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Meeting notes: DAM CoP 20th November 2025

- **Review and Update of Asset Management Community Manifesto:** Liam, Pierre, and Eion led a review of the Team Defence Asset Management Community of Practice manifesto, inviting input from participants including John, Fergus, and Stuart Chambers, who raised points about knowledge storage, access, and the need to emphasize resilience and agility in the manifesto.
 - **Manifesto Content and Relevance:** Pierre explained the importance of refreshing the community on the manifesto's content and ensuring its ongoing relevance, highlighting examples such as the MOD's asset management training course and the collaborative approach with the Institute of Asset Management (IAM) and Team Defence Information.
 - **Knowledge Storage and Access:** John asked about where the group's body of knowledge would be stored and who would have access; Eion responded that documents are available on the public web page and a Kahootz team page, with Eion offering to facilitate access for group members.
 - **Incorporating Resilience and Agility:** Fergus suggested that resilience should be more prominent in the manifesto, and Liam agreed, noting the importance of agility in light of ongoing defence reform; Stuart Chambers added that resilience has moved to a new JSP, and Liam referenced a co-authored NATO paper on the topic.
 - **Asset Definition and Lexicon:** Anthony McAndrew inquired about the definition of an asset within the organization; Liam explained that definitions exist across infrastructure, equipment, and defence digital, and that the community is working to converge these into a common lexicon, which will be shared with members.
 - **Action to Update Manifesto:** Pierre confirmed that suggestions from John and Fergus about updating the manifesto to include resilience were captured, and Liam asked the group to review the manifesto after the meeting and provide comments for future agenda planning.
- **Defence Reform and Asset Management Transformation:** Liam provided an overview of ongoing defence reform, the creation of the National Arms Directorate (NAD), and the implications for asset management, with participants such as Fergus, John, Bruce, and Stuart Chambers discussing the impact on industry, contract flow, organizational structure, and the adoption of digital tools.

- **Overview of Defence Reform:** Liam described the restructuring of defence into four main groups, including the National Armaments Directorate, and emphasized the need for agility, integration, and a portfolio approach to asset management to support defence objectives and respond to global threats.
- **Impact on Industry and Contracting:** Fergus and John raised concerns about the effect of ongoing reorganizations on industry, particularly SMEs, citing reduced contract throughput and risks to niche capabilities; Liam acknowledged these risks and explained efforts to establish clearer lines of accountability and a more streamlined contracting process.
- **Portfolio Approach and Data Integration:** Liam and Stuart Chambers discussed the move towards a portfolio view of defence assets, enabling better-informed investment decisions, strategic land use, and the integration of energy and environmental considerations into asset management.
- **Digital Tools and Data Challenges:** Bruce and John discussed the implementation of asset management software such as Maximo, the complexity of its rollout, and the need for ISO 55000 compliance; Liam and Fergus highlighted the challenges of adopting digital twins due to data quality and security requirements.
- **Collaboration and Success Stories:** Liam, Pierre, and Bruce emphasized the importance of capturing and sharing asset management success stories to influence senior leadership and support the case for asset management across defence, with ongoing efforts to coordinate and consolidate activities.
- **Community Member Activity Sharing and Collaboration:** Liam facilitated a roundtable where participants including Andy, Simon, Bruce, Fergus, John, Stuart Chambers, Russell, Joe, and Anthony McAndrew shared their current asset management activities, focus areas, challenges, and opportunities for collaboration within defence.
 - **Roundtable Sharing of Activities:** Each participant described their organization's involvement in defence asset management, such as Andy's work on submarine infrastructure, Simon's focus on integrated logistics support, Bruce's provision of asset management software, and Fergus's digital twin and ILS training services.
 - **Identification of Gaps and Risks:** Participants highlighted gaps such as skills shortages, lack of coordination, and the need for better integration

of asset management and cybersecurity; risks included organizational churn, unclear accountability, and the impact of contract delays on SMEs.

- **Opportunities for Collaboration:** Several members, including Russell and John, noted the value of the community in sharing collateral, aligning approaches, and supporting each other in areas such as asset management system implementation and standards development.
- **Technical and Strategic Insights:** Discussions included the use of establishment management plans, the integration of through-life engineering services, the adoption of asset management frameworks, and the challenges of implementing digital solutions in secure environments.
- **Planning for Future Events and Community Growth:** Alan Digby raised the possibility of hosting the next defence-specific conference at Abbey Wood, with Liam, Pierre, and Fergus discussing logistical considerations, community growth, and the need to coordinate with IAM and Team Defence Information.
 - **Conference Venue and Capacity:** Alan Digby offered Abbey Wood as a potential venue for the next defence conference, asking about required capacity; Liam and Pierre noted previous attendance numbers and the need to consider room size and access limitations.
 - **Coordination and Next Steps:** Liam suggested working with Pierre and IAM to plan the event, with Fergus providing advice on booking lecture theatres and managing logistics; the group agreed to keep the community informed as plans develop.
- **Administrative Updates and Next Steps:** Eion announced the dates for upcoming meetings, and Liam outlined plans to distribute slides, collect feedback on the manifesto, and continue documenting community activities, encouraging ongoing engagement and promotion of the group.
 - **Future Meeting Dates:** Eion confirmed that meetings are scheduled for 12 March, 4 June, and 15 October 2026, with details to be posted on the web page and the possibility of additional meetings if needed.
 - **Distribution of Materials and Feedback:** Liam committed to sharing the slide deck and notes, asking members to review the manifesto and provide comments for future planning; Sarah was tasked with documenting the roundtable activity sharing.

- **Community Engagement:** Liam encouraged members to promote the community and involve new participants, emphasizing the importance of keeping the group active and relevant.

Follow-up tasks:

- **Manifesto Update and Distribution:** Distribute the updated manifesto to the group for review and request comments by a specified date, incorporating suggestions on resilience and other feedback. (Liam)
- **Access to Asset Management Lexicon:** Arrange access to the asset management lexicon for interested members, ensuring it is available through Team Defence channels. (Liam, Eion)
- **Kahootz Team Page Access:** Ensure all group members have access to the Kahootz team page and communicate the process for requesting access if needed. (Eion)
- **Defence Conference Planning at Abbey Wood:** Coordinate with Pierre and the IAM to explore hosting the next defence-specific conference at Abbey Wood, including assessing facility capacity and access limitations. (Alan Digby (SDA-Proj-Reso-AssetMgt-Mgr), (Pierre)
- **Sharing Meeting Slides and Notes:** Share the meeting slides and the documented summary of asset management activities (as captured by Sarah) with the group after ensuring content is safe to distribute. (Liam, Pierre)