

Brooke

Justifying confidence of seaworthiness

Establishing a regulator for Defence Seaworthiness.



Our client required an integrated risk management system for the maintenance of maritime capability that would address systemic shortcomings in the sustainment of naval assets.

The Problem

Maritime risk management is complex, involving assets across multiple jurisdictions and geographies, and impacting 50,000 people. Risk management systems often fall short of achieving confidence that risks are being managed because they rely on activities and checklists rather than demonstrating that risk management outcomes are being achieved.

Thinking Differently

Brooke was engaged to develop a solution when there was no clear diagnosis of what the problem was. Risks can only be defined in relation to the achievement of an objective and this objective was not clearly defined. Once we were able to define the outcome, we would need to change the way people worked.

We did this by firstly defining outcome the client was seeking. Once this was clear, and agreed we held a series of design thinking workshops to develop a high level design. Field Analyses was used to validate the high-level design before commencing detailed design and build of the management system and operating model. This informed the implementation strategy and formed part of the broader communication and stakeholder engagement strategy.

Meaningful Results

Brooke supported our client in the design, build and implementation of a risk and assurance system (the Defence Seaworthiness Management System) including standing up a 77-person office of the regulator, that supports 50,000 practitioners and capability assets worth tens of billions of dollars.



Implementation (including strategy, approach, plan and tools) was developed in parallel with the design phase, rather than as an afterthought, so effectively began in the first year with the Field Analyses and subsequent communication and education programs to build readiness. We implemented the management system and operating model through a phased approach, with each implementation package having a defined outcome and level of capability to deliver, which informed which processes and minimum operating model elements (including IT network) needed to be implemented by when.

The result has been a fundamental shift in how Defence thinks and works with respect to Seaworthiness. The holistic nature of the operating model has seen this new way of working embedded in the fabric of how Defence goes about its job. When COVID-19 hit, Defence used the Defence Seaworthiness Management System (DSwMS) to think through and develop their response across the board, and applications like these are now show-cased through an annual DSwMS conference. The DSwMS framework and operating model is considered leading edge globally with interest from other defence forces and from industry.



Justified confidence that Defence can achieve its strategic outcomes in the maritime environment.



An integrated, whole of Defence governance and assurance system which will drive once-in-a-generation change in how maritime assets are procured, sustained and operated/deployed.



This system has been recognised as world leading, attracting interest from Defence forces in the United Kingdom, Canada, New Zealand and the United Arab Emirates, as well as one of the world's major mining companies.

We worked with our client to develop a 3 pronged solution that included:



A **defined objective** (the outcome that a new risk management system was designed to achieve)



A **management system** (the solution) to assure achievement of the objective comprising a Regulatory Framework and an Assurance Model



An **operating model** for the system that operationalises the Regulatory Framework and the Assurance Model

Rapid Transformation | Meaningful Results

If you want to solve your problem faster then talk to our Account Directors.



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