Asset Intelligence

THE ASSET INTELLIGENCE FRAMEWORK

Asset Intelligence Architecture

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What this document is

The Architecture is the discipline specification of Asset Intelligence. It specifies organisational practice, not software. It describes what Asset Intelligence is made of: the functions the discipline performs, the capabilities each function exercises, and the integration architecture connecting the discipline to the adjacent operational systems it serves and draws on.

A capability is something the discipline does: an activity that produces a specific output. Capabilities are what an organisation builds, deploys, and exercises. Each capability is an organisational practice, not a piece of technology.

The Architecture sits within the framework as the structural specification. The Maturity Model assesses how well an organisation performs each capability. The Adoption Model sequences investment in capabilities by maturity, pathway, and audience. The Value Realisation Model maps how each capability translates into measurable value.

The Architecture does not specify how each capability is performed in detail. That sits in operational guidance and in the methodologies practitioners apply. The Architecture says what. Operational guidance says how.

The boundary between specification and operational practice lets the Architecture stay stable while methods, tooling, and operational guidance evolve. It also lets the framework treat organisational attributes such as competency and culture as enablers rather than as capabilities. The Organisational dependencies section below sets out how the Maturity Model and the Adoption Model handle them.

The standards context

The standards around the Architecture are themselves changing. Three points set out where it sits.

Three-pillar architecture. The Architecture is the discipline-level specification of Asset Intelligence, the third pillar alongside ISO 55001 (the international standard for asset management) and ISO 19650 (the international standard for information management for the built environment). The five functions and the capability set put into practice the discipline

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these standards depend on for delivery. The standards specify what good asset management and information management look like. The Architecture specifies the discipline that produces and sustains the asset information on which both depend.

Alignment with the industry's information management direction. The Architecture is consistent with the direction of work led by nima (formerly the UK BIM Alliance) and the IM Initiative, and puts the discipline into practice at lifecycle scale across the built environment. It does not depend on any nima-side product, framework, or timeline for its own validity.

Revised ISO 19650. The forthcoming revision of ISO 19650 increasingly describes the same lifecycle scope the Architecture covers. The Architecture aligns with that direction. When the revised standard is published, capability descriptions and integration architecture are reviewed for terminology alignment.

This places the Architecture among the standards without binding it to a single external product or timeline.

Organisational dependencies

The discipline specified by the Architecture depends on organisational conditions that the Architecture does not itself produce. This section names four enabler dimensions. The Maturity Model assesses three of them (competency, leadership commitment, and governance authority). The Adoption Model sequences them and treats culture and behaviour as its enabling layer.

Competency. The discipline depends on practitioners with the technical and operational competence to perform the capabilities to standard. Competency is recognised across two practitioner lineages, Information Management (rooted in ISO 19650) and Asset Management (rooted in ISO 55001). Both are valid routes into Asset Intelligence practice. An asset-owner-side practitioner whose grounding is in asset management demonstrates the discipline through AM competence applied to information. An information-management-side practitioner demonstrates it through IM competence applied to assets. Competency development at framework level (training, accreditation, ongoing professional development) sits in operational guidance. The Architecture does not specify it as a capability, because the activity that produces competence belongs in that guidance.

Culture and behaviour. The discipline depends on a sustained organisational disposition toward trustworthy information: the everyday assumption that asset information is

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structured, current, accountable, and used. Culture is a sustained organisational attribute, not an exercised activity. That is why it sits in the Adoption Model's enabling layer rather than as an Architecture capability.

Leadership commitment. The discipline depends on visible, sustained senior commitment to the long-term work of building information capability and to the trade-offs that come with it. Leadership commitment is treated as a Maturity Model enabler dimension and as an Adoption Model enabling layer. It is not treated as a capability because the activity it describes is the sustained exercise of organisational authority, not a specific output.

Governance authority. The discipline depends on clear lines of authority for the information layer: board-level recognition, executive ownership, working-level information stewardship, and change control. Governance authority is treated as a Maturity Model enabler dimension. Specific capabilities exercised inside the Information Governance function (information structuring, validation and assurance, accountability and change control, data security) are part of the Architecture. The authority that makes those capabilities work is an enabler of the discipline, not a capability inside it.

Every capability description that follows assumes these four are present. Every gap in capability traces back, sooner or later, to one of them.

Cross-cutting accountability

Accountability applies across all five functions of the discipline, not only inside the Information Governance function. Every function carries its own accountability dimension: who is accountable for the work, what audit trail it produces, what change control it operates under. Each function description below names this dimension explicitly.

The Information Governance function holds the load-bearing capabilities that govern the information layer itself: how information is structured, validated, accounted for, and secured. Those capabilities are the foundation that makes accountability across the other functions possible. Information Governance sits third in the sequence, which keeps the headline order of Requirements, Capture, Information Governance, Delivery, Use. It is the function on which all other functions structurally depend. Maturity progress without it is fragile.

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Capability model

Asset Intelligence comprises **fifteen capability areas** across five functions: Requirements, Capture, Information Governance, Delivery, and Use. These describe a purposeful discipline that starts with intent and ends with value. An organisation can enter at any point depending on its maturity, but it cannot practise Asset Intelligence fully without all five.

The five functions follow the flow of intent through the discipline. Requirements come before Capture, because you specify what is needed before you produce it. Information Governance shapes how Capture, Delivery, and Use operate, through structure, validity, accountability, and security. Delivery makes governed information accessible. Use is where the discipline produces measurable outcomes. Information Governance is third in sequence and load-bearing in substance.

One principle applies across all five functions: intelligence must be accessible to the people whose decisions depend on it. A capability that produces technically correct, well-governed information but delivers it in formats that operational and strategic users cannot find, interpret, or act on has not achieved its purpose. Accessibility is not a separate function. It is the measure of whether each function is working.

1. Requirements

Establishing what asset information the organisation needs and specifying it for procurement and supply chains. This is where Asset Intelligence connects upward to organisational strategy.

Requirements function accountability dimension. Who sets information requirements, who approves them, what audit trail exists when they change.

1.1 Information requirements definition. Determining what asset information the organisation needs, why, and to what level of detail. This connects to the four outcome domains: Environmental, Social, Safety, and Economic. The Definition sets out each domain in full, with the cross-walks to ESG, the Four Capitals, RIBA Sustainable Outcomes, and GRESB. The capability requires understanding of organisational objectives, regulatory obligations, and operational workflows.

1.2 Requirements specification. Translating information requirements into enforceable terms for procurement. For Create: Exchange Information Requirements (EIR, per ISO 19650) in construction contracts. For Recover: recovery programme briefs and survey

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specifications for FM providers. The output is a specification precise enough to be contracted and measured.

For the Recover pathway, requirements specification includes a step that the Create pathway does not need: an assessment of what information already exists that can meet the defined requirements. Before commissioning new surveys or recovery programmes, the organisation should recognise what it already holds, evaluate its quality and completeness against requirements, and identify the genuine gaps. This recognition step enables immediate value from existing information, reduces the scope and cost of recovery, and avoids the assumption that existing estates must start from scratch. Requirements specification for Recover is therefore iterative: recognise what exists, assess it against what is needed, specify what must be recovered, and sequence the work by value.

1.3 Supply chain procurement. Specification of supply chain information obligations through procurement and contracting. Where 1.2 specifies the information itself, 1.3 specifies how the supply chain is obliged to deliver it: the contractual mechanisms, scoring criteria, and procurement documents that turn information requirements into supplier deliverables. For Create: information obligations embedded in main contractor and subcontractor agreements, and tender scoring that weights information quality alongside price and programme. For Recover: information obligations embedded in FM contracts, surveyor commissions, and data-collection programmes, and supplier scoring that recognises information delivery as a commercial deliverable, not a courtesy. This capability links to three others. At 2.1 Asset Information Production Management, procurement scoring is the enforcement mechanism for the obligations specified at 1.3. At 2.2 Structured handover, contractual obligations crystallise at the project-to-operations transition and at FM contract exit. At 2.4 Operational update, the same contractual obligations apply to every operational event that generates new asset information across the asset's life.

2. Capture

How asset information is produced and enters the governed system. Four capability areas reflect the distinction between managing information production and the structurally different intake mechanisms through which information arrives.

Capture function accountability dimension. Who oversees supplier deliverables, who validates capture quality, who escalates when capture fails.

2.1 Asset Information Production Management (AIPM). The orchestration of information creation across supply chains and programmes against defined requirements. AIPM produces asset information for operational use, not generic project information. It sits

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between requirements specification and information intake. Requirements define what is needed, and AIPM ensures it gets created to the required standard.

For Create: managing subcontractor information deliverables against work packages throughout the project lifecycle. This includes allocating information deliverables to supply chain packages, tracking submission against contractual milestones, reviewing quality against the EIR, managing resubmissions, and monitoring completeness across the whole project. This is PIM management: the production and quality management of the Project Information Model before it transitions to the AIM at handover.

For Recover: managing survey and data collection programmes across an existing estate against recovery specifications. This includes prioritising buildings, commissioning surveyors and FM providers, tracking data collection against the specification, managing quality of returns, and monitoring programme-level progress. The orchestration context is different (different buyers, different supplier types, different procurement vehicles), but the capability is the same: ensuring information gets produced to standard. In the dominant Recover condition, AIPM weights more heavily toward managing programmes against estates that have never had structured information than toward managing project deliverables.

Procurement scoring is the operational mechanism by which AIPM enforces the obligations specified at 1.3 Supply chain procurement: supplier performance against the information obligation contributes to the scoring decision at the next contract opportunity.

This capability is distinct from project management. Asset Intelligence does not own the construction programme or the facilities management contract. It owns the information production programme that runs alongside them. Procurement and project management are both adjacent: Asset Intelligence feeds specifications into procurement without owning it, and consumes the project schedule from project management without owning it.

2.2 Structured handover. Capturing asset information from capital projects and transferring it into operational use at handover. It is the Create pathway's primary intake mechanism. It aligns with the PIM-to-AIM transition described in ISO 19650 but extends accountability beyond project close-out into verified operational readiness. The same capability applies when responsibility for operating a building passes from one provider to another, most often at an FM contract transition. The outgoing provider returns the record it has maintained, and the incoming provider verifies and accepts it before taking over.

2.3 Retrospective recovery. Establishing structured asset information for estates where it was never created, has been lost, has fragmented beyond trust through uncoordinated

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change, or exists but cannot be found and used in the volume it sits within. It is the Recover pathway's primary intake. It involves physical survey, legacy document extraction, operational knowledge capture, reconciliation of conflicting sources, and progressive structuring into a single governed layer.

2.4 Operational update. Capturing changes to asset information throughout a building's operational life. Maintenance, modifications, replacements, condition changes, and compliance events all produce information that must enter the governed layer. Operational update operates against the supply chain information obligations specified at 1.3. The contractual mechanisms that govern what the supply chain must deliver during a project apply equally to what FM contractors, maintenance suppliers, and specialist contractors must deliver during operations.

3. Information Governance

How asset information is structured, validated, secured, and maintained through clear ownership and accountable change control. Information Governance establishes who is responsible for information accuracy, currency, accessibility, and integrity, and ensures that responsibility is sustained over time.

The Information Governance function holds the load-bearing capabilities that govern the information layer itself. It is not the function that performs accountability across all the other functions. That work is distributed across each function's own accountability dimension. Information Governance structures, validates, holds accountable, and secures the information itself. That gives accountability across Requirements, Capture, Delivery, and Use a stable foundation.

This function is pathway-aware: the same four capability areas operate with structurally different models depending on pathway context.

A reference governance pattern for organisations that want guidance on what good looks like. The pattern is not a prescription. It combines four characteristics:

- **Board-level accountability.** Information performance is treated as a board-level concern. Governed asset information is recognised as a strategic asset with the same standing as other strategic assets the board oversees.
- **Executive ownership.** A named senior executive owns the Asset Intelligence discipline at C-suite level, with direct accountability for information quality and trustworthiness. In federated organisations, ownership can be shared across directorates and professions through a defined matrix, with each owner named.

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- **Working-level information stewards.** Named individuals are accountable for the information about specific buildings, systems, or asset classes, with their roles, responsibilities, and objectives set out in their job descriptions and performance measures.
- **Change control.** Every change to the information layer follows a defined change-control process with recorded approval and audit trail.

The Maturity Model cross-references this pattern. Worked examples sit in operational guidance.

3.1 Information structuring. Organising asset information into an asset-centric data model: asset identity, relationships, spatial context, and system hierarchies. This capability converges across both pathways. The target data model is the same regardless of whether information arrived through structured handover or retrospective recovery. Per the Definition, asset identity is anchored on the Unique Asset Identifier (UAID). The operational specification for UAID (scheme requirements, assignment, propagation, resolution, change control, and relationship to adjacent identifiers) sits outside this framework.

3.2 Validation and assurance. Verifying that asset information is complete, accurate, and current against defined requirements. This capability diverges significantly by pathway. Create validates against pre-defined specifications with known confidence levels. Recover builds confidence progressively from zero.

3.3 Accountability and change control. Establishing clear ownership of information accuracy, currency, and accessibility. Who authorises changes? Who is responsible for the record? The accountable parties differ by pathway, but the governance mechanisms are structurally similar.

3.4 Data security. Classification, access control, audit, and integrity of the asset information layer. Asset information includes sensitive material: operational schematics, security-critical detail, commercially confidential data, and personal data where systems serve people. The governance of that information is incomplete without explicit treatment of how it is classified, accessed, audited, and protected. Data security links to 4.1 System integration, because every integration is an access boundary that must be governed. It also links to the Capture function's accountability dimension, because capture-side validation includes confirming that sensitive material is correctly classified at intake.

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4. Delivery

How asset information reaches the people and systems that depend on it. Delivery presents information in a form people can use to act: story-driven, context-aware, fit for the decision in hand.

Delivery function accountability dimension. Who authorises external integration, who owns data-flow integrity, what change control governs integration changes. Every integration is an access boundary. Every shared report is an information release.

4.1 System integration. Direct, structured integration between the Asset Intelligence layer and adjacent systems. CAFM consumes asset registers and maintenance requirements. Digital twins consume structured data and spatial relationships. The smart-buildings layer draws on equipment records, operational parameters, and compliance thresholds, and feeds sensor and operational data back into the information layer. That layer covers BMS and BAS control systems, IoT sensors, and workplace and space-utilisation tooling. BAS (building automation system) is the term commonly used in North America for the BMS class. The Architecture treats smart-buildings integration as a system-integration concern, not a separate use of information. The work of integrating smart-building tooling is a Delivery capability. The use of the information that flows from it sits in function 5, Use. The flow-by-flow integration patterns (outbound and inbound data flows between Asset Intelligence and each adjacent system) sit outside this framework.

4.2 Information exchange. Standards-based sharing, reporting, and information provision to people and organisations. It covers regulatory reporting, portfolio management information, investor reporting, and operational dashboards. System integration serves machines. Information exchange serves people. Both are necessary.

5. Use

How asset information drives measurable outcomes. The function is named Use to signal that the discipline turns governed information into action and outcome.

Use function accountability dimension. Who authorises sharing of information for decisions, what audit trail governs decisions made on the information, who is accountable when information underpins a decision that turns out to have been made on bad data.

5.1 Decision support. Connecting structured asset information to operational, compliance, and investment decisions. It is not analytics. It is the structured availability of trustworthy information at the point where decisions are made.

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5.2 Performance intelligence. Measuring, verifying, and reporting outcomes across the four domains: Environmental, Social, Safety, and Economic. Performance intelligence closes the loop. Requirements define what is needed. Use measures whether the information is driving the outcomes it was created to serve.

This capability operates at three levels. Outcome verification confirms that information delivered against requirements is being used for its intended purpose. Value quantification measures the return on information investment: cost avoided, risk reduced, decision quality improved, compliance achieved. Portfolio benchmarking compares performance across buildings, sites, or programmes to identify where the discipline is working and where it is not.

Pathway mapping

Recover and Create are different entry points into the same capability structure, not separate tracks. The pathways diverge at Requirements, Capture, and parts of Information Governance. They converge at information structuring and data security, and across Delivery and Use.

Function	Capability	Recover	Create
Requirements	1.1 Information requirements definition	Driven by operational need, compliance gaps, estate strategy.	Driven by project brief and handover obligations.
	1.2 Requirements specification	Recovery briefs and survey specs for FM procurement; an iterative process that recognises existing information first.	EIR in construction contracts.
	1.3 Supply chain procurement	Information obligations in FM contracts and surveyor commissions; supplier scoring recognises information as a deliverable.	Information obligations in main and subcontractor agreements; tender scoring weights information delivery.

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Function	Capability	Recover	Create
Capture	2.1 Asset Information Production Management	Managing survey and data collection programmes across existing estate against recovery specifications. Programme prioritisation, supplier coordination, progress tracking.	Managing subcontractor information deliverables against work packages and EIR through the project lifecycle. CDE workflows, task allocation, compliance tracking.
	2.2 Structured handover	Applies at FM contract transitions.	Primary intake from capital projects. Also applies at FM contract transitions.
	2.3 Retrospective recovery	Primary intake from survey, legacy documents, operational knowledge.	Not applicable.
	2.4 Operational update	Begins once initial recovery is complete. Same mechanism.	Begins at handover.
Information Governance	3.1 Information structuring	Converges. Same target data model.	
	3.2 Validation and assurance	Progressive from zero. Different confidence trajectories.	Against pre-defined specs. Known confidence.
	3.3 Accountability and change control	FM providers, surveyors, estates teams from the outset.	Contractors and project teams, transitioning to operations.
	3.4 Data security	Converges. Same classification and access-control model.	
Delivery	4.1 System integration	Converges. Same architecture.	
	4.2 Information exchange	Converges. Same mechanisms.	
Use	5.1 Decision support	Converges. Same decision points.	
	5.2 Performance intelligence	Converges. Same outcome domains.	

The structural message: Recover and Create are different starting conditions, not different disciplines. There is one architecture. The pathways vary at the front end and converge on the same governed information layer.

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In practice, the Recover pathway represents the dominant condition. The overwhelming majority of operational buildings will never go through another capital project that could establish structured information from scratch. The Architecture must serve both pathways, but it should be read with the understanding that most organisations will enter through Recover.

AIPM diverges significantly by pathway. For Recover, it is programme-managed with iterative specification and less formal quality mechanisms. For Create, it is contractually structured around work packages with formal submission and review cycles. The capability of orchestrating information creation to standard is the same. The mechanisms are different.

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