

#	Agenda	
	Introductions	5
	DAM COP Manifesto review (Pierre Delamotte)	15
	IAM UK Chapter Conference 4-5/11/25 - update (Liam Mckenna)	5
	NAD Group update (Liam Mckenna)	15
	<u>Defence</u> Asset Management Landscape Assessment – (Member participation required)	60
	Date of next meetings: 12/3/26, 4/6/26, 15/10/26 – conference date?	5
	AOB – DEAMS, Defence Capability Architecture update	15

DAM CoP - Proposed Manifesto

Pierre Delamotte

DAM CoP – Proposed Manifesto

The Defence Asset Management Community of Practice (DAM-CoP) intends to establish a rationalised body of knowledge focussed on supporting AM across the defence sector to enable long term readiness, financial, social & environmental performance. We will achieve this by working on Asset Management guidance not in AM implementation.

We believe that from a blended set of representation, from both government and supply chain, we can create a information source that is tailored to defence, leverages existing good practice and adds value. This will create a platform of innovation that can enable all participants across the defence domain to work more efficiently together to the benefit of UK plc.

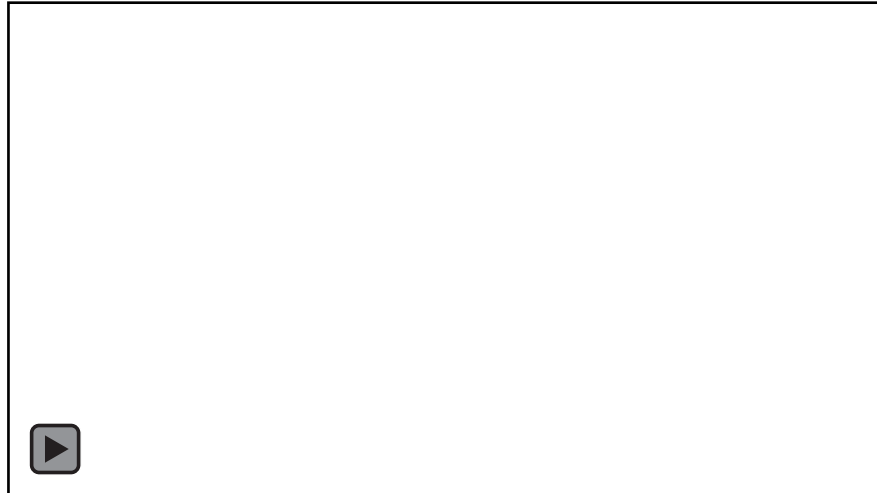
Our intentions:

1. **Efficiency Enhancement:** Our goal is to enable improved efficiency in asset management processes to support defence operations effectively and sustainably.
2. **Innovation and Adaptability:** We encourage innovation and adaptability to meet evolving defence needs and challenges, leveraging cutting-edge technologies and methodologies.
3. **Whole Life Cost Reduction:** We are committed to reducing whole life costs through strategic planning, proactive maintenance, and lifecycle management practices.
4. **Continuous Improvement:** We strive for continuous improvement in asset management practices through feedback, evaluation, and adaptation to lessons learned.

This will be enabled by:

1. **Collaborative Approach:** We embrace collaboration across all levels and disciplines to foster a common approach to asset management.
2. **Knowledge Sharing:** We promote knowledge sharing and continuous learning within the community to harness collective expertise and insights in an open forum.
3. **Ethical and Transparent Practices:** We uphold ethical principles and transparency in all asset management activities, ensuring accountability and trustworthiness advocating for the defence community over corporate objectives.

It is the intentions of the group to advocate for good practices that yield a return on investment, rather than chase “excellence”.



Institute of Asset Management

Liam McKenna

IAM UK Chapter Conference – Defence Gathering



Purpose

To bring together professionals actively engaged in Asset Management across the UK Defence enterprise during the IAM UK Chapter Conference, fostering collaboration, knowledge sharing, and alignment of strategies to strengthen Defence Asset Management practices.

Objectives

- Reconnect and Network**

Provide an opportunity for Defence Asset Management practitioners to build and strengthen professional relationships.

- Share Insights and Best Practices**

Exchange experiences, lessons learned, and innovative approaches to improve asset management across Defence.

- Align Efforts Across the Enterprise**

Discuss current initiatives and identify opportunities for greater coherence and collaboration in Defence Asset Management.

- Promote Continuous Improvement**

Encourage dialogue on emerging challenges, standards, and tools to enhance asset lifecycle management and value delivery.

- Support Professional Development**

Highlight resources, training, and certification pathways to advance capability within the Defence Asset Management community

Representatives from:

SDA	The Woodhouse
DE&S	Partnership
DIO	AMCL
Navy	Atkins Realis
KBS Maritime	PA Consulting
BAE Systems	IFS
Mott Macdonald	Copperleaf
Aecom	Team Defence
PWC	

IAM Conference



Defence Reform Update

Liam McKenna



National Armaments
Director Group

Briefing for UK Industry Strategic Partners

Maximising our war-fighters' collective ability to
operate, deter, fight and win.



Defence Reform 2025

“One Defence” making Britain secure at home and strong abroad.



“

When launching major reforms, the National Armaments Director will **LEAD** acquisition, **DRIVE** the Defence industrial strategy, ensure supply-chain **RESILIENCE**, and crack down on waste - forming part of a restructured leadership “Quad” to bring **SIMPLICITY**, **ACCOUNTABILITY**, and better **VALUE** to Defence..

Our Defence Industrial Strategy will make Defence an engine for growth, backing British jobs, British industry and British innovation. The UK has one of the most advanced and innovative Defence industrial bases the world over, but we are in a new era of threat, which demands a new era for UK Defence. To move to warfighting readiness to deter threats and strengthen security in the Euro-Atlantic, we will **REFORM** procurement, **INNOVATE** at wartime pace, and **GROW** our industrial base.”

Rt Hon Healey MP
Secretary of State

To achieve the deliverables in the **Strategic Defence Review** and the **Defence Industrial Strategy** a new Defence Operating Model has been designed.

Strategic Context - The Threat

Over the last few years, the world has become increasingly volatile and dangerous.

Risks to our security, prosperity and values are on the rise and the war, which Russia brought to Ukraine and Europe, continues to rage.

Within two years, Russia could pose a credible threat to one or several NATO countries if the Alliance does not build up its military power at an equal pace. **Our supply lines, military equipment and capabilities need to be future-proofed, and dramatically increase in scale and impact, if they are to be a credible deterrent.**

The NAD Group represents the UK's commitment to strengthening collective defence capabilities and enhancing partnership with allies and international partners.



Making Britain Safer...

Our Secretary of State has outlined the Defence outcomes we must work together to deliver:



A **warfighting force** ready and able to win today and in the future



An organisation that delivers its **commitments to NATO**, and extends our influence beyond the ability to fight through **diplomacy** and development of other nations' capacity to defend themselves



A thriving **UK defence industry** that is resilient and scalable and provides growth, jobs and innovation to our national economy



An organisation that delivers **value for money** for the UK taxpayer, delivers capabilities faster, and is **adaptable to future change**.



A highly engaged organisation that **values its people**, enables everyone to fulfil their potential and contribute to the security and defence of the nation

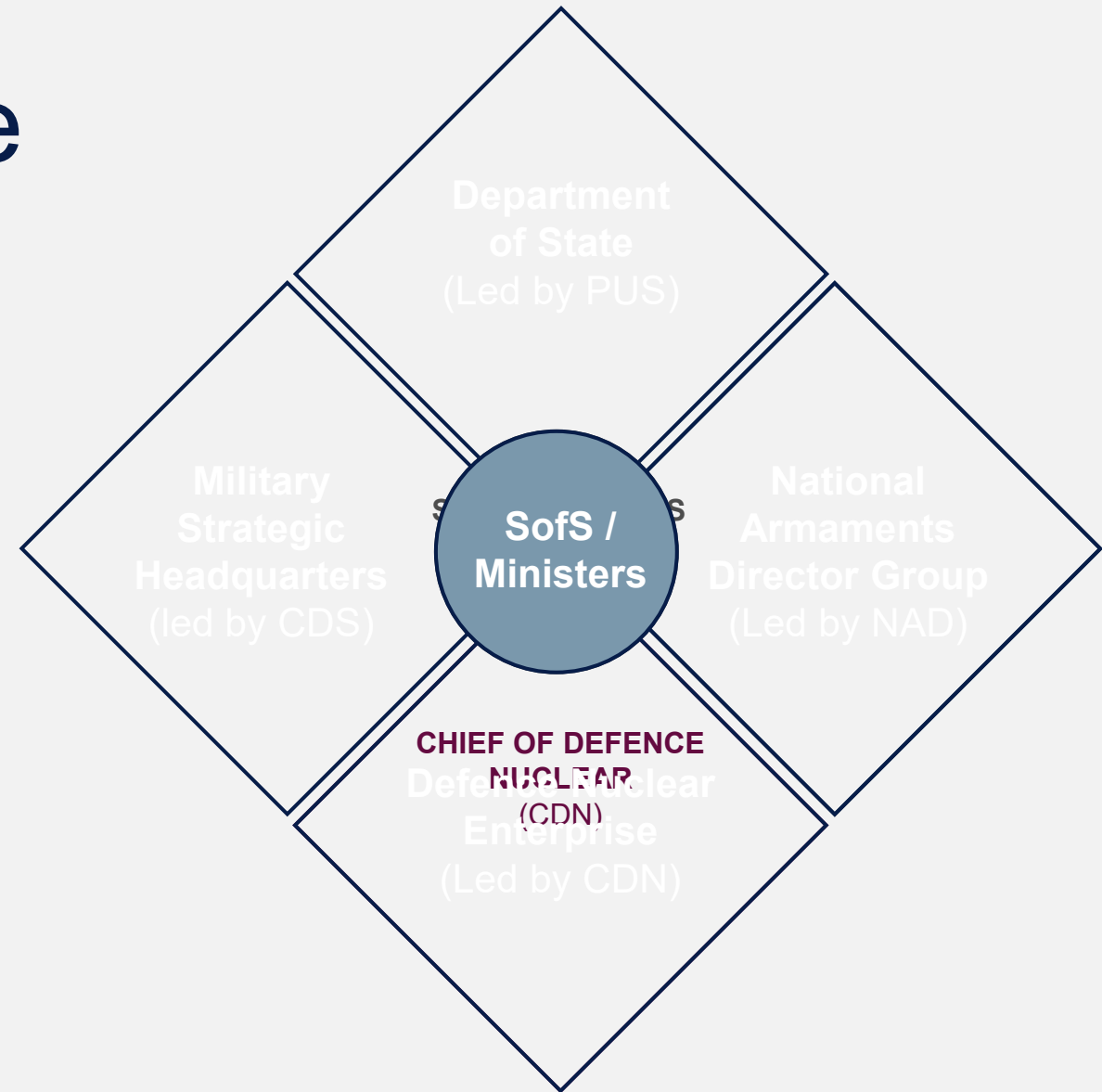
Simplifying the structure

To allow defence to be more agile, cohered and integrated, our complex system has been simplified.

Defence is now structured into four groups, each with responsibilities and single points of accountability.

This new approach will create a defence centre which will enable us to:

- focus on outcomes
- speed up decision making
- secure faster delivery
- achieve the best value for money for taxpayers



The NAD Group's place in the Defence Operating Model

The purpose of Defence Reform to set Defence up to work together, adapt faster and secure strategic advantage to deter, fight and win. We will achieve this by creating an effective Defence system, simple and efficient processes, clearer accountabilities, better decision-making and One Defence culture. The starting point was the simplification of 17 organisations to four areas designed to work as One Defence.

Secretary of State and Ministers

The **Department of State** (DoS), led by the Permanent Under-Secretary of State (PUS) who is:

- The lead policy advisor, providing the vision, strategy, and departmental plan.
- The Principal Accounting Officer, accountable to Parliament for ensuring Defence operates within budget and delivers value for money.

The **National Armaments Director Group** (NAD Group), led by the National Armaments Director (NAD) who is:

- Responsible for the readiness of the national 'arsenal' to meet the requirements of defence plans.
- Responsible for shaping and delivering acquisition reform and industrial strategy to boost the UK's defence industry.

The **Military Strategic Headquarters** (MSHQ), led by the Chief of Defence Staff (CDS) who is:

- The professional head of the UK's Armed Forces, accountable for their readiness to fight and win.
- In formal command of Service Chiefs.
- Senior Military Advisor to the Prime Minister and Secretary of State for Defence.

The **Defence Nuclear Organisation** (DNO), led by the Chief of Defence Nuclear (CDN) who is:

- The focal point, sponsor, and Additional Accounting Officer for the Defence Nuclear Enterprise (DNE), from strategy to delivery.
- The DNE is the partnership of organisations that operate, maintain, renew, and sustain the UK's nuclear deterrent.



Defence has four key Areas:

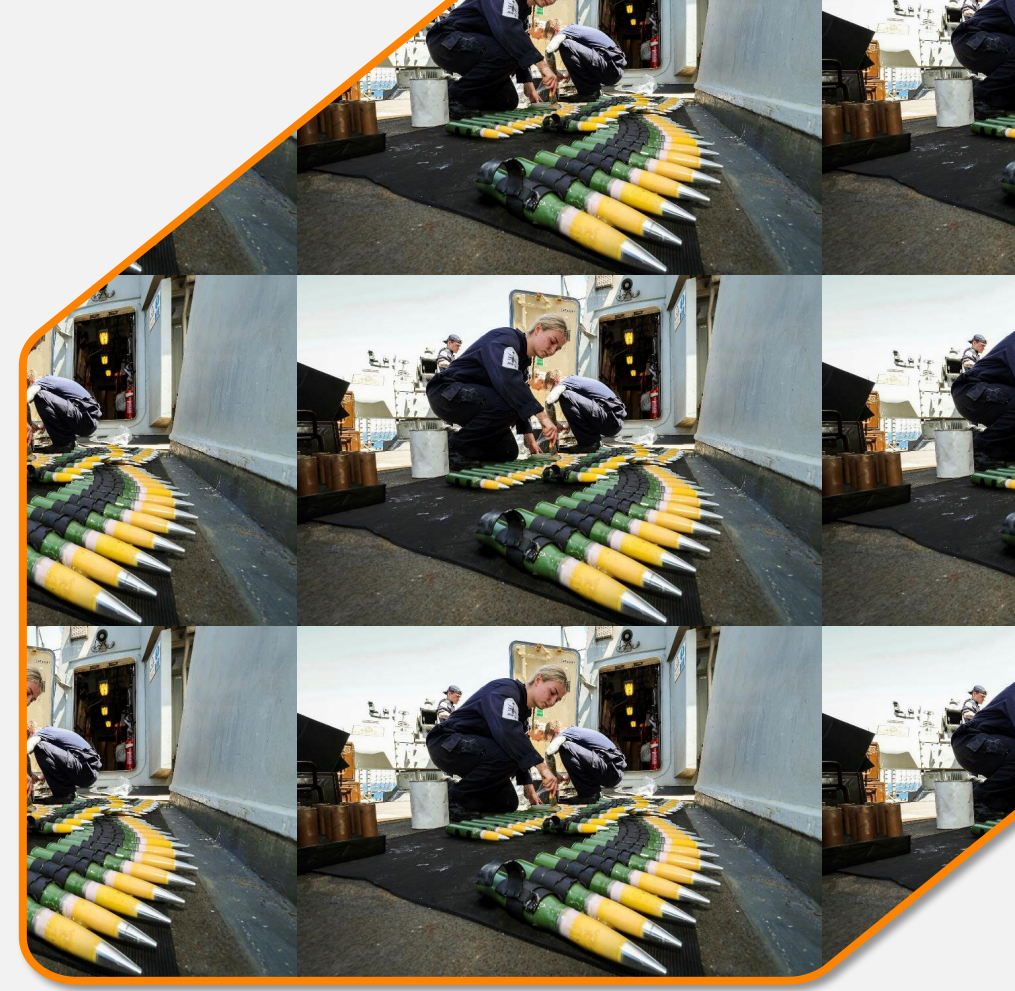
- Department of State (DoS)
- Military Strategic HQ (MSHQ) and Armed Forces
- Defence Nuclear Enterprise (DNE)
- National Armaments Director (NAD) Group

The NAD Group Mission

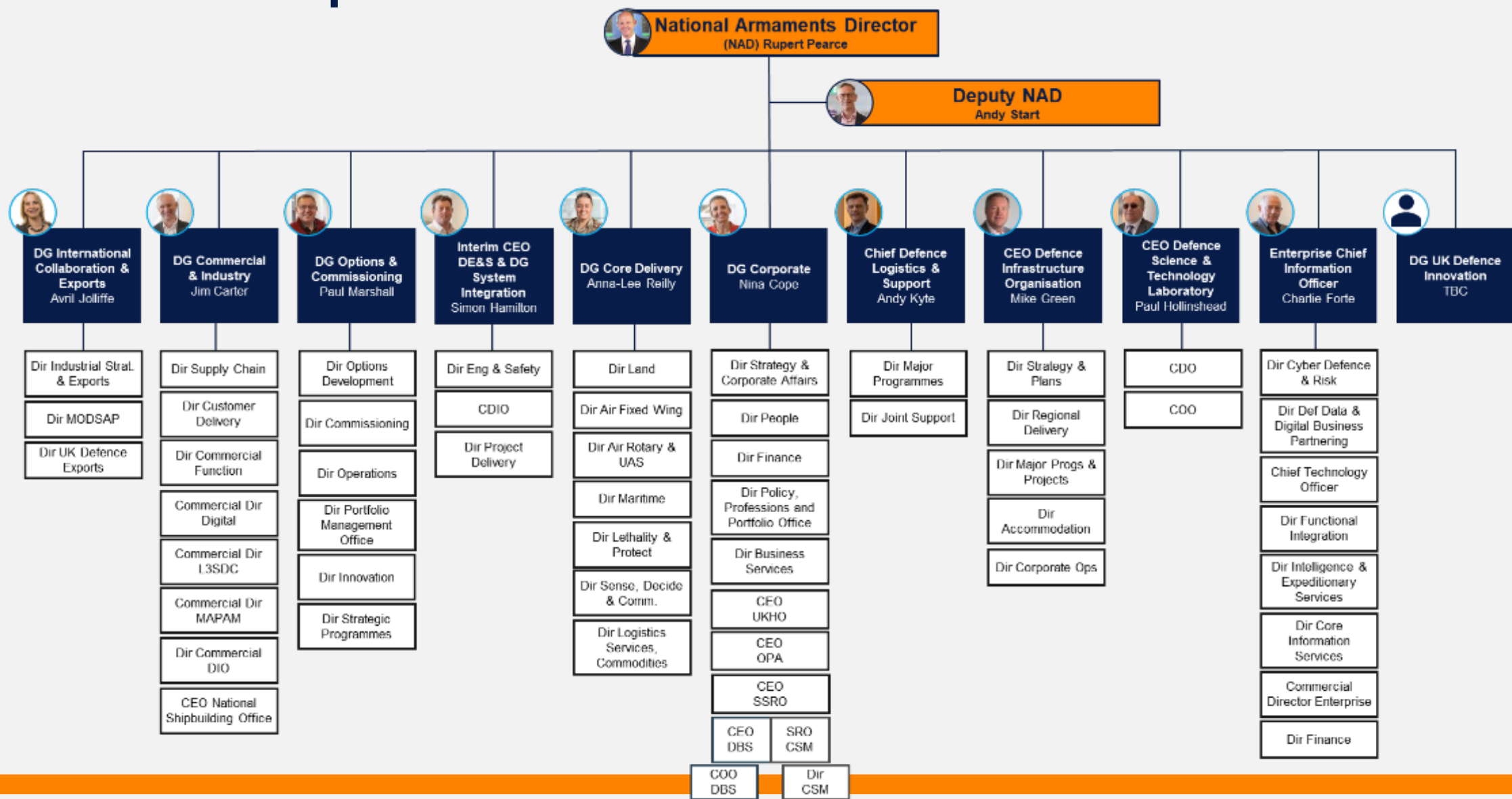
Maximising our war-fighters' collective ability to operate, deter, fight and win.

This is supported by four strategic outcomes:

- 1. Build a competitive armaments ecosystem** – by creating the conditions for a productive, adaptable and survivable military-industrial-tech enterprise with international allies.
- 2. Design and deliver the right capabilities** – through operational support, shared services and equipment to create deterrence and give our armed forces the edge.
- 3. Drive economic growth** – by maximising defence spend to increase exports, employment and economic security.
- 4. Increase productivity and efficiency** – to operate together in the most affordable, timely and efficient way.



NAD Group Structure – 1 Nov 25



NAD Group Operating Model Evolution

April 1 2025

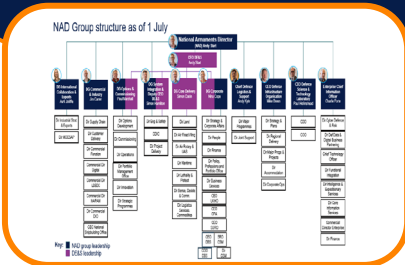
July 1 2025

April 1 2026

April 1 2027

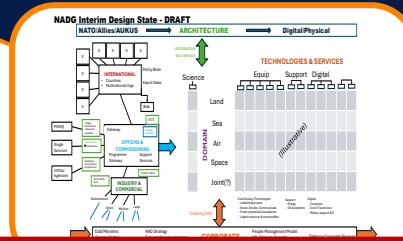
Epoch 1

- Areas that form the NAD Group are aligned under one management model
- Purpose and scope of NAD Group defined



Epoch 2

- Support and Digital transition to NAD Group
- SDR published to set priorities and DIP initiated
- Scope and purpose of each NAD Group area defined
- Design work carried out



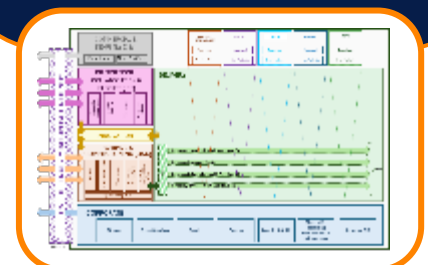
Epoch 3

- NAD Group Board and governance operating; TLB established
- O&C, Corporate, IC&E, UKDI are established
- Portfolios commissioned (first pathfinders)
- Functional authority and scope agreed
- Delivery area formed



Epoch 4

- Delivery role enhanced as portfolios mature
- Further shared services integrated, planned and implemented
- Focus on reduction, standardisation, simplification, and driving efficiency at pace



All images displayed on this slide are representative NOT definitive!

Combined Collaboration

Strengthening Military – Industrial – Alliance partnerships...



Industry Partnership:

Crucial collaboration from project inception, driving innovation, securing supply chains, and bolstering UK prosperity through defence investment.



International Cooperation:

Unified approach strengthens strategic engagement with NATO allies and partners, ensuring capability alignment and shared technological advancement.



Innovation Focus:

Leveraging collective intelligence, resources, and capabilities across 27,000 personnel to exploit new technologies and deliver more lethal, effective systems.

Why the NAD Group matters to our Armed Forces

The global security environment has deteriorated significantly. Within two years, Russia could pose a credible threat to NATO countries if the Alliance doesn't build military power at equal pace. Our supply lines, military equipment and capabilities need to be future-proofed and dramatically scaled up to provide credible deterrence.

Previous fragmented MOD structures created duplication, restricted collaboration, and hindered our ability to integrate technologies and exploit innovation - directly impacting our ability to support Armed Forces effectiveness.



What NAD Group means for Industry

A Strategic Partnership Model

Single Point of Engagement: Instead of navigating complex, siloed MOD structures, industry now has unified access through the NAD Group's integrated approach across all defence acquisition and support functions.

Faster Decision-Making: Simplified reporting lines, reduced duplication, and expedited processes mean quicker contract awards and programme decisions.

End-to-End Partnership: From research and development through to sustainment, the NAD Group provides comprehensive partnership across the entire defence lifecycle.

Strategic Outcomes Alignment: Four clear strategic outcomes provide transparent priorities for industry investment and innovation focus.



NAD Group strategic outcomes - industry opportunities

Four pillars driving industry growth

1

Build Competitive Armaments Ecosystem - Create productive, adaptable military-industrial-tech enterprise with international partners.

Supply chain resilience and adaptation opportunities.

Technology transfer and joint venture prospects.

2

Design and Deliver Right Capabilities - Operational support, equipment, and services for defence advantage.

Prime contractor and sub-contractor opportunities across all defence domains.

3

Drive Economic Growth - Maximise defence investment for exports, employment, and economic security.

Export facilitation and international market access support.

4

Increase Productivity and Efficiency - Most affordable, timely, and efficient operations.

Process innovation and digital transformation opportunities.

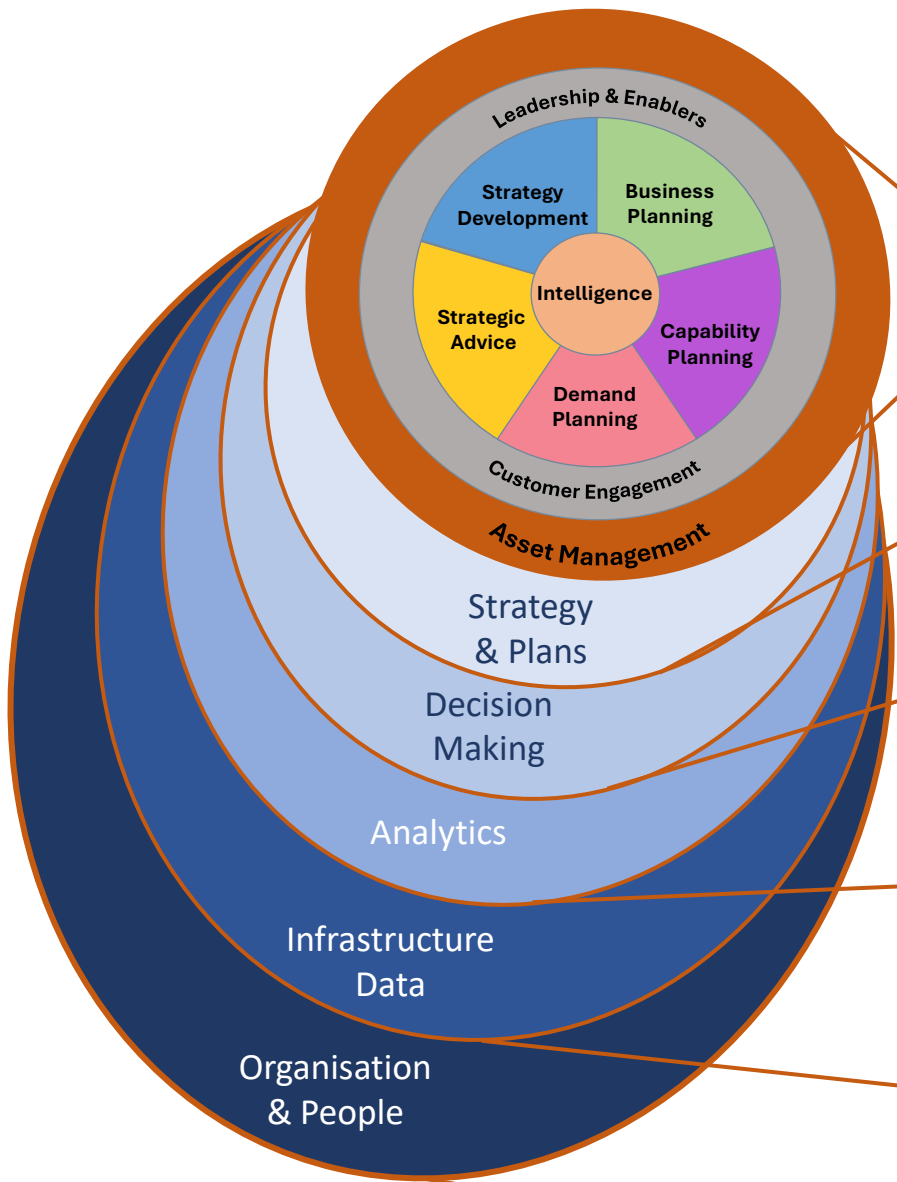
The future of Asset Management in Defence Infrastructure

Liam McKenna
Defence Infrastructure Organisation
National Armaments Directorate - Group



A summary of the AM system, support AM provides to Defence Infrastructure and the achievements of the AM30 programme .

Asset Management support to the SPF



Strategic Planning Function and Asset Management

The SPF comprises of 6 business areas that are structured in such a way to allow an agile and collaborative approach to work authoritatively across DIO. The SPF will both understand and proactively shape customers’ requirements, making DIO a more effective and agile infrastructure advisor for Defence.

An effective asset management approach is needed to support the SPF’s endeavours. By aligning industry best practises, fostering positive behaviours and employing fit for purpose tools the SPF can optimise the condition of the estate and drive operational excellence. Continuous improvement should remain a fundamental principle ensuring that the asset management approach evolves with the needs of the business and helps achieve long term goals.

AM Programme Enablers to support SPF

Strategy Development & Demand Planning

The development of a clear line of sight through the Defence Infrastructure Strategic Asset Management Plan. The creation of the Asset Class Management approach, proformas and several Standards and Specific Plans have been developed and the principles established within JSP850. TIMP Instructions, AM Framework and a Targeted AM Operating System has been published in conjunction with FMC. The creation of EMPs will enable comprehensive through life management strategies to be understood for the estate.

Strategic Advice

A range of decision support tools have been created or initiated by the programme within the AIP to support the SPF and wider business, these include but are not limited to: Estate Lens, Oscar, Faults & Defects, Probability of failure. Enhanced decision-making processes have been established, and the AIP tool has been widely briefed across DIO and the TLBs, with some specific interventions i.e. Accommodation Sprint and RDSE /RAF Northolt.

Intelligence

Within the AIP various analytic tools have been created including ALarM which has assisted in evidencing a **£2.6bn uplift over 10 years**, including Hydro, Army SLA, Medical Services. We have developed an Information Management Platform which comprises of a functioning Common Data Environment and Reference Data Library where key reference material and standards are housed. The creation of the MAH continues to enable better quality and more reliable data to support Trend analysis and forward planning giving evidence to the ABC Process.

Infrastructure Data

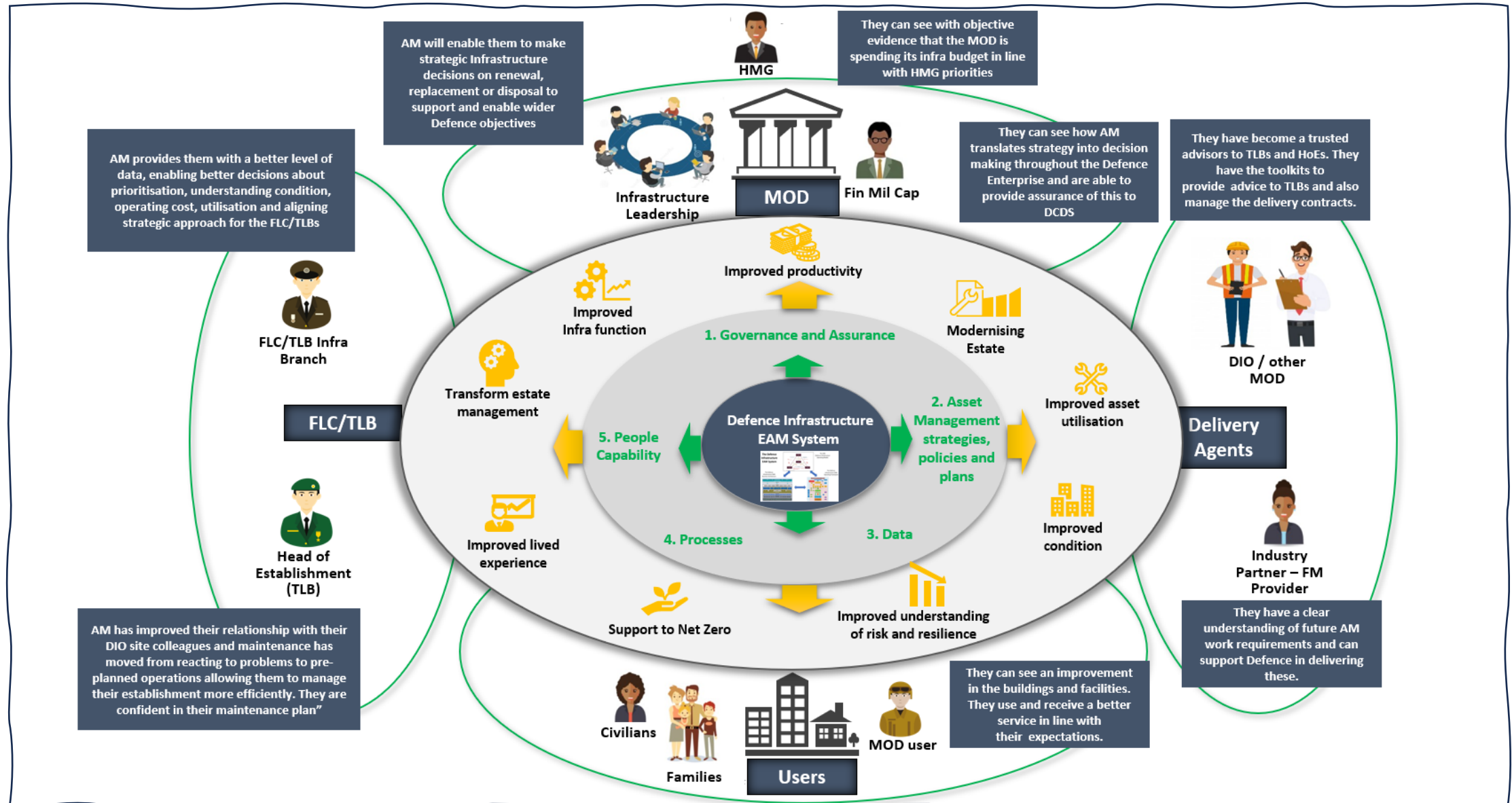
The creation of the MAH has given defence a common codification system for all of its asset data. Through the AMJWG we continue to drive improvements in behaviours and contractual performance, by highlighting and resolving issues and blockers in the way the maintenance contracts were operating.

We have seen an increase of 2.2 million lower-level assets being brought into the CAFM as a result. And the development of the GSL tool will ensure all the Infra data from future new builds will be captured in the system ahead of the building going live.

Common & Enabling Functions

A wide library of Reference materials/micro-learning packages have been established to assist training development of Asset Management across Defence and its supply Chain, including AM courses on the DLE. Plus, AM Competency Framework and an active Community of Practice has been developed to ensure a common approach to AM as well as a continued approach to professionalise Asset Management within Defence.

In 2021 we sent a Postcard from the Future - Dated 2025



Defence AM Landscape Assessment

Liam McKenna

Contractor support in Defence AM



Contractor support in Defence AM

Who – Who do you represent?

What – What AM activity are you currently engaged with in Defence?

Where - Where are you focussing your efforts?

When – What timescales are you operating to?

Why – What is the expected outcome?

Opportunities – What opportunities have we missed in our current activities?

Gaps – What Gaps have you identified across wider Defence AM activities?

Risks – What risks have you identified to our success?

AOB