Resource type: Project 13

What is a Capable Owner?

As part of Project 13, it is clear that the role of the infrastructure owner is critical to ensure that the right infrastructure is created, operated and maintained. The key capabilities required by infrastructure owner organisations to become a Capable Owner are described below.

Role	Description
Articulating the voice of the customer	Ability of the owner organisation to understand who the customer is, engage with the customer, obtain customer feedback, analyse the feedback, translate and articulate it into an outcome, flow the voice of the customer up and down the organisation and sustain the activity. Ability of the organisation to balance and align customers' views and expectations with the organisation's values and strategic goals.
Value-driven mindset	Ability to focus on value delivery rather than asset delivery. Value defined in terms of outcomes for customers and hence value to the business rather than net present value of the investment. Ability to provide and present a broader view of the value in the business case. Ability to manage both the revenue and capital side of the business plan.
Articulating the voice of operations	Ensuring programme managers, asset operators, and asset maintainers have clarity of the business objectives and the service offered to the customer and are able to plan for the operations and maintenance upfront.
Relating to the ecosystem	Ability of the owner organisation to modify, create or develop new commercial models that facilitate early engagement and alignment between customers' needs and the supply chain and other stakeholders.
Creating and maintaining complex systems	Bringing together the appropriate technology, structures and processes and infuse a common understanding of what is to be achieved and the ability to manage change.
Recruiting, building and maintaining talent	Ability to attract, build and retain the right 'talent' i.e. individuals who are professionally qualified, knowledgeable, experienced, right skills, competent, innovative thinkers, who can challenge, who can deal with ambiguity. Talent more akin to a business manager profile rather than a project manager, and people who can be advocates of the business case.