

School of Civil Engineering
FACULTY OF ENGINEERING



UNIVERSITY OF LEEDS

The Leeds Forum for Asset Management



INAUGURAL WORKSHOP

1st March 2007



The Scope of Asset Management

A nation's infrastructure assets are often complex and interdependent stationary systems or networks that serve defined communities. They are vital for continued national economic, social and environmental development and prosperity.

When looked at in this broad way they can take many forms. They can be those assets normally associated with the 'heavy civil engineering' sector, for example, roads, railways, airports, flood defences, ports and harbours, water treatments plants, oil, gas and power plants and the utilities' distribution infrastructures. Equally, they can be those assets normally associated with the 'buildings' sector, for example, schools, healthcare facilities, manufacturing plants, retail, and industrial outlets, commercial offices, housing developments, and different types of government buildings.

Infrastructure assets, because of their economic value and physical size, have the potential to impact the environment now and for future generations. They are important for a country's development and they can be created, owned, maintained, managed, operated and disposed of by many different types of organisations. Their effective and efficient management and engineering is vitally important for corporate organisations as part of their resource base. Moreover, the management and engineering of infrastructure assets and their performance over time is critical for countries in both the developed and developing world.



The Leeds Forum for Asset Management

The School of Civil Engineering's Construction and Project Management Group, acting as the hub for the Leeds Forum for Asset Management initiative, is an outstanding leader in best practice allied to asset management, programme and project management and client-led procurement. The Group's members are able to bridge the industrial and academic worlds with ease; we are both research and practice-led and as a result are particularly keen on assisting knowledge transfer.


We are increasingly embracing asset management as an integrating discipline for our research and teaching activities. Notable examples of our work in this area cover PFI/PPP, strategic asset management through recent contracts with the Environment Agency and the Office of Government Commerce, business-led programme & project management linked to procurement and supply chain strategies, informatics and computer aided engineering and, the use of sustainable materials in developing countries. We provide a number of specialist modules to the MSc (Eng) Infrastructure Asset Engineering and Management programme within the School, the development of which was supported initially by the Engineering & Physical Sciences Research Council (EPSRC) funding

through a £350,000 grant over a five year period. The Group runs two Masters programmes and contributes to all undergraduate programmes and other postgraduate degrees in and outside of the School.

The School and University are an important national and international resource for collaborative alliances with industry and government at all levels now and into the future, and provide a complementary environment within which we propose to develop the Leeds Forum for Asset Management. In particular, the School, with an infrastructure supporting in excess of £1m/annum in research and consultancy income, some 450 undergraduates and 100+ postgraduates, offers:

- leading edge research and consultation;
- expert seminars and continuing professional development;
- undergraduate, taught postgraduate and doctoral research opportunities.

In addition to our suite of high quality undergraduate degree programmes, the School offers six Masters programmes in areas aligned to asset management, supported by some fifty modules of intensive study, learning and personal development at postgraduate level.





At Leeds, our view is to locate asset management strategically as the pivotal discipline that manages the interface between corporate and business strategy, infrastructure assets and their purpose and function, the choice of appropriate investment strategies and, the management and engineering of those assets through time.

The Purpose, Aims and Objectives of the Workshop



Depending on the sector, this perspective will encapsulate the proactive bringing together and resolution of interfaces between business strategy, asset management, estate and property management, facilities management and the choice of appropriate delivery mechanisms. In order to achieve this a multi-disciplinary convergence of skills and knowledge bases is required, hence the establishment of the Leeds Forum for Asset Management.

It is vital that the Forum has a national, international, cross-sectoral, cross-institutional and multi-disciplinary remit and is based on an Expert Network of academics and practitioners that come together to share knowledge and best practice on matters related to asset management across sectors internationally. Through this remit the intention is that the Leeds Forum for Asset Management will act as a catalyst for:

- generic and Forum-specific bespoke research;
- the derivation of better practice and new methods of working;
- the generation, evaluation and dissemination of new ideas, hopefully at the boundaries of existing specialisms;
- the enhancement of practitioner, academic, and student insights into asset management globally.

We hope that the Forum will stimulate an ongoing discussion on appropriate programmes of study, module and short course content that could be informed by or delivered by means of the Forum's membership and network, perhaps in the form of keynote seminars, 'Master Classes' and workshops. The intention over time is to establish the Forum as an internationally recognised centre of excellence in strategic and tactical asset management. This one-day workshop has been designed with this in mind and uses a series of keynote seminars to inform workshop debate and action planning.



Programme

09.30 – 10.00 Registration and Coffee

MORNING SESSION SHARING PERSPECTIVES ON ASSET MANAGEMENT

10.00 – 10.10 **Welcome & Introduction**
Professor Nigel Smith, Head of School,
School of Civil Engineering

10.10 – 10.30 **Defining the Parameters of Asset Management**
Professor Peter Robery, Chair, School of Civil
Engineering Industrial Advisory Committee,
Seminar and Workshop Chair

10.30 – 11.00 **Research at Leeds into Asset Management**
Professor Steven Male and Professor Nigel Smith;
School of Civil Engineering

CROSS SECTOR PERSPECTIVES IN ASSET MANAGEMENT

11.00 – 11.30 **PAS55 – The British Standard on Asset Management**
Noel Grinstead, Director, MCP Management Consultants

11.30 – 11.45 Coffee

11.45 – 12.15 **An Industry Standard for Property Asset Management**
Tim Lloyd, Consilian Consultants

12.15 – 12.45 **The Royal Institution of Chartered Surveyors' Guidelines on Asset Management**
Keith Jones, Performant Consultancy;
Alan White, Lenborough Consultants

12.45 – 13.00 **The Structure of Research and Teaching in Asset Management at Leeds**
Dr Denise Bower, Deputy Head of School,
School of Civil Engineering

13.00 – 13.45 Lunch

AFTERNOON SESSION THE LEEDS FORUM FOR ASSET MANAGEMENT: STRATEGY, STRUCTURE AND OPERATION

13.45 – 14.00 **Options for the Leeds Forum in Asset Management**
Professor Steven Male

14.00 – 15.30 **Workshop Team Working** including tea break

15.30 – 16.15 **Workshop Team Plenary and Discussion;**
Scope, Strategy, Structure, Operation, Activities & Events

16.15 – 16.30 **Summary and Action Planning**

16.30 Close

**PLEASE REGISTER
FOR THE WORKSHOP
BY CONTACTING:**

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School of Civil Engineering

The School traces its history to the foundations of the Yorkshire College in 1876 when a Chair of Civil and Mechanical Engineering was created. The University of Leeds received its royal charter in 1904 and in 1946 Civil Engineering separated from Mechanical Engineering to form a separate Department of Civil Engineering.

The current School of Civil Engineering was created on 1st August 1997 when the University restructured, and, following further University restructuring some two years ago it is now one of five Schools comprising the Faculty of Engineering. The School celebrated its 60th year of formation in November 2006.

The School's **mission** is to deliver excellence in civil engineering research and teaching at an international level, placing the School within the leading Civil Engineering Schools in the UK and overseas. In the most recent government Research Assessment Exercise (RAE), the School achieved the high 5 rating for its research, denoting research of international standing.

We are a significant provider of high quality graduates into the civil engineering industry globally and many of our alumni have reached influential positions within industry and government internationally. Our alumni and colleagues from the private and public sectors contribute to research, teaching, project supervision and also serve on the School's Industrial Advisory Committee, the MSc programme Industrial Advisory Panels and the recently introduced Employers Group. Our industry open days, in particular, have grown in popularity with sponsoring firms. They have proven to be a key element not only in the School's promotional activities but as an important collaboration between the School, our potential graduates and industry, addressing industry's concern for regular access to suitably qualified candidates from high quality universities.

Our Strengths

The School's research and teaching strengths are in three principal areas:

- Water and Environmental Engineering;
- Structures, Materials and Geotechnics;
- Construction and Project Management.

Our inter-disciplinary strengths in management, structures, materials, informatics, environmental management, engineering and waste recycling provide a unique concentration of research and teaching capabilities compared to many other UK university Civil Engineering and Built Environment schools and departments.

In particular, our Industrial Advisory Committee has complemented us on the presence of the Construction and Project Management Group within the School, which is now providing the focal point for the Forum initiative. Its members operate internationally and across the civil and building sectors of the UK economy. Likewise, our links with colleagues in the Faculty of Engineering, and with the Institute for Transport Studies, the Leeds University Business School, the schools of Sociology & Social Policy, and, Law, provide us with the distinctiveness necessary to establish and operate the Leeds Forum for Asset Management. This is a multi-sector venture intending to act as the nucleus for our continuing, conspicuous and challenging endeavour to integrate the disciplines of business strategy and management, property, project, and engineering under the asset management umbrella.



Speakers

Professor Nigel Smith is Professor of Project and Transport Infrastructure Management and Head of the School of Civil Engineering. Previous industrial experience with West Yorkshire MCC of major road and bridgeworks, Assistant RE on the A64 Tadcaster By-pass, and as a project engineer for the Department of Transport, NERCU. He undertakes research into infrastructure procurement and financing; including work on DBFO toll roads, road charging models, and the use of private finance for the provision of new infrastructure and the management of existing infrastructure through public-private-partnerships. He is interested in sustainable infrastructure business models.

Professor Peter Robery, Halcrow Group Ltd, has over 25 years experience in the field of asset maintenance and deterioration management and is Halcrow Director responsible for Asset Engineering – UK North. He is also Regional Director for Halcrow's UK Birmingham Office with over 90 staff in the transportation, planning and water sectors. He is President of The Concrete Society (2006/07) and is a Visiting Professor at the University of Leeds, teaching on the MSc (Eng) course Infrastructure Asset Engineering and Management and, the Chair of the Industrial Advisory Committee to the School of Civil Engineering. Peter is a recognised expert in construction failure investigation and forensic engineering, is an author of expert reports used in dispute resolution and has authored over 45 papers and other articles on the investigation, testing, repair and monitoring of structures.

Professor Steven Male, Professor of Construction Management in the School of Civil Engineering. He held the Balfour Beatty Chair in Building Engineering and Construction Management (1993-2004) and was Head of School (1995-1998). He has secured in excess of £3m of research funding and has undertaken extensive industrial research and consultancy involving knowledge and technology transfer. During 2004-05 he led a team to develop a National Asset Management Framework for the Environment Agency's £23bn replacement value asset base and associated £300-400m/annum capital programme. During 2005-2006 Steven led a team to undertake the UK Office of Government Commerce's research project to investigate improving asset management of the £220bn central civil government estate.

Noel Grinstead, Director, MCP Management Consultants, has 35 years experience in the field of Asset Life Cycle Management Strategy, Business Processes and Best Practice, both in the EMEA region and elsewhere globally. In 1983, he participated in the privatisation of and formed the *Technical Audit Company*, becoming a major shareholder and Managing Director, developing this into a successful consulting and technical services group serving major public and private sector clients in the UK and abroad. He sold TAC to Fluor Daniel in 1996. Noel developed the 'World Class Web' methodology for Asset Management Auditing, Benchmarking and Business Process Improvement, and provides training and consulting in the practical application of Asset Life Cycle Management processes, methods, techniques and software tools. He has taught Asset Management Best Practice in many countries including the US and Europe, Kuwait, Dubai, Beirut, Kuala Lumpur and South Africa to delegates from a wide variety of public and private sector organisations.

Tim Lloyd, Consilian, is an architect, urban designer and chartered surveyor. His main areas of interest lie in exploiting ways in which the design of the built environment affects economic performance and in reconciling business and real estate strategies. In 2003, Tim established CONSILIAN, which aligns initial design proposals and business analysis using advice from a range of networked property consultants. He is a Council Member of the Institute of Asset Management. In 2004 he identified the need for a UK industry standard in property asset management and initiated a current project, supported by IAM, BIFM, RIBA, OGC and others to create an Industry Standard for this subject.

Keith Jones, Performance Consulting, spent the first 17 years of his career in Local Government, becoming an Executive Director. In 1987 he joined the consultancy arm of DTZ Holdings plc, developing an extensive track record of major management consultancy assignments related to property. At DTZ he was the Director of Management Consultancy, Director-In-Charge of one of DTZ's regional businesses, was a member of the Group Executive with overall responsibility for service quality across the Group. He is Chair of the RICS Asset Management Group, former chair and a current member of the RICS Management Consultancy Faculty Board. In 2004 he set up Performance Consulting, specialising in property related management consultancy. Keith has been at the heart of the Government's performance improvement initiatives, working with central government, local government, and higher education, particularly in the field of public sector asset management.

Alan White, Lenborough Consultants, has been involved in the direct management of operational property for businesses including Diageo, Lloyds TSB, Dee Corporation and Booker McConnell. As the BT Group Property Director he was involved with the strategic planning of the largest UK property asset outsourcing involving a £2.38bn transaction with Telereal. Previously at BT he developed a number of operational property strategies including programmes of property downsizing, cost reduction, asset value enhancement and the formation of its in-house property company Southgate Developments. He left BT in 2001 and then headed up DTZ Pleda Corporate Consulting Group for two years; he now runs his own business, specializing in providing strategic occupation, financial and property/facility management advice to businesses and public bodies. He is a non-executive director at Blackrock Land International plc and Property Solutions [UK] Ltd, Chairman of the RICS Facilities Management Faculty and of the RICS Business Development Board, is a member of the Bank of England Property Forum, is a past advisor to the MoD, ODPM and OGC and is a Governor of Oxford Brookes University.

Dr Denise Bower is a Senior Lecturer in Project Management and Deputy Head of the School of Civil Engineering. Recent work includes the evaluation of procurement strategies, assessment of corporate strategy, the development of organisational partnering guidelines, the evaluation of the success criteria for a number of partnering arrangements and recommendations of contract strategies for overseas projects. She is also the Director of the MSc Engineering Project Management, which attracts international students from a wide range of backgrounds and is directing doctoral studies in the area of procurement and contracts; her particular area of research interest is in the optimisation of the procurement of contracted services. She is the author and joint author of many books and publications, including, *The Management of Procurement*, *Engineering Project Management*, *Dispute Resolution for Infra-Structure Projects* and *Managing Risk in Construction Projects*.



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