



Defence Asset Management Conference Sharing The Royal Navy's Journey



6th May 2025

High level record of presentations

- **Introduction and Welcome:** Liam McKenna and Tim Ingram welcomed attendees to the first Defence Asset Management Conference, emphasizing the importance of collaboration and the significant turnout both in-person and online. They highlighted the goal of advancing asset management within defence and the unique opportunity to establish urgency in furthering asset management across the sector. 1
- **Defence Asset Management Program:** Liam discussed the growth of the asset management capability within defence over the last decade, particularly in the last five years. He noted that each of the frontline commands, especially the Navy, are seriously investing in asset management initiatives. 2
- **Collaboration and Innovation:** Liam emphasized the importance of working together to create a streamlined, value-added approach that benefits the entire defence domain. He highlighted the goal of energizing collaboration and establishing common understanding through taxonomies and frameworks to meet evolving defence needs and challenges. 3
- **Supply Chain and Lifecycle Management:** Liam stressed the critical role of the supply chain in improving defence outcomes. He discussed the collaborative approach of the Community of Practice, which embraces all levels and disciplines to support defence operations effectively and sustainably. He also mentioned the commitment to reducing whole life costs through strategic planning, proactive maintenance, and lifecycle management practices. 4
- **Royal Navy's Asset Management Vision:** Commander Sue Seagrave presented the Royal Navy's problem statement, vision, issues, and next steps for asset management. She highlighted the importance of improving decision-making, maintaining time and cost efficiencies, and embedding asset management principles across the team. 5
- **Challenges and Solutions:** Sue discussed the challenges faced by the Royal Navy, including poor platform availability, patchy use of data, need for through-life support, recruitment and retention of resources, and the impact of climate change. She emphasized the need for asset management principles to be applied by everyone and the importance of teamwork. 6

- **Defence Asset Management Objectives:** Sue outlined the Royal Navy's asset management objectives, including optimizing investment, improving readiness, enhancing decision-making, and empowering people. She emphasized the importance of aligning activities to deliver a common goal and the need for strong leadership. 7
- **Asset Management Plans and Performance:** Sue explained the process of creating asset management plans, assessing performance, predicting and planning, and conducting systematic analysis of failures. She highlighted the importance of capturing root cause factors and prioritizing interventions to improve availability and readiness. 8
- **Program Lighthouse:** Lieutenant Commander Greg Sinclair and Alistair McVicar presented Program Lighthouse, which supports the Royal Navy's asset management journey. They discussed the vision for asset management, including improved organizational structure, skilled people, efficient training, cutting-edge technology, and enhanced data quality. 9
- **Challenges and Goals:** Gregory and Alistair identified key challenges for Program Lighthouse, including coherence, funding, and culture adoption. They outlined goals for the financial year, such as conducting data quality assessments, setting up asset management governance, redesigning asset data governance, and moving paper-based logs to digital formats. 10
- **SDA's Asset Management Strategy:** Ben Mogridge and Alex Forbes discussed the SDA's asset management strategy, focusing on aligning thinking, simplifying complex problems, and enabling people through common frameworks and cohesive strategies. They emphasized the importance of quality data and aligning actions to deliver value. 11
- **Asset Management Objectives:** Ben and Alex outlined the SDA's asset management objectives, including optimizing investment, improving readiness, enhancing decision-making, and empowering people. They highlighted the importance of aligning the supply chain and driving a common direction. 12
- **Defence Infrastructure Organization:** Liam McKenna presented the Defence Infrastructure Organization's asset management program, highlighting the progress made in improving asset management capability, establishing competency, and developing decision-making tools. He emphasized the importance of getting the right people in post and managing data effectively. 13
- **Naval Bases' Asset Management Journey:** Clyde - John Hanlan, Danny Gao, Devonport - Mike Thompson, Portsmouth - Erin Bissett, and Gary Morrison discussed the asset management journey of Clyde, Devonport, and Portsmouth

naval bases. They highlighted the challenges faced, progress made, and future plans for improving asset management practices and infrastructure. 14

- **Future In-Service Submarine Contract:** Dan Eastwood and Ben Mogridge presented the future in-service submarine contract, known as the Gateway Agreement. They discussed the mission to design an integrated collaborative support framework, improve submarine availability, and address nuclear legacy through a new delivery operating model. 15
- **Professionalization of Asset Management:** Joanne Davis and Liam McKenna discussed the professionalization of asset management within defence, including the development of a competency framework, skills and training programs, and the importance of recognizing asset management as a profession. 16
- **Interactive Sessions:** Participants engaged in interactive sessions to explore existing projects, identify useful collaterals, and discuss aspirational goals for the defence asset management community. The sessions aimed to join the dots between different initiatives and share best practices. 17
- **Support from IAM and TDI:** Ursula Bryan and Phil Williams emphasized the support available from the Institute of Asset Management and Team Defence Information. They encouraged participants to volunteer, engage in knowledge groups, and leverage the resources and expertise available to advance asset management within defence. 18
- **Closing Remarks:** Tim Ingram and Liam McKenna provided closing remarks, reflecting on the day's discussions and emphasizing the importance of leadership, alignment, and collaboration in driving asset management transformation within defence. They encouraged participants to continue engaging and contributing to the community. 19

Action Items:

- **Lexicon Review:** Review and update the asset management lexicon to ensure it includes the latest terminology and is shared across all relevant defence teams. (Joanne Davis) 1
- **Training Examples:** Provide additional examples for the asset management training to make it more representative of different defence sectors. (Joanne Davis) 2

- **Defence Asset Management Community:** Encourage participation in the defence asset management community of practice to share knowledge and best practices. (All Defence Teams) 3
- **Volunteering for IAM:** Encourage team members to volunteer for IAM activities to gain personal development and contribute to the asset management community. (All Defence Teams) 4
- **Defence Reform Awareness:** Raise awareness about the ongoing defence reform and its implications for asset management within the organization. (All Defence Teams) 5
- **Common Data Standards:** Develop and implement common data standards across all defence asset management activities to ensure consistency and accuracy. (All Defence Teams) 6
- **Asset Management Leadership:** Identify and promote asset management leaders within the organization to drive the transformation and alignment efforts. (All Defence Teams) 7



Feedback

