



HCP is using BSI certification to ISO 55001 to show it manages physical assets efficiently for its clients

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Elizabeth Michalkiewicz, Head of Risk Management at HCP from August 2013 to June 2018. *(Now retired, her successor in the role is Steven Duddy).*

Certification benefits

- Independently verified proof of best practice
- Stronger asset management controls
- Improved service and value for clients
- Enhanced reputation as a well-managed business
- Competitive advantage
- Better business performance

Customer background

Established in 1997, HCP provides solutions and services around the intelligent management of infrastructure and related corporate assets. It assists clients with the strategic advice, management expertise, information and guidance required to deliver value from public-private partnership (PPP) investments, and wider property portfolios. Its operations include management of Private Finance Initiative (PFI) projects in sectors such as defence, education, emergency services, health, renewable energy, social housing, transport infrastructure, university accommodation and waste.



Why certification?

ISO 55001 is the heart of the ISO 55000 series, a globally recognized set of standards representing the latest international best practice in the management of physical assets. Initially a Publicly Available Specification (PAS 55) published by BSI in 2004, the ISO 55000 series was launched in January 2014.

ISO 55001 specifies the requirements for the development of an asset management system – and for ensuring effective management of assets and continuous improvement in how they are managed. The series also includes ISO 55000 itself, which provides an overview of the subject and the standard terms and definitions, and ISO 55002, which provides guidance on the implementation of such a management system.

When the ISO 55000 series was launched, HCP saw that it aligned well with the company's objective of delivering effective asset management. As Elizabeth Michalkiewicz, HCP's Head of Risk Management from August 2013 until her retirement in June 2018, explains, "As we were in the process of updating our Operations Manual and procedures for our infrastructure projects, we decided to develop a new integrated Business Management System (BMS) based on the requirements of ISO 55001."

HCP's first step was to undertake its own Gap Analysis of its procedures against the requirements of ISO 55001, referring to ISO 55002 guidance. Michalkiewicz continues, "During the first of our review meetings, we realized we could meet many of the requirements of the standard from our current processes. Several meetings later, we had analyzed where our procedures were robust enough and what we still needed to work on."

ISO 55001 essentially covered HCP's day-to-day activities in managing its contracts and looking after a range of clients' establishments, so the board decided to press on towards certification. "We felt independent verification would demonstrate that our processes were robust, giving our clients and prospects confidence that we were managing their assets efficiently," says Michalkiewicz.

Implementation

As HCP is not an asset owner itself, but manages assets on behalf of its clients, it needed to check that it was eligible for certification. This was confirmed following meetings with a number of certification bodies, including

BSI. Next, the company needed an ISO 55001 implementation plan. Aware of BSI's experience and expertise in this area, in June 2015 HCP commissioned BSI to undertake an independent Gap Analysis to provide clarity on where the company needed to improve its approach and supporting documentation. "We soon developed an excellent working relationship with BSI," says Michalkiewicz. "Their experts were very knowledgeable, and always willing to offer us guidance throughout the certification process."

HCP established an ISO 55001 Working Group and 15 employees attended a BSI programme in July 2015. "The course gave us a better insight into what was required to meet the standard," says Michalkiewicz. This included HCP being able to demonstrate that it understood the environment in which it was operating and what clients needed, and could show how it delivered on these requirements and how it reported back. Michalkiewicz continues, "We designated Regional Leads from our Working Group, who then provided briefing sessions for all our project teams and began to assist them in developing their ISO 55001 documentation."

HCP initially developed its Corporate Strategic Asset Management Plan (SAMP) as the principal document that would link its BMS to the ISO 55001 requirements. Projects then produced three supporting documents that were aligned to the Corporate SAMP: a Project SAMP, which outlined the strategy for complying with ISO 55001; a Project Asset Management Plan (AMP), which outlined how this would be achieved; and a Project Asset Plan (AP), which detailed the evidence held to demonstrate compliance with the standard.

The audit process

HCP's certification assessment took place in two stages, using one of its hospital projects as an appropriate model. The Stage 1 Audit, held over two days, involved a review of preparedness for assessment by checking if the necessary ISO 55001 procedures and controls had been developed. The BMS was reviewed and tested against the ISO 55001 clauses, as were document control procedures. It was completed in October 2015 with no major or minor non-conformities.

The Stage 2 Audit took place in January 2016. "It was far more taxing and took three BSI auditors two gruelling days," says Michalkiewicz. "They assessed the implementation of the procedures and controls within our project to make sure

we were working effectively. The second day gave us some headaches due to interpretation of some of the ISO 55001 clauses, but a week later we received the good news that the audit result was being submitted to UKAS with a recommendation for certification."

Business benefits

In February 2016, HCP became the first asset management specialist to achieve ISO 55001 certification, verifying that it was capable of standardizing procedures across its operations to create a consistent and efficient approach to the management of assets.

But the work did not stop there. The company was determined that all its projects would be recognized as working to the standard through the implementation of its BMS and the alignment of its asset management documentation to the management system. In February 2018, a further corporate audit was undertaken, where the BSI auditor commented, "In most cases, the HCP systems demonstrated were far in excess of the standard's requirements, and this is an output of the culture of the business."

Regular BSI assessment visits are planned for the next two years, showing HCP's clear ongoing commitment to best practice and continual improvement, and giving the company a competitive edge in its specialist market. "Working to ISO 55001 has given us structure and focus, not only on effective day-to-day asset management, but also on improved asset lifecycle planning for efficiency. This has resulted in strategic asset management and greater innovation," says Michalkiewicz.

She concludes, "BSI certification to the standard enables us to verify that we are working to our strapline, 'Intelligent management of assets'. It provides assurance to our clients that their investments are being managed effectively, and that this will continue into the future."

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