

# RESILIENCE PROGRAMME

## Terms of Reference



### **Development of Tools that help Organizations be more Resilient and clarify the meaning of Resilience in the context of Asset Management**

#### **Context**

Resilience is a critical topic, which people intuitively understand yet many different perspectives exist. For example, is it more important to resist / prevent the failure of an asset or asset system, at the risk of creating a large impact if failure occurs, or is it more important to be able to recover quickly?

The Resilience Programme will explore how the topics of business continuity, contingency planning and resilience impact all aspects of asset management; and will develop tools that help businesses, operators, etc. be more resilient in these times of rapid change.

The foundation of good asset management is the consideration of a long-term, whole-life, whole-system approach – avoiding functional, organisational and technical ‘boundaries’ that can lead to sub-optimal solutions. These principles should also provide the basis for addressing Resilience effectively and sustainably.

#### **Purpose & Scope**

Our purpose is to address Resilience across the IAM's activities and include our Members in developing practical solutions for their organizations and to make these available more widely.

The IAM Resilience Programme will develop a strategy and implementation plan and will seek opportunities to engage with external bodies to support the IAM's Enduring Objectives (See Appendix).

The scope of the Programme includes:

1. Propose a definition of resilience (preferably already existing) that can be adopted for all IAM purposes; and produce an IAM Position Statement as soon as possible
2. Develop tools and guidance to support IAM members, by addressing the subject of resilience within the wider asset management framework, particularly appropriate metrics and measures.
3. Develop specific projects that support the IAM's Enduring Objectives and seek sponsorship and collaboration to expedite delivery.
4. Describe individual asset availability as a component of system resilience.
5. To review SSG 32 and develop relevant IAM guidance taking account of best practice and developments in Resilience in other disciplines.
6. Facilitate Resilience discussions between different industries.
7. Explore the role of asset resilience in the context of the global coronavirus pandemic.
8. Engage with the finance, capital and risk communities - and liaise regarding common interests in the Maturity Programme.

## Approach

In addition to the Steering Group, Working Groups will be established to undertake the activities proposed. We expect that there will be multiple workstreams of differing durations.

The Steering Group will

- Develop and deliver, for Board endorsement, a Resilience Strategy and Implementation Plan as soon as possible;
- Scope and initiate Projects to deliver this Programme.

The active involvement of IAM Chapters in this Programme is vital:

- To enable the collection and collation of best practice thinking from all member communities;
- To ensure proposals from the group are relevant internationally, by effectively addressing both global and local challenges and priorities; and
- To promote the implementation of relevant initiatives in each community.

## Governance

The Steering Group is authorized by IAM Board and will keep under review: its best size and mix (and TofR); making recommendations for change to IAM Board as required. IAM knowledge products and output will be governed by Faculty processes.

The following people were invited to form the initial Steering Group, which may be augmented as the Strategy and Plan emerges:

- Bernard Gaudreault, Chair (Council Member; IAM Canada)
- Mark Knight, Secretary (Chair Technical Committee, IAM USA)
- Anato Chowdhury
- Ed Dalton
- Ian Gray
- Vernon Harley
- Wendy Owen
- Further representation of Chapters, Patrons, NxtGen and external to be developed
- Office Secretariat TBC

The Resilience Programme will encourage active engagement from of Council Members, IAM Committees and Networks (Patrons / NxtGen / Academic & Research) as well as engaging IAM Members as much as possible.

## Sponsorship

The IAM seeks collaboration with similar bodies and active support, either financial or in kind from interested organizations. We welcome contact either directly or if you become aware of relevant contacts.

Please contact [Liam.Nolan@theIAM.org](mailto:Liam.Nolan@theIAM.org) or [Office@theIAM.org](mailto:Office@theIAM.org)

Authorised by IAM Board on 12 March 2021

# APPENDIX

## Workstreams and Working Groups: General Approach

Workstreams and Task Groups may be initiated to address activities, such as:

- Documentation Review: consider documents describing various uses of the term Resilience amongst our own community and more widely in order to improve our understanding and knowledge base and propose/ draft appropriate amendments for existing IAM publications.
- Knowledge: facilitate knowledge sharing for members and externally; actively capturing and promoting case studies.
- Capability Building: facilitate learning and development activities to upskill people and organizations in resilience matters.

Other initiatives will be identified to support our Strategy and Implementation Plan.

Discussion and 'self-help' groups may also be established.

## Task Group Projects

Each Task Group will be appointed by the Resilience Steering Group with a clear deliverable and deadline, resources and so forth. The IAM PID (Project Initiation Document) process will be used for this, including appointment of a Project Director.

## IAM Enduring Objectives

These govern the IAM's approach to all its activities. Objectives 4 / 1 & 2 / 3 are especially relevant to the Resilience Programme.

1. Collect / Collate / Disseminate existing knowledge and good practice
2. Generate and extend knowledge and good practices
3. Influence public policy and stakeholder expectations
4. Promote capability and excellence in asset owning organisations or their suppliers and structured schemes for recognising these achievements
5. Promote knowledge and competence of individuals and objective schemes for recognising these achievements
6. Deliver Member publications, engagement and networking opportunities and other valuable Member Services
7. Raise profile and respect for IAM and the profession
8. Collaborate and support other bodies having similar objectives
9. Develop and maintain an appropriate and sustainable organisation