

5. Organisation and People (5 Questions)

Organisational Structure and Leadership

Question 5.1	How is asset health and operational resilience managed within your organisational structure?					
Guidance	Please show how the asset management plan links to the organisational plan. Please describe the key roles and responsibilities for asset health and operational resilience within your organisation. Please describe how they communicate asset management principles and instil an understanding and open culture around asset health and operational resilience across the organisation. Please include: which role(s) is accountable for asset health and operational resilience at a senior level within your organisation; the line of sight of asset health to the Board; the type of information they receive; and the frequency of engagement on asset health and operational resilience.					
Suggested evidence	Organisational structure Key role descriptions and accountabilities for asset health and operational resilience Example of board paper on asset health					
Maturity scale						
Unaware	The organisation is unable to demonstrate clear roles and responsibilities for asset health and operational resilience within the organisation. There is no senior leadership responsible for asset health and operational resilience and no Board oversight or involvement. The organisation is unable to demonstrate the need to develop an understanding and open culture around asset health and operational resilience across the organisation.					
Aware	The organisation has identified the importance of roles and responsibilities relating to asset health and operational resilience in its organisational structure but they have not been defined.					
Developing	The organisation has set out a plan that is being progressed to incorporate asset health and operational resilience into its organisational structure with key roles and responsibilities defined including senior leadership and the role of the Board.					
Competent	The organisation can demonstrate it has clearly defined roles and responsibilities for asset health and operational resilience. There is clear accountability for asset health and operational resilience in the senior leadership team and clear governance structures and escalation processes to manage risks relating to asset health and operational resilience. The Board receives comprehensive information on the asset health and operational resilience of the organisation and reviews the risk exposure and tolerance of the organisation regularly.					
Optimising	The organisation can demonstrate it regularly reviews the alignment between the asset management plan and organisational structure. It regularly reviews the roles and responsibilities for asset health and operational resilience to drive continuous improvement of the management of risk. There are processes in place to continuously improve management of asset health and resilience as a formal part of the organisation's asset management processes. There is a good understanding of asset health and resilience across the organisation with asset health and resilience considered from policy, strategy, through to planning, delivery and operations. All levels of the organisation are encouraged to raise issues relating to the asset health and operational resilience.					
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.						

Competence

Question 5.2	How does the organisation identify and address any gaps in asset management capability and resources for its employees?
Guidance	Please describe any roles and responsibility frameworks, competency frameworks, learning and development pathways, succession planning, skills gaps identification, audits (or similar) that you undertake to identify and address gaps in the asset management capability/competence of employees. Please describe how you ensure there is sufficient, competent resource available to manage asset health and operational resilience activities. Please indicate how any need for outsourcing is identified and how competency of outsourced resources are assessed and monitored.
Suggested evidence	Skills and competency matrices (or similar) Learning and development pathways (or similar) Succession planning process (or similar) Overview of asset management training, format and distribution
Maturity scale	
Unaware	The organisation is unable to demonstrate how competence gaps of employees in asset management are identified or addressed or that it has plans in place to ensure it.
Aware	The organisation has identified the importance of asset management competence for its employees and has set out a plan to identify gaps and improve employee competence. There is evidence of intent to progress this.
Developing	The organisation has skill and competency matrices (or similar) for its roles relating to asset management and resilience which are deployed through its role descriptions. Competence and capability of outsourced activity is monitored and

	reviewed where appropriate. There is resource tracking in place to ensure that there is sufficient resource to undertake current asset management activities.					
Competent	The organisation has systematically identified any gaps and improvements in employee asset management competence. Roles across the organisation have been assessed against the need for asset management competence. The organisation has a learning and development pathway (or similar) for asset management and resilience; and employees have personal training plans in place to improve their competence. There is resource tracking and forecasting in place to ensure that there is sufficient resource to undertake current and upcoming asset management activities. Potential triggers for the need to outsource are documented and relevant outsourced roles and activities are regularly monitored and reviewed for competency and capability					
Optimising	All current competence gaps are identified by the organisation with detailed plans in place to remedy or mitigate. Succession planning is undertaken to identify future gaps in the organisation with plans in place to remedy or mitigate. There is consideration of future competencies that may be required for the improvements in management of asset health and resilience and any emerging threats or opportunities.					
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 does the organisation review the asset management competence of its staff in key roles accountable for asset health and operational resilience? Please complete table 5.2 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.						

Stakeholder and customer engagement

Question 5.3	How do you ensure that you understand the needs and expectations of customers and stakeholders in relation to asset health and resilience and incorporate them into the decision-making process?					
Guidance	Please provide details of (using asset health and resilience examples where possible): your approach to customer and stakeholder engagement on asset health and resilience; the information you use to engage customers and stakeholders; the different approaches used; the different types of stakeholders and customer groups engaged with; and how your engagement outputs are analysed and feed into your decision-making. Please include how the results of customer and stakeholder engagement on asset health and resilience integrates into decision making more widely; for example into investment planning.					
Suggested evidence	List of stakeholders engaged on asset health and operational resilience Types of approaches used to engage on asset health and operational resilience. Example of customer and stakeholder engagement material on asset health and resilience					
Maturity scale						
Unaware	The organisation is unable to demonstrate that the needs and expectations of customers and stakeholders in relation to asset health and resilience have been taken into account and has no plans to do so.					
Aware	The organisation recognises the importance of customer and stakeholder engagement on asset health and resilience and has plans to undertake engagement to inform planning. The organisation considers the needs and expectations of customers and stakeholders as part of an overarching price review engagement framework.					
Developing	The organisation consults with stakeholders and customers on wider outcomes and its long term vision through routes such as a long term strategy or Strategic Direction Statement (or equivalent). However, there has been limited focus on asset health and operational resilience. Some insights on asset health and operational resilience have been inferred from the engagement and used in decision-making.					
Competent	The organisation has undertaken specific engagement relating to asset health and resilience to elicit the risk tolerance of customers and stakeholders and the value they place on asset health and resilience. The expectations of customers plays a key role in decision-making processes. The Board understands the range of expectations of customers and stakeholders and takes them into account when making decisions.					
Optimising	The organisation has an ongoing engagement plan for customer and stakeholder engagement on asset health and resilience. The organisation engages with different communities in different ways on resilience. The engagement with stakeholders encourages collaboration to respond to resilience challenges together.					
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 Number of stakeholders and customers engaged in the last five years on asset health and resilience. Please complete table 5.3 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 5.4	How does the organisation communicate the plan for asset health and operational resilience and report progress to internal and external stakeholders?
Guidance	Please describe how the organisation communicates the plan and progress on asset health and operational resilience internally and externally. Please include the format and frequency of the reporting and the stakeholders involved.
Suggested evidence	Example of stakeholder engagement plan and engagement materials used to support engagement on asset health Overview of internal/external communication approaches for asset health and resilience Example of internal/external asset health reporting Example of collaborative projects on asset health and operational resilience
Maturity scale	
Unaware	The organisation is unable to demonstrate processes for communicating its plans and progress on asset health and resilience with internal and external stakeholders.
Aware	The organisation recognises the need to communicate their plans and progress on asset health and resilience both internally and externally. The organisation is currently collating the data and information and developing processes to support its internal and external reporting.
Developing	There is ad-hoc internal reporting of plans and progress on asset health and resilience, including reports to the senior leadership and Board. Plans are in place to improve the quality, consistency and regularity of internal and external reporting.
Competent	There is regular internal reporting of plans and progress on asset health and resilience to the senior leadership and Board. The organisation provides some external reporting to relevant stakeholders on asset health and resilience progress and plans. The internal and external reporting is transparent with consistent measures used to report progress on asset health and resilience with trends in performance identified. External reporting is not limited to mandated regulatory submissions.
Optimising	The organisation regularly reports on plans and progress on asset health and resilience at all levels within the organisation both internally and externally. The organisation provides regular, high quality, consistent, transparent external

	<p>reporting on asset health and resilience progress and plans which is easily accessible to customers and stakeholders. The organisation can demonstrate it obtains feedback from stakeholders to continually improve the quality of external reporting. The organisation uses a variety of channels to communicate internally and externally with regards to plans and progress on asset health and resilience. The organisation can demonstrate that it tailors its internal and external reporting to meet the needs of different audiences.</p>					
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 leading practice and its benefits (300 words)						
Quantitative indicator						
Frequency of asset health and operational resilience reporting to internal and external stakeholders. Please complete table 5.4 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.						

Question 5.5	Do you involve customers and stakeholders in the co-creation of solutions around asset health and resilience? If so, how?
Guidance	Please describe the processes you have in place to encourage co-creation of solutions around asset health and resilience with customers and stakeholders. Please include how frequently they are consulted, the types of projects that they are engaged on, and how they are engaged. Please describe any asset health collaboration projects that you are working on and consider leading in the sector, and, which external stakeholders are collaborating.
Suggested evidence	Example of collaboration and co-creation plan Example of learning from other water utilities and sectors globally Example of trial related to asset health and resilience where stakeholders were involved Example of collaboration project on asset health and operational resilience.
Maturity scale	
Unaware	The organisation is unable to demonstrate that there has been customer and stakeholder engagement on the development of solutions for asset health and resilience and has no plans to do so.

Aware	The organisation recognises the importance of customer and stakeholder engagement on the development of solutions for asset health and resilience and has plans to undertake engagement to inform the development of interventions.					
Developing	The organisation has undertaken engagement with customers and stakeholders to inform the development of asset interventions more generally.					
Competent	The organisation undertakes engagement with customers to inform the development of interventions on asset health and resilience. This is a discrete engagement exercise rather than ongoing consultation. The organisation regularly works with external stakeholders on planning for operational resilience (for example, through Local Resilience Forums).					
Optimising	The organisation has an ongoing engagement plan for customer engagement on interventions for asset health and resilience. The organisation has a clear process to encourage collaboration with stakeholders to progress innovation around resilience together with transparent decision-making in line with the organisation's objectives. The organisation regularly works with academia and the private sector to identify and progress innovation around asset health and resilience. The organisation regularly undertakes horizon-scanning to identify needs and relevant innovations from around the world relating to asset health. As projects are co-created, the successes and failures are reviewed and lessons learnt captured and disseminated.					
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						
Number of co-created schemes delivered over 2015-20. Please complete table 5.5 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.						