy and plans)?
Guidance	Please detail your activities for the continuous improvement of the suitability, adequacy and effectiveness of the asset management system (including policy, strategy and plans). Please include how often they are reviewed and updated and how you ensure ownership and accountability by the Board. Please include details of how you manage narrowly avoided asset failures ('near-miss') reporting and lessons learnt from asset failures across the organisation and how it informs your asset management planning. Please include the processes you have in place to ensure innovation on asset management. Please describe any asset health innovation project that you are working on and consider leading in the sector.
Suggested evidence	Evidence of Executive scrutiny and Board review of asset management policy, strategies, and plans Example of improvement to asset management policy, strategy and plans Flowchart of innovation processes and example of innovation plan on asset management
Maturity scale	
Unaware	The organisation is unable to demonstrate that it has processes in place for approval, compliance monitoring, and continuous improvement of your asset management system or intent to develop this.
Aware	The organisation understands the need for approval, compliance monitoring and continuous improvement of your asset management system and there is intent to develop processes for this.
Developing	The organisation's Executive Team scrutinises and the Board reviews and supports the development of the asset management policy, strategy and plans.
Competent	The organisation has processes in place for the monitoring of compliance with the asset management policy and monitoring progress and performance of the asset management strategy and plans. There is regular reporting to the Board on the progress of the asset management strategy and plans.
Optimising	The organisation has a clear process in place to monitor their progress of the asset management strategy and plan, and its impact on performance and update their strategy and plan to meet their objectives. Lessons learnt from asset failures and near-misses informs asset management planning. The organisation regularly undertakes horizon-scanning to identify innovation needs and relevant innovations from around the world. The organisation has clear

	innovation process where ideas for improvements can be put forward by internal and external stakeholders and the organisation regularly works with academia and the private sector to progress innovation on asset management.					
Maturity Score	Unaware	Aware	Developing	Competent	Optimising	Leading
Current Maturity						
Maturity at the end of AMP7						
Maturity at the end of AMP8						
Please evidence your current maturity (500 words)						
What are your plans in AMP7 & AMP8 (if applicable)? (500 words)						
If you are demonstrating leading practice, please provide details of the practice and its benefits (300 words)						
Quantitative indicator						
How frequently are your asset management policy, strategy and plans updated? Please complete table 4.3a in the attached spreadsheet How many innovation projects on asset management are considered for progression over the last 5 years? Which of these have been progressed? Please complete table 4.3b in the attached spreadsheet						
Please signpost any documents you are appending to support your answers. Please provide the name, chapter/section number and page numbers relevant to this question.						

Question 4.4	How does the organisation review and continually improve asset health data?
Guidance	Please describe the process you use to review, update, and continually improve asset data (including asset health, performance and cost data) ensuring material data gaps are filled and asset data is reliable, accurate and complete. Please include how frequently the asset health data maintained and updated e.g. this could be a continuous process of feedback and adaptation in the background with major periodic review cycles and changes.
Suggested evidence	Asset information quality assurance processes Asset information gap identification processes Audit trail demonstrating how asset health data has been updated
Maturity scale	
Unaware	The organisation is unable to demonstrate processes in place to review and update asset data or intent to develop this.
Aware	The organisation has identified the need improve asset data and there is an intent to progress this.
Developing	The organisation reactively identifies data gaps across the organisation and collects and analyses additional data in an ad-hoc manner.

Competent	The organisation has a proactive process for reviewing the accuracy, reliability and completeness of asset data, identifying inaccurate data or data gaps, assessing the materiality of the data gaps and prioritising additional data collection and analysis. There are clear guidelines for how asset health data should be maintained.					
Optimising	The organisation horizon-scans for new approaches to asset data collection and management and assesses them for suitability for use in the organisation.					
Maturity Score	Unaware	Aware	Developing	Competent	Optimising	Leading
Current Maturity						
Maturity at the end of AMP7						
Maturity at the end of AMP8						
Please evidence your current maturity (500 words)						
What are your plans in AMP7 & AMP8 (if applicable)? (500 words)						
If you are demonstrating leading practice, please provide details of the practice and its benefits (300 words)						
Quantitative indicator						
How frequently is asset health data reviewed by asset systems/types? Please complete table 4.4 in the attached spreadsheet						
Please signpost any documents you are appending to support your answers. Please provide the name, chapter/section number and page numbers relevant to this question.						

Assurance and Auditing

Question 4.5	How is input from audits, independent assessments, or compliance with other international standards managed?
Guidance	Please describe how the organisations asset management system is documented and communicated across the organisation. Please describe how the organisation ensures that investment decisions and plans follow the asset management system, and where they do not, there are documented and justifiable derogations. Please describe how the organisation undertakes audits of the asset management system (e.g. independent, ISO55000, PAS55) and responds to the findings.
Suggested evidence	Gap analysis report against standards or guidance (e.g. GFMAM, IAM, ISO55000 or others) External audit reports
Maturity scale	
Unaware	The organisation is unable to demonstrate a documented asset management system or intent to develop this.

Aware	The organisation recognises the importance of a documented asset management system and there is intent to develop one.					
Developing	The organisation has a documented asset management system, but it is not actively communicated and followed in the organisation. There are no audits of the asset management system.					
Competent	The organisation has a documented asset management system that is widely understood and used across the organisation. Investment decisions and plans follow the asset management system, and where they do not, there are documented and justifiable derogations. Regular audits are carried out to ensure the asset management system is followed.					
Optimising	The organisation undertakes internal/external independent audits/assessments of its asset management system to identify areas for improvement and implements these improvements.					
Maturity Score	Unaware	Aware	Developing	Competent	Optimising	Leading
Current Maturity						
Maturity at the end of AMP7						
Maturity at the end of AMP8						
Please evidence your current maturity (500 words)						
What are your plans in AMP7 & AMP8 (if applicable)? (500 words)						
If you are demonstrating leading practice, please provide details of the practice and its benefits (300 words)						
Quantitative indicator						
None						
Please signpost any documents you are appending to support your answers. Please provide the name, chapter/section number and page numbers relevant to this question.						