



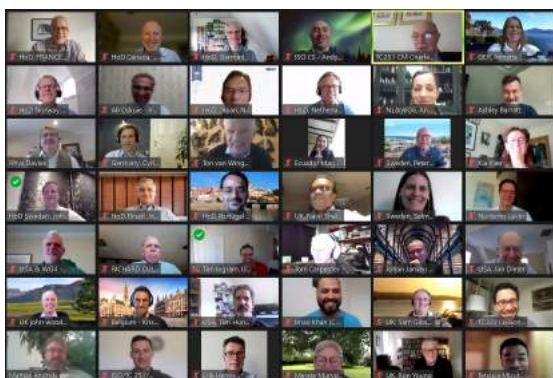
# TC251

Newsletter for the TC 251 Community • July 2021

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## Chairman’s Update

TC 251 is entering an exciting stage of work and we continue at pace, even under the pressures of COVID 19. We recently had a series of Chair’s Advisory Group and Plenary meetings where we discussed and agreed our forward programme of work which is now quite extensive.



Our main flagship standards ISO 55000 and ISO 55001 have now formally entered revisions with a three-year timeline, and we will see the excellent work of various ad-hoc groups who have been considering value, environmental sustainability, the challenges of intangible assets and digitalization all consolidated into the work of those revisions occurring in W4 and WG6 respectively.

Working Group 7 has had its Design Specification confirmed by CAG following a user survey to better understand the user communities’ needs in this area. WG7 is now proceeding with its work on ISO 55011 to provide guidelines for those involved in public policy to provide a good baseline to encourage asset management. With many governments at national and municipal level around the world struggling with COVID recovery programmes in light of restricted funding the need for robust asset management approaches in the public sector has never been greater.

Our Finance Group is WG5 and is also about to launch a revision of the ISO/TS 55010 guidelines. For those with an eye for history you will recall that under Peter Way’s leadership, WG5 provided a lot of financial input into the discussions for the original 55000 and 55001 documents. Whilst it was agreed that the initial financial requirements in those documents would be “light touch”, a lot of their work was captured in the 55010 document. With a revision of both the 00 and 01 documents under way it is timely for WG5 to repeat their role and try to



strengthen financial requirements in our flagship documents whilst also updating their own document with new thinking to provide thought leadership in this important area.

If that is not enough then we have also launched two new working groups WG8 and WG9 which are working on new international standards in the areas of people competence which will result in ISO 55012 and also a framework for considering the value of data moving towards ISO 55013.

The rest of this newsletter will provide more detailed overviews from the team of convenors working on all of these areas. Suffice to say it's a challenging programme of work and I'm pleased to say we are seeing a large influx of new experts from both existing and new participating countries to make sure we have the resources to deliver this challenging programme of work. It's going to be a busy 2-3 years and I look forward to seeing the work develop.

*Rhys Davies – ISO/TC 251 Chairman*

## The Strategy for TC 251

The field of asset management is of interest to any organization or person interested in deriving value from assets. Those assets can be both tangible (in the form of infrastructure, manufacturing plant, property, facilities) or intangible (in the form of concessions to operate, software licenses, brands or reputation). As assets cover a wide range of sectors, ISO/TC 251 will continue supporting the development work in other existing committees that reference asset management.

The work of TC 251 helps organizations to understand how their stakeholders perceive value and what approaches should be applied in deriving value so that there are clear boundaries in terms of tolerance to various forms of risk whether that be financial, safety, environmental or reputational.

With the focus on infrastructure becoming more sustainable and to align with the UN Sustainable Development Goals, there is interest from both developed and developing nations in improving the way decisions are made to better support value derivation from asset bases, regardless of the kind of asset being managed.

One of the key messages of asset management is Alignment of Objectives and ISO/TC 251 is working to align with the ISO Strategy 2030 and its key areas of:

- ISO standards used everywhere
- Develop high quality standards
- Engage stakeholders and partners
- People and organization development
- Use of technology
- Communication



Our core focus is in three categories:

1. Communicating the benefits of the application of the discipline of asset management and the published work of ISO/TC251 to both our user community (and through a diverse range of liaisons with ISO and IEC committees) as well as other external bodies.
2. Understanding feedback on our current publications and revising/

maintaining them as appropriate so they continue to meet market needs.

3. Identifying areas of new work that will advance and communicate the discipline. Feedback in this area is that there continues to be a demand for developing the work in the area of interfaces between financial and technical areas of our discipline, for sustainability, and for digitisation.

TC251 has established seven Working Groups to pursue work in these areas. With the diverse nature of the discipline of asset management, we have established a wide variety of liaisons and have processes in place to proactively engage with these committees and external bodies to ensure that duplication of effort is minimized, and that scarce resource is appropriately directed towards work that will benefit the standards user community to the greatest extent.

*Ashley Barratt - New Deputy Chair ISO/TC 251*

## Committee Manager Update

ISO/TC 251 is about to start the next exciting phase in the evolution of its keys standards ISO 55000 and ISO 55001, as well as looking at the development of a number of new supporting standards.

The world has moved forward considerably in terms of asset management technology since the standards were first published, with far greater emphasis now on e.g. intangible assets and data management.



The projects for supporting standards include the development of ISO 55011 “Guidance for development and application of public policy to enable asset management”, a new standard on “People involvement and competence” and one on “Data asset value evaluation index system”.

While the TC has had teams preparing for the revisions, there are many challenges to be faced in incorporating the identified factors into the standards, as well as there still being scope for new ideas to be proposed and to be accepted. We know that people who have engaged in our development activities previously have been enthused by their experiences and have enjoyed the opportunity to work with leading experts in this field. If you are attracted by any of these projects and would like to participate in their activities, then please contact your national standards body to enquire about being nominated as an expert to TC 251.

*Charles Corrie – ISO/TC 251 Committee Manager*

## Workgroup Updates

### WG3 – Communications

WG3 took advantage of the recent TC 251 work week to further its communication work – refining the messaging around key themes and updating some its practices. The new ISO Documents site now contains many of the marketing materials produced by WG3, with more to come shortly. We hope to publish a comprehensive slide deck with benefits and explanations of key asset management concepts soon.

With the help of various national mirror committees, we have added translations of many TC 251 guidance documents to the Publications section of our website. We are also in the process of reviewing and expanding the SDG guidance document with the help of WG7.

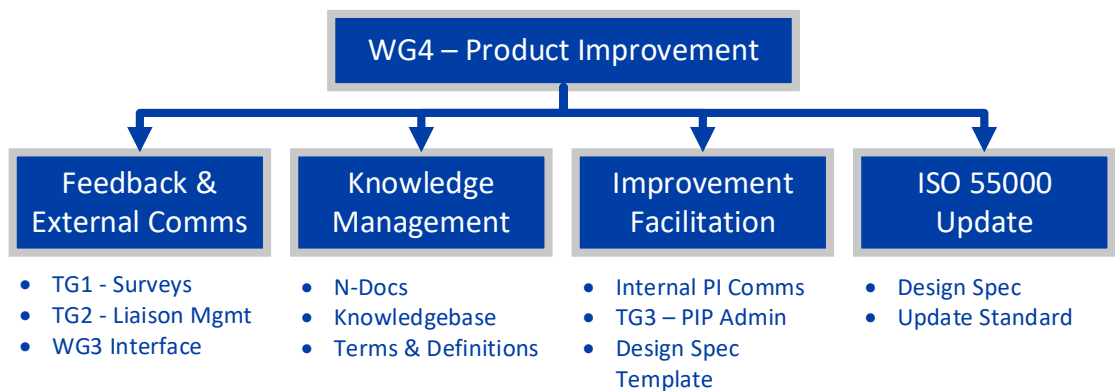
Our case study champion Martin Kerr (Australia) has recently been promoted to convener of WG6, so from now on David Albrice (Canada) will be driving our efforts to collect and publish case studies. If you know of organizations interested in sharing their story, please contact [ISOCommunications@iso55000.org](mailto:ISOCommunications@iso55000.org).

We have also added a Deputy Convener to WG3: Jack Kelly (USA) was nominated to this role. One of his first projects is to drive a review of the information we publish as part of the very popular Known Certified Organizations database. If you know of an organization that is certified but not on our list, please have them contact [submissions@iso55000.org](mailto:submissions@iso55000.org) with proof of certification (ideally, a PDF copy of their certificate).

For more information on the activities of WG3 please contact Mr. Boudewijn Neijens (Canada) at [rneijens@copperleaf.com](mailto:rneijens@copperleaf.com), tel: +1 604 779 1867.

### WG4 – Product Improvement

WG4 has a busy agenda. Based on the results of the ballot reported in ISO/TC 251 N707, WG4 was assigned responsibilities to update ISO 55000 in addition to its standing responsibilities. Jyrki Paavilainen has been confirmed as Deputy Convener and he will be leading efforts to perform these roles. In the meantime, Jack Dempsey, Convenor, will focus on leading updates to ISO 55000, assisted by Caitlin Bevans, as its supporting Secretary. WG4's responsibilities include:



Activities related to the ISO 55000 are moving along quickly. Since the Quito meeting, WG4 invested a lot of energy into developing a design specification for the update. This specification has been very helpful getting WG4 organized. WG4 is now focused on producing the first Committee Draft (CD1) by November 2021. Supporting this, WG4 is conducting two-hour meetings every other Tuesday and Wednesday through the end of October. At these meetings WG4 is methodologically working through issues and topics related to the update.

Work on the ISO 55000 update includes in series, generating a detailed annotated outline that will detail specific update objectives and criteria. This work will continue through the end of July. At about this time, work will begin drafting CD1. Major topics to be addressed include translating fundamentals (value, alignment, leadership, assurance) into asset management principles. In addition to that, WG4 is considering a larger target audience and altering the authoring approach to make it more of a narrative. Reasoning behind this is to make the standard easier for people to understand what standards-based asset manage-

ment means and how it can help them. The last big area being considered is terms and key concepts related to relationships (e.g. Figure 1), specifically: asset portfolio, asset management system, and asset management.

At WG4 we welcome your participation and insight. We are also calling for greater P-member participation. Currently, about half of ISO/TC 251 P-members have a representative on WG4. We would like to increase this number. Doing so is important, because then, at a minimum, your country will be informed of WG4 progress through e-mail notifications of our progress and important topics that we are considering. If you have any questions, please feel free to contact the Convener Jack Dempsey (USA) at: [jack.dempsey@definitivelogic.com](mailto:jack.dempsey@definitivelogic.com), tel: +1 202 286 2003 or Deputy Convener Jyrki Paavilainen (Finland) at [jyrki@urbanassets.fi](mailto:jyrki@urbanassets.fi), tel: +358 40 0719017.

#### AHG4 – Information Mgt.

Ad-Hoc Group 4 (AHG4) was formed in August 2020 to focus on PIP001 and present a recommendation to the Chairman’s Advisory Group (CAG) to TC 251 at the May 2021 plenary session. AHG4 reframed the mission statement to focus on understanding guidance related to specification, collection, management, and analysis of data supporting asset management decision-making in the larger context of organizational objectives.

The work done by AHG3 was valuable in setting the direction and boundaries for AHG4. AHG3’s findings are particularly relevant with respect to the mandatory elements identified under Inputs within the proposed CIPO process framework for asset management decision-making (DM). The inputs of interest to AHG4 were Data and Information and Knowledge. AHG4’s approach was to start with reviewing the existing set of ISO 55000 standard from the perspective of five key themes.

These themes are:

1. Creating Data for Asset Management DM
2. Classifying Data Based on Purpose, Quality and Format
3. Extracting Information from Data relevant to asset management DM
4. Managing Lifecycle of the Data
5. Sharing Secure Information at an Enterprise Scale

Each theme was linked to one or more specific ‘mission statement’ elements to ensure standards are being reviewed in the context of the intended mission – Specification, Collection, Analysis, and Management of Data/Information. This analysis coupled with a broad scan of the other standards relevant to Data & Information in Asset Management Decision-Making yielded key findings as follows:

1. Data/Information is a key enabler for asset management.
2. Data/Information strategy should provide a framework for lifecycle management of information.
3. ISO 55000 Series provide ‘What’ but there are other Standards that can be referred for guidance on the ‘How’ to manage Data/Information for Asset Management.
4. Many different information models exist relating to built assets. The range of standards and the impact of existing approaches means that any at-

tempt in the ISO 55000 series to specify specific approaches to information models and classifications may end up detrimental to the overall usefulness of the standards due to limits of applicability and relevance.

5. Digitization of all data and information, digitalization of business processes and automation of many tasks and activities which were previously performed by humans has the potential to significantly enhance productivity and economic growth. However, to fully realize these benefits would require an enterprise-wide Digital Transformation Program with candidate technologies evaluated for their potential benefits, through-life costs, risks and the change management effort needed to implement and sustain the new ways of working.

Based on the above findings, AHG4 proposed the following recommendations –

1. Update existing ISO 55000 Series of Standards with appropriate update to clauses clarifying data and information related information or referencing to relevant applicable standards from other TCs like ISO 19650 or ISO 8000.
2. Summarize AHG4 Findings & Recommendations in TC251 Articles. Several topics for these articles were presented in this report.
3. Continuance of AHG4 for an additional period of six months after the plenary to properly manage the effort required to produce the articles.
4. Maintain TC 251's ongoing collaboration with other TCs focusing on Data/Information.

AHG4's final report is available by request to the Convener Dr Shiv Iyer ([shiv.iyer@woolpert.com](mailto:shiv.iyer@woolpert.com)) or TC 251 Committee Manager Mr. Charles Corrie ([charles.corrie@bsigroup.com](mailto:charles.corrie@bsigroup.com)).

Contact: Mr. Shiv Iyer (USA) [shiv.iyer@woolpert.com](mailto:shiv.iyer@woolpert.com) , tel +1 814 883 5088.

#### WG5 – Finance

The WG5 had been considering how best to progress the development of materials on Asset Registers.

They had agreed that the best path forward would be for a revision of ISO/TS 55010 to be initiated, to include a new annex on this topic.

It would start the revision of the Technical Specification, once this is approved by a ballot of the TC's members.

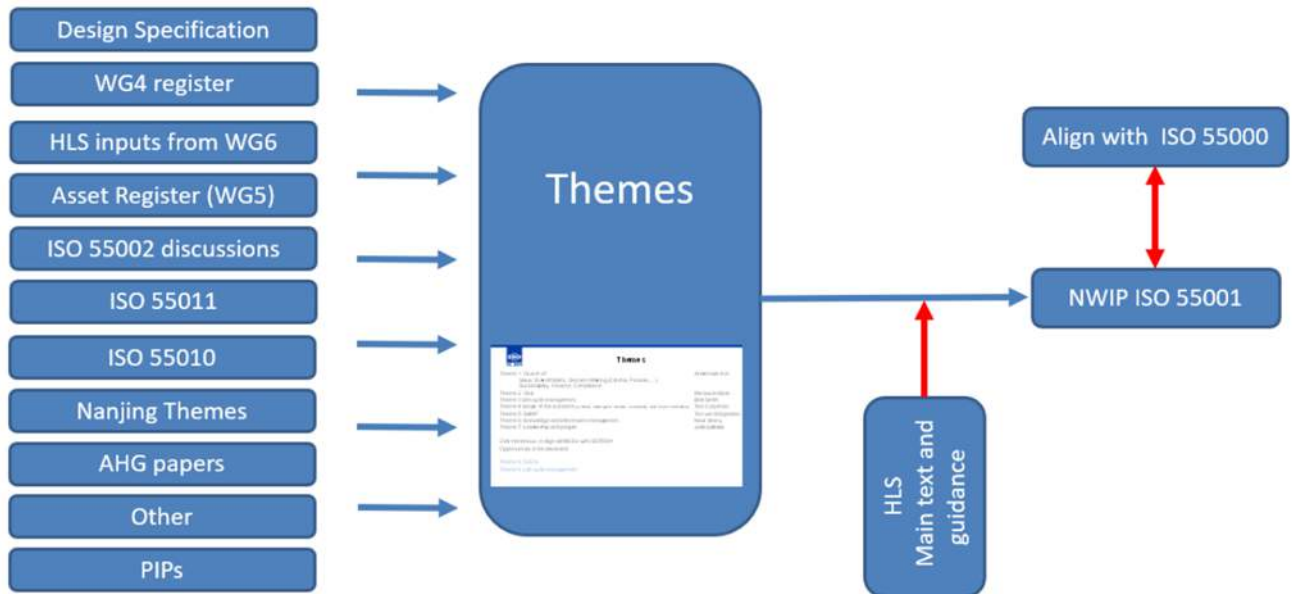
They will actively engage with WG4 and WG6 to examine the aspects of ISO 55010 and ISO 55001. It would act as the focus point for the financial aspects of assets Management.

Mr. Paulsson also noted the contribution of Mr Ed Singer as Deputy Convenor to the work of the WG5.

Contact: Mr. Johan Paulsson (Sweden) [johan.paulsson@tetrapak.com](mailto:johan.paulsson@tetrapak.com) , tel: +46 46 36 48 02.

## WG6 – Revision of ISO 55001

WG6 kicked off its formal review of ISO 55001 after the May plenary. As the new WG6 convener I have large shoes to fill and continue all the hard work that Ton van Wingerden had completed. Our journey commences with the concept of Themes that were agreed in 2019 in Quito.



WG6 will utilize Teams (smaller groups of people) to focus on different inputs and different elements of the standard. In the early phases of the review the Team Leads will be responsible to coordinate the previously identified Themes. Each Team/Theme Lead will use the WG6 Risk and Opportunity / Change Register worksheet to collate, compile, and manage items for consideration. Periodically these worksheets will be compiled at the WG6 Convener level to provide overall visibility to relevant TC 251 stakeholders.

The following documents (N Docs) are key considerations in our review scope and approach:

- N86 – Annex SL + Appendices 2 and 3 edition 2021 – This document contains Annex SL on the Harmonized Approach to ISO Management Systems that is published as part of the ISO Directives part 1-2021 and the Appendices 2 and 3 with the Harmonized Structure (Identical text and guidance and terminology guidance).
- N87 – ISO 55001 revision design specification 20210515 – This is the updated of the design specification for the revision of ISO 55001 (subject to Change).

Our key milestones for WG6 are:

- Milestone 1 – Nov 2021 – Delivery of CD (for comment only) to TC Committee Manager. Editing of draft CD by TC Committee Manager.
- Milestone 2 – May 2022 – Delivery of CD (for comment and ballot) to TC Committee Manager. Editing of draft CD by TC Committee Manager.
- Milestone 3 – Nov 2022 – Delivery of DIS text to TC Committee Manager. Editing of draft DIS by TC Committee Manager.
- Milestone 4 – May 2023 – DIS Ballot close. If 100% approval, option to publish.

Note: Two weeks prior to each milestone is the requirement to circulate the respective draft internally within WG6.

We are looking forward to a collaborative review amongst the various working groups to bring out the best in thought leadership but also governance to ensure we stay within the bounds of the HLS and scope of the standard.

Contact WG6 convener: Martin Kerr (Australia) tel. +61 423 115 773, [martinkerr@structured-change.com.au](mailto:martinkerr@structured-change.com.au). Deputy convener: Annemarie Kin (Netherlands), [annemarie.kin@iesbv.nl](mailto:annemarie.kin@iesbv.nl), tel +31 6 5424 5137.

### WG7 – ISO 55011

Since the TC 251 Reporting Webinar in October 2020, WG7 launched the survey, “ISO 55011 Asset Management and Public Policy” in November 2020 to solicit input from persons believed to be experts in the development, administration, or influence of general public policies at different government levels within their countries. The survey gathered input from 110 participants representing over 20 countries to determine what type of guidance would help promote or enable asset management, especially related to specific public policy instruments or applicable public policy documents.

The survey also received responses from a number of participants who volunteered to take part in additional interviews. In response to input received, WG7 is conducting ongoing interviews to identify best practices and document case studies demonstrating how public policy instruments have been developed and/or applied to enable asset management.

WG7 is grateful to all who participated in and supported the development or distribution of the survey. The survey results as reported in ISO/TC 251/N710, together with the work and feedback received to date, have informed the revised ISO 55011 design specification (ISO/TC 251/N713). The design specification is currently out for ballot and comment through 25 June 2021.

Following a successful ballot, upcoming work for WG7 will include:

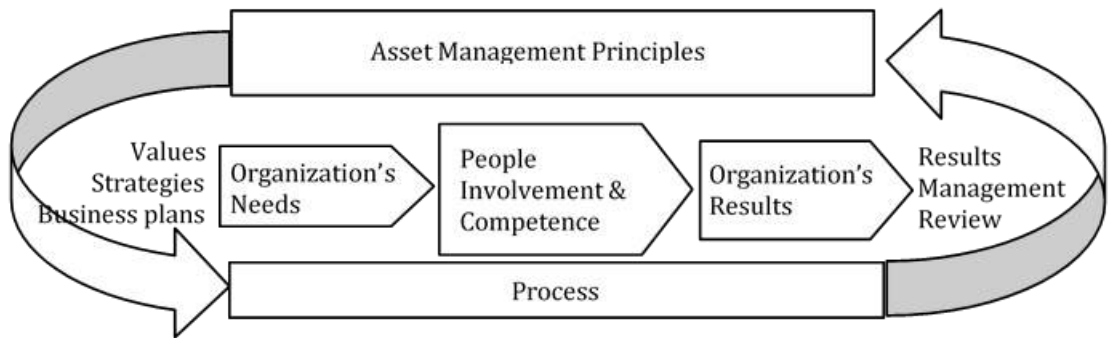
- review of ballot comments received,
- review of key terms and definitions for ISO 55011,
- development of a detailed, annotated outline for ISO 55011,
- ongoing case study interviews which will provide valuable insights and information in the development of the guidance standard,
- development of articles; and
- completion of the first Committee Draft (CD1) by November 2021.

For questions, or to recommend a case study as part of the development of ISO 55011, please feel free to contact the WG7 Convener at [tiffany.batac@wsp.com](mailto:tiffany.batac@wsp.com).

### WG8 - Competence

The overall performance of an asset management system and its processes ultimately depends on the involvement of competent people and whether they are properly introduced and integrated into the organization. “People involvement and competence” is sought to be an ISO Standard which provides guidance on engaging people in an organization's asset management system, and on enhancing their involvement and competence within it. This standard is applicable for any organization, regardless of size, type, or activity.





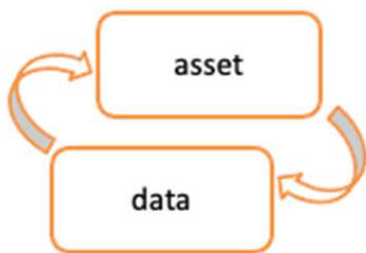
This standard describes the processes which an organization can use to implement and maintain people involvement and competence in asset management systems. It also provides guidelines for specific actions which can be taken to meet individual asset management system requirements specified in ISO 55001.



Contacts: WG8 Convener - Gao Ang (China) [gaoang@cnis.ac.cn](mailto:gaoang@cnis.ac.cn), WG8 Deputy Convener - Pan Ying (China) [panying@cqc.com.cn](mailto:panying@cqc.com.cn).

**WG 9 - Data Assets**

At present, the vigorous development of the digital economy is coming to the forefront of our attention. Data need to be rationally developed and utilized, and the value of intangible assets can be excavated and released in the process of data flow and transaction. The promotion of the development of digital economy with data as the key element will become the key issues to be solved in global standardization research in the era of digital economy.



At the 9<sup>th</sup> meeting of ISO/TC 251, the proposal "data asset value evaluation index system" was officially approved and the project number was ISO/AWI 6912 and ISO/TC 251 set up WG9 to promote the work.

Under the background of the global digital economy, with the rapid development of digital transformation of government affairs, society, city and community, data has become the basic production factor and value source supporting the operation of various organizations. From the perspective of data asset value, we should go deeper into the international standardization work. To be specific, is to identify, analyze, confirm and evaluate the data value, capitalize the data, and create new value on this basis, which will put forward innovative ability requirements for data property owners, operators and even regulators. The research, formulation, implementation and application of ISO standard data asset value evaluation index system will provide a strong support for the development of the global digital economy and a solid guarantee for the sustainable development of data asset intensive organizations.

Contact WG9 Convener: Yang Xiao-feng (China) [xfyang\\_gz@163.com](mailto:xfyang_gz@163.com), tel: +86 20 83228641, WG9 Deputy Convener: Shiv Iyer (USA) [shiv.iyer@woolpert.com](mailto:shiv.iyer@woolpert.com), tel: +1 814 883 5088.

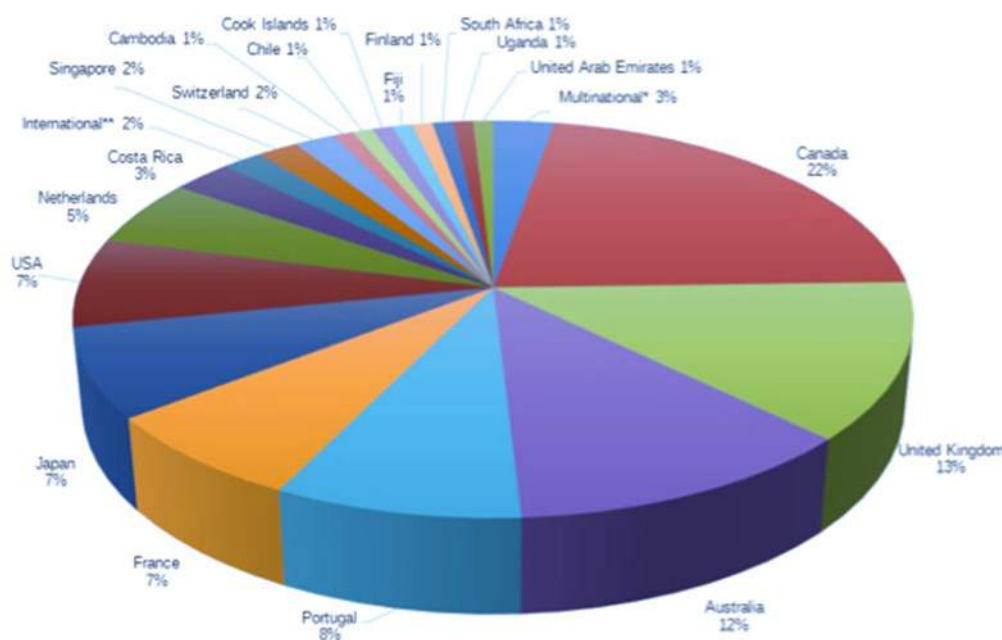
## Asset Management and Public Policy Survey Report

WG7 identified the need to conduct a world-wide survey of the potential users of ISO 55011.

The objectives of the survey were to:

1. Gather input from public policy authorities on the challenges they face relating to the delivery of public services,
2. Determine if those who develop, administer, and/or influence the formation of public policy can benefit from guidance that may enhance their existing public policy; and
3. Obtain input on what type of guidance would help promote or enable asset management, especially related to specific public policy instruments or applicable public policy documents.

A total of 110 surveys responses were received representing over 20 countries.



Eighty-five percent (85%) of survey respondents indicated that the type of guidance that would be most helpful within the standard would be examples and case studies, including elements of good practice, lessons learned, and how public policy instruments have been applied in relevant public policy documents to enable good asset management practice. Survey respondents acknowledged that the functions of governments and methods of formulating public policies vary from country to country, and for this reason, good practice case studies and common guidance – even if the system and organization are different – can be useful, especially if the reasons behind the methods and benefits are clearly stated.

In response to input received, WG7 is conducting ongoing interviews to identify best practices and develop case studies demonstrating how public policy instruments have been developed and/or applied to enable asset management.

If your country or local government has a good case study they would like to share as part of the development of ISO 55011, please contact our [WG7 Convener](#).

We recommend you visit the [ISO 55011](#) page on TC251's website.

## TC 251 Website: a Key Source of Information

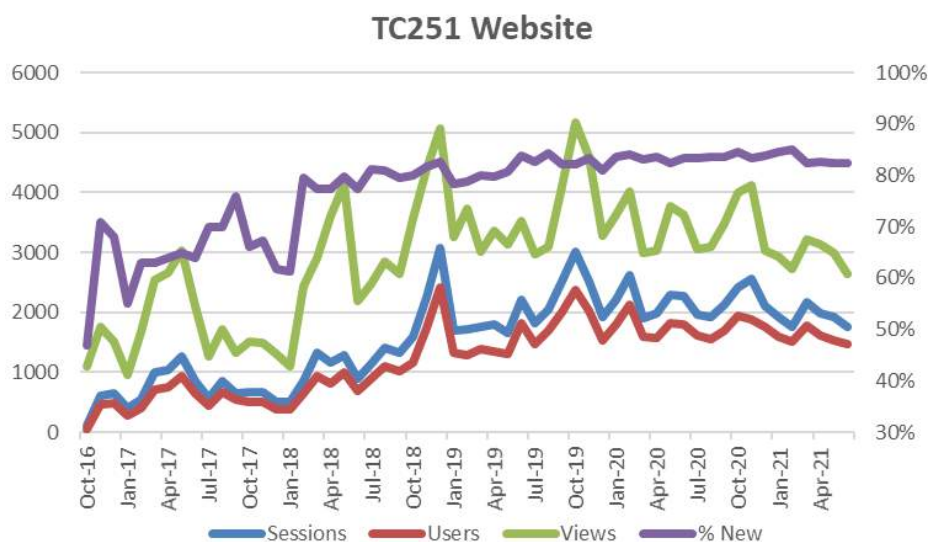


The TC 251 website [committee.iso.org/tc251](https://committee.iso.org/tc251) is our main communication vehicle with the wider asset management community. It presents the ISO 55000 series in nine languages and offers a wealth of information and documents, including:

- **Publications:** this page contains all free publications by TC 251 – often in multiple languages. If your NSB wants to translate one or more of these publications, please contact Ms. Edmea Adell [eadell@iframi.fr](mailto:eadell@iframi.fr) for details. Direct links to translated publications are being added to non-English home pages.
- **Known Certified Organizations:** lists all known organizations that have certified to ISO 55001 and is one of the most visited pages on our website. We now have well over 300 organizations from 43 countries in our database! If you know of an organization that is certified but not on our list, please have them contact [submissions@iso55000.org](mailto:submissions@iso55000.org) with proof of certification (ideally, a PDF copy of their certificate).
- **Case Studies:** this section contains success stories of certified organizations. We have recently revised the rules for submission with the hope of attracted more cases studies, not only of certified organizations but also of organizations that are complying with ISO 55001 and want to share their journey and benefits realized. If you know of an organization that's interested in being featured in a case study, please contact [ISOCommunications@iso55000.org](mailto:ISOCommunications@iso55000.org).
- The **Learn More** page has useful links to growing body of knowledge available through third party organizations - both for general asset management knowledge and for sector-specific guidelines on how to apply ISO 55001. The new United Nations Handbook on Infrastructure Management has just been added.



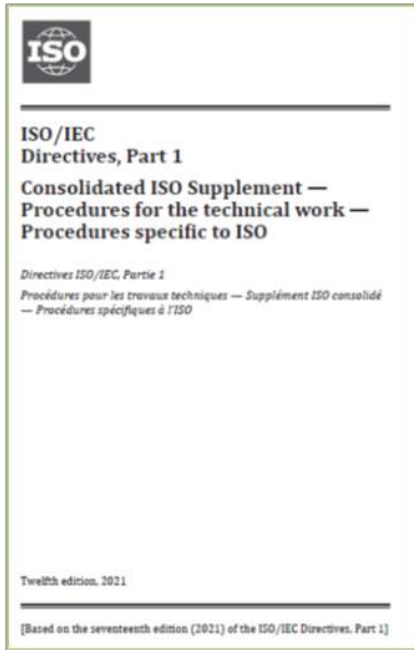
Traffic on our website has been stalled by the pandemic. Growth in visitors in 2020 was a modest 8% and the latest months have seen a slight decline, which will hopefully end as the world gradually returns to normal. One quarter of the visitors are now Spanish-speaking, and if you add Portuguese and French, the latin languages now count as many visitors as English does. Close to three quarters of all visitors now come from search engines, and Wikipedia is by far the



largest source of referrals. Visitors are keen on downloadable publications, both guidance documents and case studies: downloads increased by 25% over the last year. Please make sure to spread the word, we want our website to be a source of useful information to the asset management community worldwide.



## New 2021 Edition of “Annex SL” for Management System Standards



ISO has recently undertaken a limited revision of “Annex SL” of the ISO Supplement to the ISO/IEC Directives, that forms the basis for just about all its management system standards (“MSS”). The new version was published in the May 2021 and applies to all new ISO MSSs as well as the revision of existing standards.

First published in 2012, and now applied by the vast majority of ISO’s MSSs, Annex SL actually comprises several components.

The “body” of Annex SL which describes (among other things) the “Harmonized Approach” to the development of MSS Appendix 1, which specifies the justification studies that are required when a proposal is made to develop a new MSS.

Appendix 2 contains the “Harmonized Structure” with the identical core text, common terms and core definitions that standards writers are required to follow, with guidance in its use (aimed primarily at Standards Writers).

Appendix 3 contains guidance on the use of terminology.

Overall, the changes are quite small - a new requirement for the organization to determine which requirements of interested parties are to be addressed via its management system (consistent with the concept of “compliance obligations” as defined in ISO 37301:2021); a new sub-clause 6.3 on Planning Change; replacement of text on “outsourcing” by a requirement to control “externally provided processes, products or services”; simplification of the requirements for documented information; and a change in sequence of Clause 10, giving greater prominence to the need for continual improvement.

Additionally, the scope of all MSSs must now indicate the intended results of the management system. These are an important reference point for determining the overall effectiveness of the system (“the extent to which planned activities are realized and planned results are achieved”).

These changes in the Harmonized Structure will be addressed during the revision of ISO 55001. An important additional difference will be that from now on inclusion of the core management system terms and definitions need to be included in clause 3 of ISO 55001.

The question of “risk” and the ways in which the various MSS address “risks and opportunities” varies between different disciplines and sectors (most notably those that operate in a regulated environment), and this topic generated significant debate during the revision process. However, neither the definition of risk nor the text on how to deal with risks and opportunities has been changed. This was considered the best option available within the project time.

The limited revision of Annex SL was prepared by JTCG TF 14 in which on behalf of ISO/TC 251 the following experts participated: Ton van Wingerden, Tom Carpenter, Navil Shetty and Mattias Androls.

The complete ISO Supplement to the ISO/IEC Directives (including Annex SL and its Appendices) can be downloaded free of charge from <https://www.iso.org/sites/directives/current/consolidated/index.xhtml>

*Dick Hortensius - dick.hortensius@nen.nl*

## WBCSD and the UN's Sustainable Development Goals - SDG

The World Business Council for Sustainable Development - WBCSD has published an update of its document "[SDG Sector Roadmap: Guidelines to inspire sectors to drive transformation in support of the Sustainable Development Goals](#)", which allows companies to establish the current level of interaction of their sector with the SDGs along the value chain; identify the most important impact opportunities; and the establishment of key calls to action and monitoring systems to chart a course towards Vision 2030.



The report draws on WBCSD's practical application experience with multiple industries over the past few years and includes case studies and examples from leading companies and industry associations globally.

The SDG Sector Roadmap establishes a step-by-step process that companies in the same field can follow as they come together to explore, articulate and realize a common vision, and thus understand how their industry can harness its unique potential to contribute to the SDG agenda.

## Meet an Expert: Ashley Barratt

Ashley spends his professional life at the nexus of people and technology - building infrastructure and aligning organizations. His professional expertise is centered on delivering transformational change requiring long-term decisions with significant deployment of human, technical and financial capital.



Ashley sees Asset Management as being pivotal to addressing some of the major issues which confront society be that addressing the climate emergency, eradicating poverty or transforming global health and wellbeing. As we rebuild the world's economies after the Covid pandemic Asset Management will be critical to securing our success.

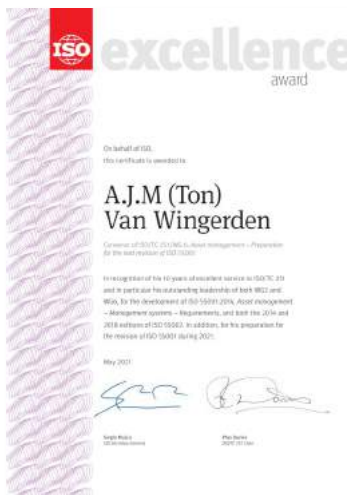
Ashley says: "My professional life often takes me to the edge of technology. A sense of possibility drives me. A love for developing positive outcomes fires my practice. I believe passionately that people matter, hence I hold various mentoring, coaching and advisory board commitments and value the personal learning which results. I use my voice to advocate for more diversity in organization and to foster greater participation for youth."

As Deputy Chair of ISO/TC 251 Ashley's desire is to support the continued development of the practice of Asset Management internationally and to encourage collaboration, standardization and knowledge sharing as a model to enable us to develop and deploy the influence of the Asset Management community at scale.

Ashley is a Director of ATS a management consultancy serving the Tech Sector and Associate Partner at meliorate, a strategic and organizational consultancy for infrastructure investors, operators and developers. As British New Zealander now living in Germany Ashley appreciates being immersed in different cultures and being able to develop his skills in Cultural Intelligence. He is married and enjoys his free time adventuring widely and exploring contemporary art and culture.

## Convenorship of WG6 - Farewell to Ton van Wingerden

Our TC 251 noted with great sadness that Ton van Wingerden had advised that he needed to withdraw from the convenorship of WG6, due to changing work commitments within his organization.



Ton has been a key member of the TC's leadership team since its establishment as a Project Committee in 2010 and served as the Convenor of WG2 for the initial development of ISO 55001 and ISO 55002, followed by leading WG6 in the revision of ISO 55002 and in making the preparations for the impending revision of ISO 55001.

In recognition of this TC 251's Secretariat had applied for an ISO Excellence Award for him, and was delighted that the Secretary General of ISO, Sergio Mujica, had agreed to grant one to Ton.

A small ceremony was held during our last TC meeting when Dick Hortensius (from the Royal Netherlands Standardization Institute) went to Ton's office to present him with the award certificate.

