

Fact Sheet : Operational readiness

Operational readiness

Operational readiness, in a facilities context, can be described as the condition or moment reached when premises, plant, equipment, installations and support services are satisfactorily commissioned and successfully tested to verify that they are available and in a safe and suitable condition for operational use or service. Operational readiness can apply as equally to administrative-based activities and outputs, such as offices and shops, as to manufacturing and production activities / establishments.

The ability to achieve operational readiness swiftly and effectively as part of a business move or upon completion of a new development project is often significant enough to determine the overall success or otherwise of the relocation or project.

Failure to achieve operational readiness as intended can literally become business critical, with potentially damaging and disruptive consequences to the organisation(s) involved, which could include:

- People are unable to resume work, giving rise to uncertainties and anxiety, abortive or non-productive time and work arise, leading to unrecoverable costs and a significant loss in business efficiency and confidence
- Plant and equipment may not be satisfactorily commissioned and tested to verify they meet required / essential output standards and product quality (including tolerance and calibration) hence production may not be able to commence or continue, potentially leading to loss of sales, income and profitability, with resultant production 'flow' problems with levels of stock and waste.
- Health, safety and environmental hazards and risks may arise through incomplete or unsatisfactorily commissioned buildings, plant, equipment, installations and support services; in the case of healthcare establishments the wellbeing and lives of patients and the Public may be compromised, and manufactured or assembled products may contain inherent or unseen flaws or defects.
- Customer and market reputation may suffer which can result in reduction or loss in trading goodwill, and even custom / commissions if order and delivery commitments are unable to be fulfilled
- Financial and commercial penalties may be levied / incurred for late completion or non-completion, and failure to achieve or resume operations - including contractual damages (LAD), loss of incentives / bonuses, reduction / removal of (rental or occupancy) discounts, liability for compensation payments etc.

Managing the risks

An effective way to mitigate and manage the risk of failing to adequately specify and meet operational readiness criteria, is to prepare and implement an Operational Management Plan (OMP) in conjunction with an effective data / information management system, through clear responsibilities and appropriate expertise.

The Operational Management Plan - overview

A robust OMP involves much more than an additional or extended Gantt chart or series of equipment testing schedules. An effective plan will identify and describe in detail who needs to do what by when and how, to achieve the requisite state(s) of readiness. The information management system will be used to manage and administer essential data and documents (including for verification) to enable and demonstrate the attainment of standards and operational readiness.

Preparation of the OMP and success criteria should ideally commence during the early (feasibility) stages of project planning, and the plan's development, implementation and management should continue throughout the project until successful operation is validated.

Scope and coverage within an OMP will vary according to the nature of the development or project, and its completeness and integrity will depend upon co-ordination and reference to other project / contract documentation, but it should typically include and/or refer to:

- Location and floor layout plans to an appropriate scale and detail showing all areas and items within the scope of commissioning and for operational readiness
- Asset inventory and attribute details – e.g. land, buildings / premises, installations, plant, equipment, furniture, fixtures, fittings etc.
- A programme / time line showing the key events and tasks and their duration and relationships – ideally depicting the 'critical path'
- Roles and responsibilities for key contributors along with a directory of contact details – especially for those required for technical and operational commissioning activities
- Clear summaries of scope / description of what operational readiness means for each asset (Building / equipment / service) including specific standards, compliance / acceptance criteria and authority
- Details of all statutory and regulatory approvals and consents required, and the organisations / parties involved, including lists of all applications, submissions, licences, inspections, tests and certificates etc. and an associated register, list or database of specific documentation and records (evidence) to be obtained with an ability to monitor / track their status and receipt
- Details of all Contracts and Agreements that need to be in place with a means to verify
- Details of the estimated budgets and cost plan allowances for commissioning, handover and setting to work in a format that will permit / enable budget and expenditure monitoring, reporting and management
- Details of management and communication arrangements, including a schedule of key review and co-ordination meetings and reporting patterns
- Operating and Maintenance (O&M) manuals / information and Health & Safety file documentation for buildings, plant and equipment
- Details of any temporary / permanent facilities required to conduct / complete the commissioning, such as temporary access, lifting and logistics equipment,

lighting, temporary plant, temporary supplies, general / special attendances such as monitoring and measuring and diagnostics equipment, cleaning and infection control precautions, signage and labelling etc.

- Details of any specialist requirements or limitations such as manufacturer's warranties, independent test validation, quality assurance pre-requisites (such as for safety-critical components), insurance needs / inspections etc.
- Details of user familiarisation and operator training needs, from building induction to specialist equipment, including details of how training records are to be recorded and managed
- Schedules of all dynamic and simulated proving tests to be carried out for life-safety systems and details of all associated certificates / documentation / record requirements
- Details of design and operations risk assessments and work method statements (as for inclusion within the Health & Safety File) giving details of specific installation, commissioning and maintenance precautions
- Details of cleaning and waste management arrangements
- Details of specialist work arrangements / conditions, such as for hot work or services interruptions (e.g. Permit to Work systems) and requisite authorities
- Proposals / arrangements for access and security including patrol and/or night-watch
- Premises and operations insurance requirements and responsibilities
- Emergency / major incident procedures including evacuation and notification arrangements
- Publicity, communications and marketing / media management arrangements

An Information Management Solution

There is a comprehensive and proven data and information management system which has been designed to handle and resolve these business problems – this is activeplan.



www.activeplan.com

Activeplan is a relational database capable of importing, exporting and integrating graphical and non-graphical data together, to produce a very flexible and informative array of status and executive reports.

See Fact Sheet : Activeplan - How it works for more detail.

Activeplan can be used to capture, view and manage all of the data associated with the facilities, including their planning, design, construction, commissioning and operation - whether in drawings format (e.g. CAD), tabular formats (e.g. Spreadsheets) or within documents. It is able to dynamically generate views and reports of the data

relationally, that is, to show dependencies and associativities between the data entities / objects according to their attributes (features, characteristics etc.), including time.

A total management solution

Activeplan Consulting exists to provide to Customers who already use activeplan, and to those who are considering its adoption, comprehensive consultancy and support services offers designed to get the best from the application. This includes expert advice and management expertise to configure and deliver effective, added-value solutions across every aspect of property and construction.

See Fact Sheet : APCL Services profile for more detail

Activeplan Consulting are able to provide the following services to support the operational readiness requirement :

- Providing, configuring, managing and administering the activeplan solution to meet the specific needs of the project
- Operational readiness requirements definition including standards and acceptance criteria
- Briefing and specification management
- Asset and attribute data gathering and collation and AP database compilation
- Preparation and management of the Operational Management Plan (OMP) and associated document registers
- Providing a point of contact / focus / co-ordination for operational readiness delivery – either to the nominated Project Manager, to a commissioning specialist if appointed, or directly to the (Customer) organisation, as appropriate
- Preparation and presentation of periodic and adhoc progress and status reports

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Typical Benefits Matrix – Activeplan deployment

	non - financial	financial
qualitative	<ol style="list-style-type: none"> 1. Dramatically improves the quantity and quality of shared information – promotes “one version of the truth” 2. Web-hosted solution typically means no extra hardware or software requirements / set-up 3. Improves communication, teamwork and collaboration; Enables more accurately informed and timely decision making 4. Allows / encourages local ‘ownership’ of information and management of contributions 5. Utilises existing data and information systems and feeds – little or no additional inputs 	<ol style="list-style-type: none"> 1. Can dramatically reduce time (and costs) spent in looking for and distributing vital information 2. Improves working and operational efficiencies through consistency, accessibility & reliability of data 3. Team-wide adoption significantly reduces the incidence and impacts of abortive or duplicated effort 4. Flexible pricing structures, including fixed term rates, achieve significant value improvements through increases in utilisation 5. Data / examples / practices / solutions from other / previous projects can be used to improve learning and reduce effort and investments
quantitative	<ol style="list-style-type: none"> 1. Dramatically increases the speed and improves the accuracy of project and programme interrogation and reporting 2. Significantly reduces duplication and waste involved in creating and keeping multiple copies / sets of information / data 3. Reduced Carbon / ecological footprint over conventional (paper-based) information management systems 4. Reduces risks attributable to inconsistent / inaccurate information and/or poorly informed decisions 5. Ability to run ‘what-if’ scenarios and predictions improves forecasting / planning 	<ol style="list-style-type: none"> 1. Brings about real savings in resources and costs by significantly reducing duplication and improving consistency of information 2. Provides improved information / intelligence to identify and avoid un-necessary expenditure 3. Can bring about significant improvement in operational cost effectiveness through maximising asset utilisation 4. Low monthly system operating and maintenance costs very quickly demonstrate high returns on investment – e.g. abortive or in-effective processes / activity, affordability testing etc. 5. Can be used to map optimum development pathways and best value delivery and commissioning criteria / options