

DAM CoP meeting 1Date: 25th May 2022

Time: 13:30-15:30

Attendees: Pierre Delamotte, Ben Mogridge, Michele Russell, Dane Wright, Russell Woolwright, Joanne Davies, John Woodhouse, Duncan Bedding, Malvinder Plaha, Xiaowei Hartley, David Salisbury, Steven Little, Keith Christie-Smith.

Definitions

AM	Asset Management	REC	Recommendation
DIO	Defence Infrastructure Organisation	SDA	Submarine Delivery Agency
IAM	Institute of Asset Management	TD	Team Defence
KD	Key Decision		

Minutes:

1. Introductions to the task.**2. Overview of the task:**

- How defence is organised, and which organisations have started to implement asset management (AM).
- Introduced the DIO and SDA AM frameworks and identified the similarities between them.

3. Mandate ratification

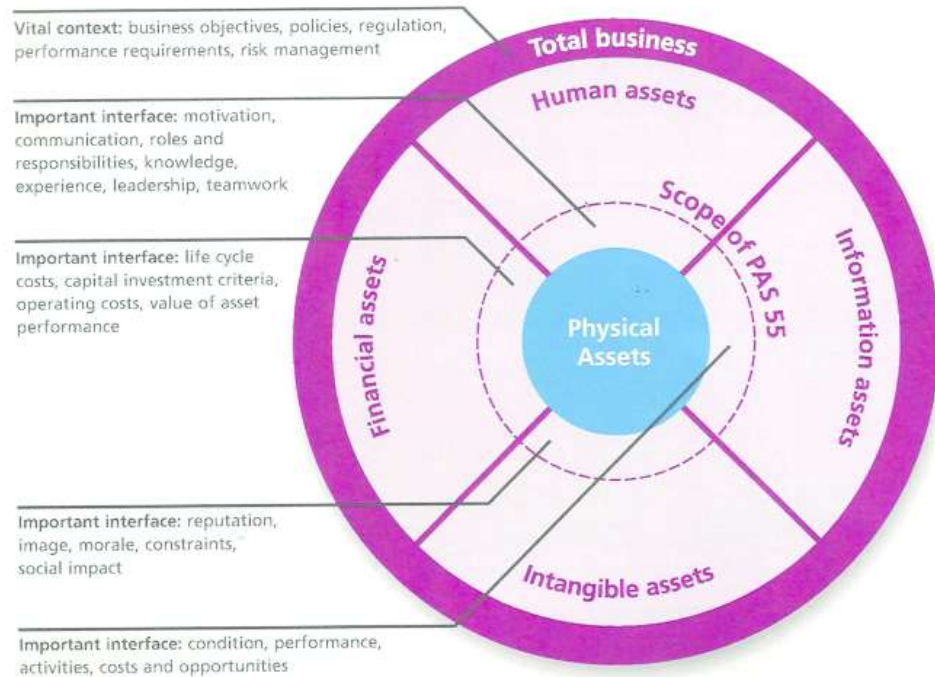
- Recommendations:
 - REC1) JW: Move the outcome statement before the mandate.
 - REC2) JD: Get a defence champion to push these recommendations and to try and get an action/ implementation. However, it was also noted that not all stakeholders are being represented in this task.
- Questions raised:
 - QU1) DB: Where is the governance and authority within this task? Does the DE&S representation have the authority to persuade DE&S to make a change?
 - ANS1) PD: The purpose of this task is to provide recommendations and not to change defence. It was also noted that a number of participants had not received the mandate, this will be reissued with the minutes.
 - QU2) JW: Can the outcome statement be moved before the mandate?
 - ANS2) This was agreed and forms recommendation 1 (REC1).
 - QU3) JD: Can it be stated that the output of the task will be a recommendation rather than instructions?
 - ANS3) This was agreed.

- QU5) JD: Is the timescale for the task too short particularly with the summer holidays approaching? Ensure that it is stated in the report if the findings are incomplete.
 - ANS5) PD confirmed that the task duration is 4 months.
 - MR: Any weaknesses of the report will be outlined in the executive summary. Volunteers should not commit to tasks if they do not have the time or capacity.
- QU6) DB: Who is this task targeting? Whose job will it be to implement the findings? Who are the recommendations being made to?
 - ANS6) PD discussed TD terms of reference and that these will be circulated.
 - PD, MR, BM acknowledged that there are difficulties in these areas.
 - PD: Potential oversight of not having DE&S representatives within the working group who have the status and authority to implement AM.
 - BM: AM is currently being done in pockets. This task will try to look at enterprise AM from an organisation view.
- QU7) DS: Do we really want to study the artefacts/tools/technology or should we instead focus on the conditions that make a implementation successful in a defence context, e.g. aligned leadership, long term mindset, incentives etc etc. with a view to recommending how these can be enhanced?
 - ANS7) PD, BM: This approach will be considered.

4. How to construct the white paper?

- JW: The new IAM 10 box model has been published this week and it is recommended that we use this for the task (KD1). JW also commented that the IAM global conference is on 15th-16th June 2022.
- JW: Suggested that the task should find commonality between areas of defence e.g., common risk methods to implement locally. In addition it was states that the so what for whom should be in a separate section.
- MR: Which asset(s) shall we focus on?
 - JW: Suggested the task should be physical asset centric but not physical asset limited.
 - MR: Would like the task to consider cyber security and for it to be embedded within the task rather than a last-minute thought.
 - JW: We should be careful of diving into asset classes - this can reinforce habit of asset type specialisms and 'recreation of silos'.
 - This suggestion was accepted by the group (KD2).
 - JW: Recommended to focus on several assets. Encourage the reader to think laterally e.g. air traffic corridor, supermarket supply chain and formula one car.
 - It was emphasised that there must be read across and relevance to the MOD. DB suggested that there needs to be hooks i.e. reasons for areas of defence to implement the recommendations. RW shared the [Defence Support Strategy 2022](#) which could be used to identify some hooks.

- JW: Must clearly state what asset management is NOT!
- MR raised the question whether the chosen asset is one that is used in one domain and the findings shared across defence, or whether the asset is utilised pan defence e.g. buildings, buses.
- General consensus that the task should focus on a small group / fleet of assets and take a 'systems of systems' approach which takes into account people, processes, data and technology (KD3).
- John W shared the following PAS 55 figure and we agreed that we would tweak it for the paper landscape.



5. Outcomes

- A top down approach will be adopted that will provide (KD4):
 - Common principles e.g. value, risk and lifecycle.
 - Common language. Have a glossary at the start of the white paper to prevent any ambiguity.
 - Common themes (risk based, value based).
 - Common enablers e.g. human factors, risk and KPIs.
- What are the key enablers to deliver this task?
- People should be able to recognise themselves in the mirror, but you do not need to name the asset.
- What are the issues and mistakes that have been made already? Create the dissatisfaction (linked to Bechkar's change equation).
- Top-down approach.

6. Actions:

- To move the outcome statement before the mandate.
- Resend the mandate along with the meeting minutes.

- Circulate TD terms of reference.
- State that the output will be a recommendation rather than instructions.
- Arrange the next meeting for w/c 13th June.
- Next meeting: How to approach the task. Which asset/ assets to focus on.