National Armaments Director Group

Briefing for TDI DAM CoP

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

Conflict in The Middle East

Strategic Defence Review

Move to warfighting readiness

- £15bn investment into the sovereign warhead programme
- Supporting over 9,000 jobs
- "New Hybrid Navy"
- British Army which is 10x more lethal
- Increase full time troop numbers
- Next-generation RAF, with F35s, upgraded Typhoons, next generation fast jets through GCAP and autonomous fighters
- Up to £1bn new funding into homeland air and missile defence
- New CyberEM Command

UK innovation driven by lessons from Ukraine

- Spending over £4bn
- Extra investment - into autonomous systems this Parliament
- £1bn to integrate our Armed Forces through a new Digital Targeting Web by 2027
- New "Drone Centre"

Engine for growth

- Investing £6bn in munitions this parliament, including £1.5bn in an "always on" pipeline for munitions
- Investments in Barrow and Raynesway that will allow us to produce a submarine every 18 months
- Grow our nuclear attack submarine fleet to up to 12
- Build up to 7,000 new long-range weapons in the UK
- £400m to fund and grow UK based companies
- New Defence Exports Office

NATO first

- Transforming our aircraft carriers to become the first European hybrid air wings - with fast jets, long range weapons and drones
- £1bn of new funding to deliver the first European laser directed energy

Whole of society approach

- At least £7bn of funding in this parliament- including over £1.5bn new investment for rapid work to fix the poor state of forces family housing
- New UK Strategic Reserve by 2030 and the Navy taking a new leading role in protecting undersea critical infrastructure

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 areas instead of seventeen separate organisations. Each area has clear responsibilities and single points of accountability.

This new approach enables us to:
- focus on outcomes
- speed up decision making
- secure faster delivery
- achieve the best value for money for taxpayers
- work together as One Defence

SofS / Ministers

CHIEF OF DEFENCE NUCLEAR (CDN)
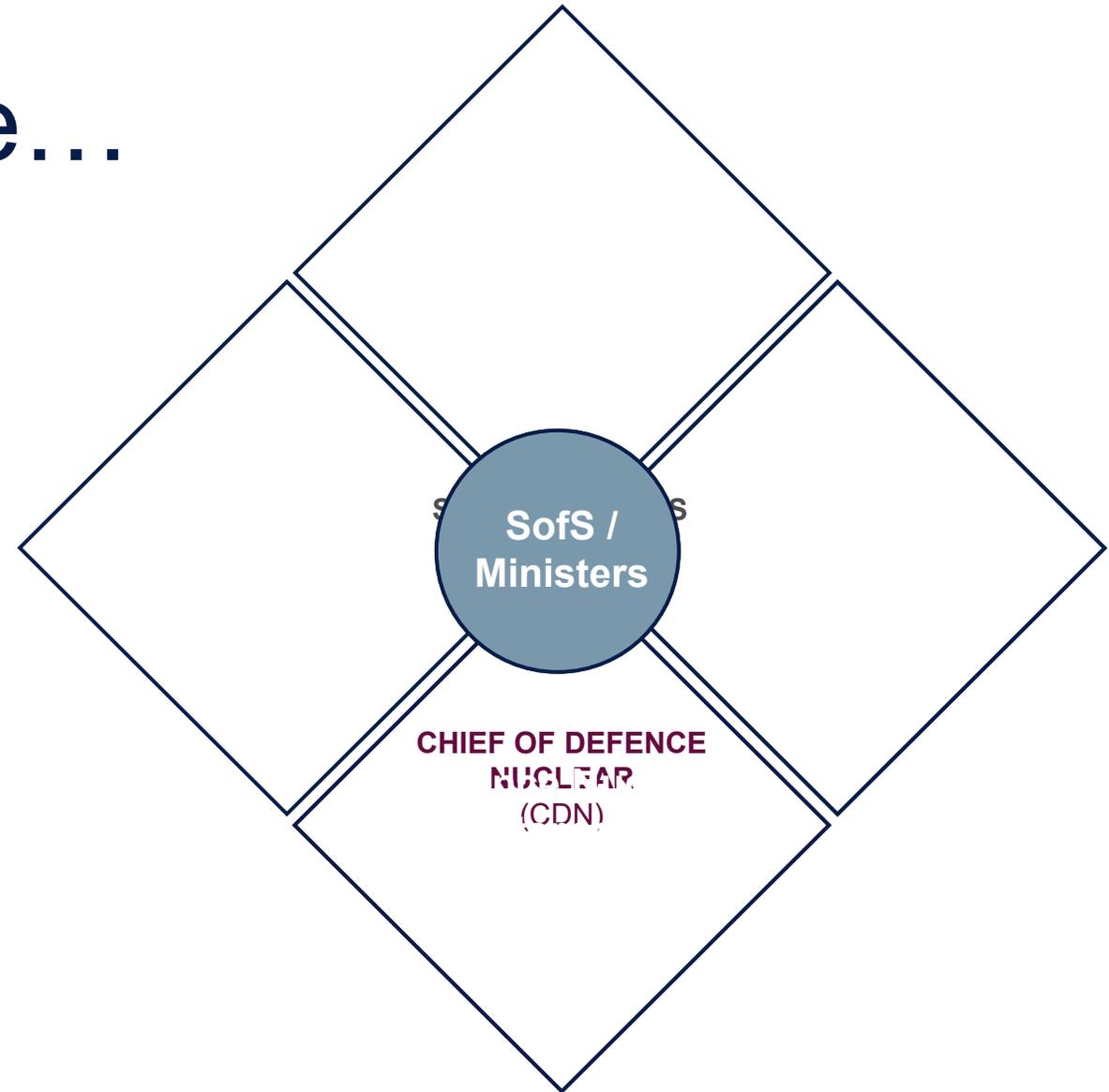
The NAD Group's place in the Defence Operating Model…

Defence Reform's purpose is to strengthen Defence 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 a One Defence culture. The starting point was the simplification of 17 organisations to 4 areas designed to work as one and creating clear accountabilities of senior leadership. This has given the areas the tools to lead transformation.

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) and armed forces, 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.
- Formal command of Service Chiefs.
- Senior Military Advisor to the Prime Minister and Secretary of State for Defence.

The **Defence Nuclear Enterprise** (DNE), 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

NAD Group concept design: Key features & benefits…

Key features of the future model…

- There is joined up view of demand for the NAD Group across delivery – the prioritisation and balance is made prior to commissioning. Delivery is commissioned with clear boundaries and guidelines.

- A broad set of options are developed by pan-Defence multi-disciplinary Option Development Teams prior to delivery being commissioned.

- Defence moves from a siloed programme-centric view of delivery to a holistic Portfolio management approach; O&C have overview of Enterprise Portfolio delivered by NAD Group.

- Functions provide the operating authority across the Group and MOD, and direct standards into commissioning and delivery to ensure operational excellence.

Key benefits of the future model…

- Simplified interface for engaging all areas of Defence to agree demand and speed up decision-making and procurement processes.

- Streamlines the Defence operating model, cutting duplication for better value for money.

- Enhances collaboration with industry to drive UK growth and prosperity.

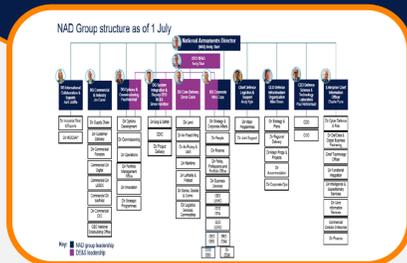# NAD Group Operating Model evolution…

April 1 2025   **July 1 2025**   **April 1 2026**   **April 1 2027**
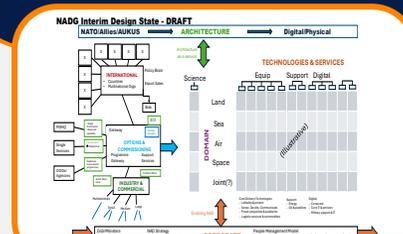
Epoch 1

- 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
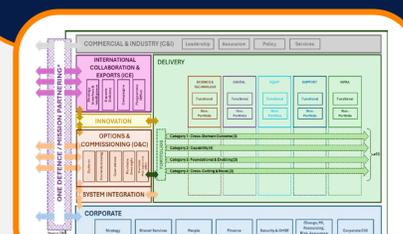
Epoch 4

- Delivery role enhanced as portfolios mature
- Further shared services integrated, planned and implemented
- Focus on reduction, standardisation, simplification, and driving efficiency at pace
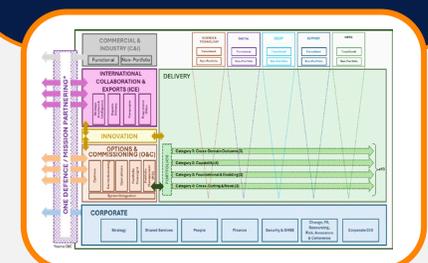
All images displayed on this slide are representative NOT definitive!

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:

A unified approach enhances engagement with NATO allies, non-NATO partners, and industry, ensuring capability alignment, technological advancement, and interoperability.

Innovation Focus:

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

Asset Management in Defence
Liam McKenna

The Defence Asset Management Community of Practice (DAM-CoP) has a unique opportunity to establish a common framework for undertaking AM across the defence sector. We believe that by establishing common taxonomy and frame work from a blended set of representation from both government and supply chain we can create a streamlined, value add approach. This will create a platform of innovation that can enable all participants across the defence domain to align their actions and complement each others work to the benefit of UK plc.

Our intentions:
1. **Collaborative Approach:** We embrace collaboration across all levels and disciplines to foster a common approach to asset management.
2. **Efficiency Enhancement:** Our goal is to continually improve efficiency in asset management processes to support defence operations effectively and sustainably.
3. **Innovation and Adaptability:** We encourage innovation and adaptability to meet evolving defence needs and challenges, leveraging cutting-edge technologies and methodologies.
4. **Knowledge Sharing:** We promote knowledge sharing and continuous learning within the community to harness collective expertise and insights.
5. **Whole Life Cost Reduction:** We are committed to reducing whole life costs through strategic planning, proactive maintenance, and lifecycle management practices.
6. **Continuous Improvement:** We strive for continuous improvement in asset management practices through feedback, evaluation, and adaptation to lessons learned.
7. **Ethical and Transparent Practices:** We uphold ethical principles and transparency in all asset management activities, ensuring accountability and trustworthiness.

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

The Role of Asset Management in Defence

Strategic Coherence

Aligns infrastructure capability and investment to wider Defence Strategy for consistent, transparent decisions.
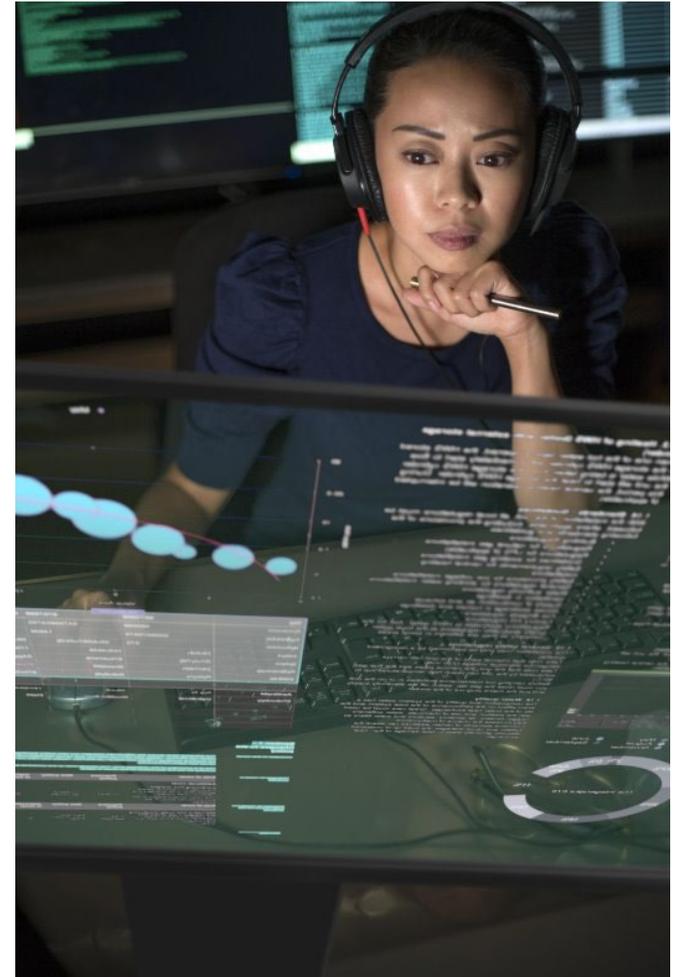
Whole-Life, Risk-Informed

Uses whole-life value, risk analysis, and evidence-based planning to balance near-term needs with the long view.
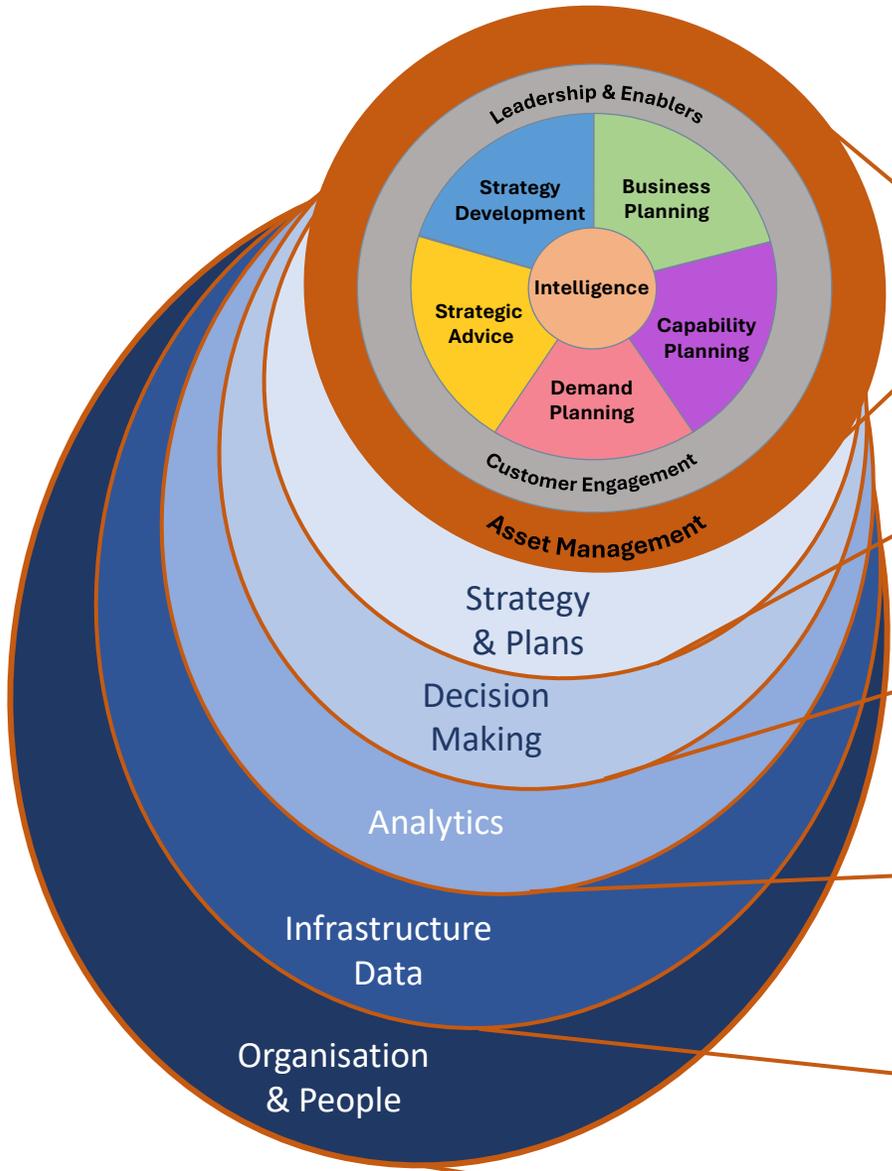
SPF as Enabler

The Strategic Planning Function elevates asset management into an integrated capability with lifecycle and estate alignment.

Readiness and Behaviour through Asset Managment

Foresight-driven choices strengthen readiness, resilience, sustainability—enhanced by Asset Management for sound decisions.

Asset Management support to the SPF

Leadership & Enablers — Strategy Development — Business Planning — Strategic Advice — Intelligence — Capability Planning — Demand Planning — Customer Engagement — Asset Management — Strategy & Plans — Decision Making — Analytics — Infrastructure Data — Organisation & People

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.
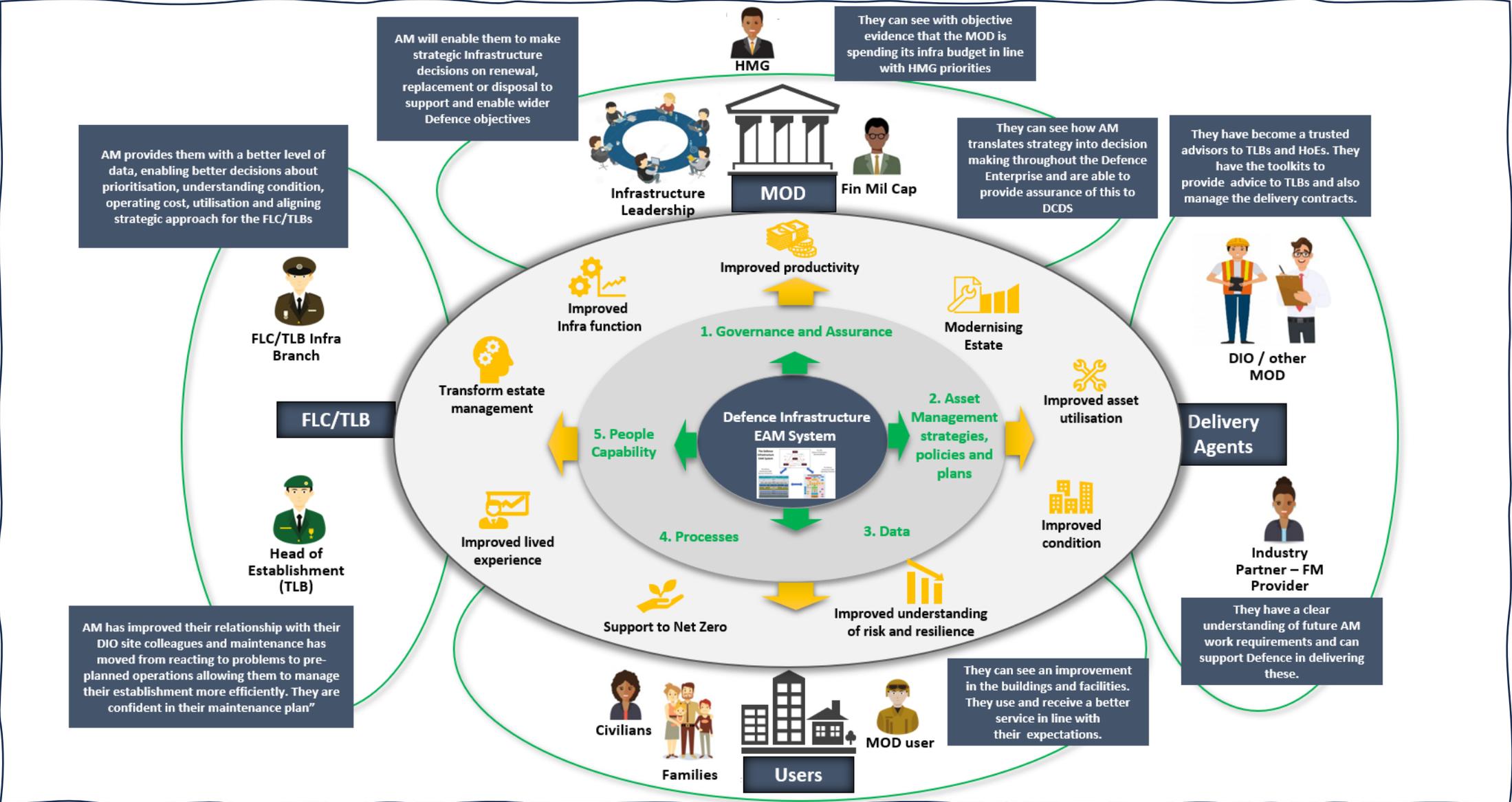
Strategic Advice

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

They can see with objective evidence that the MOD is spending its infra budget in line with HMG priorities

AM will enable them to make strategic Infrastructure decisions on renewal, replacement or disposal to support and enable wider Defence objectives

They can see how AM translates strategy into decision making throughout the Defence Enterprise and are able to provide assurance of this to DCDS

They have become a trusted advisors to TLBs and HoEs. They have the toolkits to provide advice to TLBs and also manage the delivery contracts.

AM provides them with a better level of data, enabling better decisions about prioritisation, understanding condition, operating cost, utilisation and aligning strategic approach for the FLC/TLBs

HMG

Infrastructure Leadership

MOD

Fin Mil Cap

DIO / other MOD

FLC/TLB Infra Branch

FLC/TLB

Improved productivity

Improved Infra function

Modernising Estate

Improved asset utilisation

Delivery Agents

Transform estate management

Defence Infrastructure EAM System

1. Governance and Assurance

5. People Capability

2. Asset Management strategies, policies and plans

Head of Establishment (TLB)

Improved lived experience

4. Processes

3. Data

Improved condition

Industry Partner – FM Provider

AM has improved their relationship with their DIO site colleagues and maintenance has moved from reacting to problems to pre-planned operations allowing them to manage their establishment more efficiently. They are confident in their maintenance plan"

Support to Net Zero

Improved understanding of risk and resilience

They have a clear understanding of future AM work requirements and can support Defence in delivering these.

Civilians

Families

Users

MOD user

They can see an improvement in the buildings and facilities. They use and receive a better service in line with their expectations.

What is Capability Planning?

Capability Planning delivers the TLB Capability Planning across all DLODs (focus: training, people, information, organisation, process),

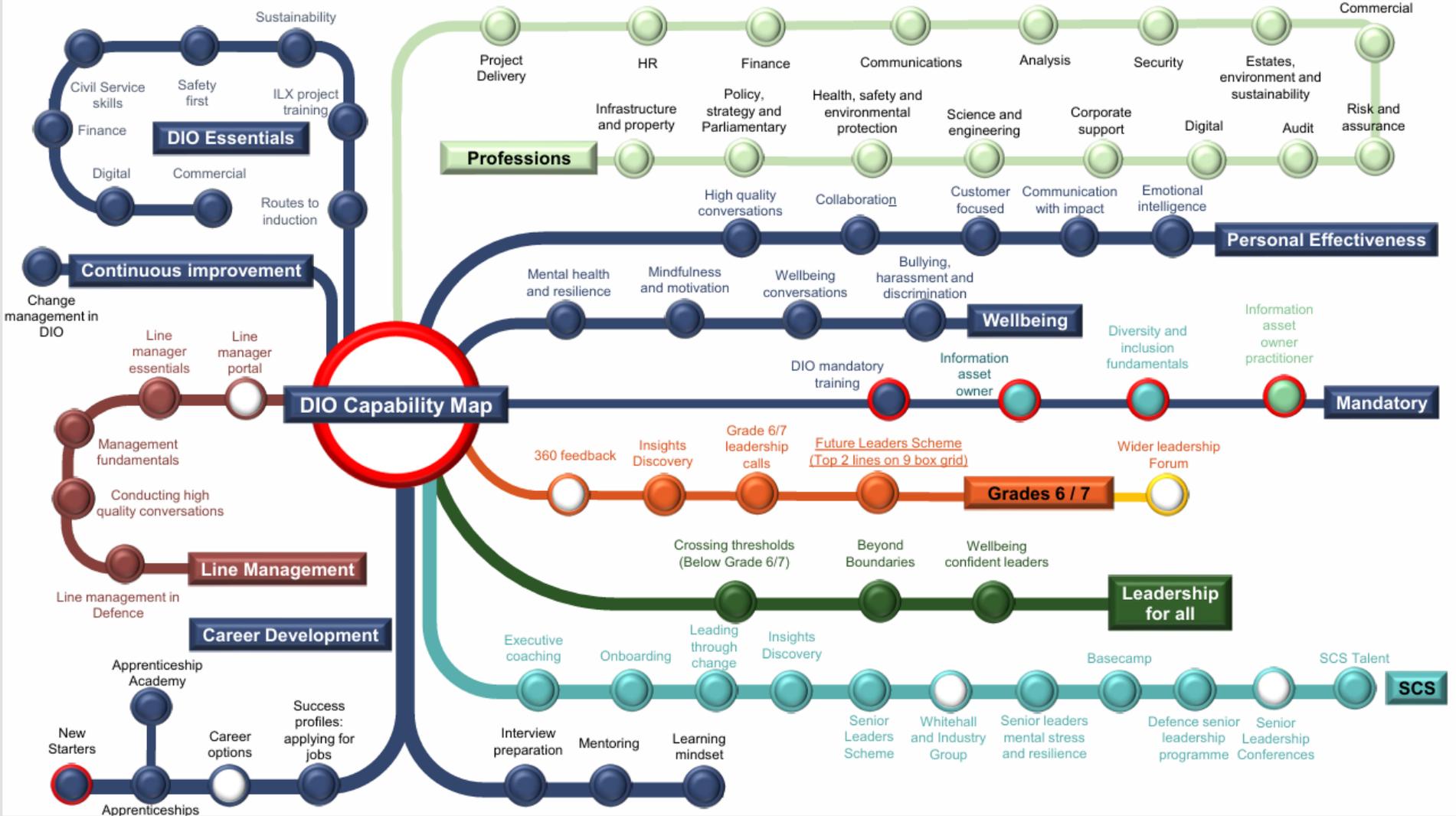Shapes requirements for delivery through Business Planning

Informs Strategic Workforce Planning (People, Training) and DIO Digital Strategy (Information)

Act as the Design Authority for DIO (Organisation, Process)

Embeds the Asset Management Approach

The Capability Map

DIO Capability Map

DIO Essentials: Sustainability, Safety first, ILX project training, Civil Service skills, Finance, Digital, Commercial, Routes to induction

Continuous improvement: Change management in DIO

Line Management: Line manager essentials, Line manager portal, Management fundamentals, Conducting high quality conversations, Line management in Defence

Career Development: Apprenticeship Academy, New Starters, Career options, Success profiles: applying for jobs, Interview preparation, Mentoring, Learning mindset, Apprenticeships

Professions: Project Delivery, HR, Finance, Communications, Analysis, Security, Estates, environment and sustainability, Commercial, Infrastructure and property, Policy, strategy and Parliamentary, Health, safety and environmental protection, Science and engineering, Corporate support, Digital, Audit, Risk and assurance

Personal Effectiveness: High quality conversations, Collaboration, Customer focused, Communication with impact, Emotional intelligence

Wellbeing: Mental health and resilience, Mindfulness and motivation, Wellbeing conversations, Bullying, harassment and discrimination

Mandatory: DIO mandatory training, Information asset owner, Diversity and inclusion fundamentals, Information asset owner practitioner

Grades 6 / 7: 360 feedback, Insights Discovery, Grade 6/7 leadership calls, Future Leaders Scheme (Top 2 lines on 9 box grid), Wider leadership Forum

Leadership for all: Crossing thresholds (Below Grade 6/7), Beyond Boundaries, Wellbeing confident leaders

SCS: Executive coaching, Onboarding, Leading through change, Insights Discovery, Basecamp, SCS Talent, Senior Leaders Scheme, Whitehall and Industry Group, Senior leaders mental stress and resilience, Defence senior leadership programme, Senior Leadership Conferences

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The Capability Model

The DIO Business Capability Model – Capability Level 1 & 2

Business Setting & Performance Capabilities

Business Strategy & Policy Development
- Business Strategy Development
- Business Policies & Standards Development

Strategic Business Planning
- Develop Corporate & Business Plans
- Strategic Portfolio Definition Planning

Business Operating Model Design Management
- Governance and Performance Design Management
- Customer and Service Design Management
- People & Culture Design Management
- Process Design Management
- Technology & Data Design Management
- Structure & Organisation Design Management

Business Delivery Performance Mngt
- Business Performance Management
- Business Risk & Assurance Management

Core Delivery Capabilities for Infrastructure/Asset Capability

Strategic Asset Management
- Estate Definition Management
- Estate Design Management
- Estate Planning Management

Asset Acquisition Delivery Management
- Asset Licence Management
- Asset Lease & Hirings Management
- Asset Purchase Management
- Asset Transfer Ownership Mngt

Asset Design Management
- Built Asset Design Management
- Infrastructure Asset Design Management
- Maritime Asset Design Management
- Land Asset Design Management

Asset Construction Management
- Asset Refurbishment Management
- Asset New Build Management

Asset Operational Delivery Management
- Accommodation Occupancy Management
- Training Area & Range Operations Management
- Site Security Management
- Energy Supply Management
- Water Supply Management
- Storage & Supply Management
- Pest Control Management
- Cleaning Management
- Waste Management
- Tailoring & Cobbling Management
- Laundry & Dry-Cleaning Management
- Hotel & Mess Management
- Post, Admin & Reprographic Management
- Furniture Management
- Catering Management
- Retail and Leisure Management

Asset Maintenance Delivery Management
- Asset Replacement Management
- Asset Maintenance Management

Asset Disposal Delivery Management
- Asset / Establishment Sale Management
- Asset Demolition Management
- Asset Decommission Management

Support & Enabling Capabilities

Financial Management
- Financial Planning
- Financial Budget Management
- Financial Payment Management

Procurement Management
- Contract Planning
- Contract Source and Award Management
- Contract Delivery Management
- Contract Closure Management

Portfolio, Programme & Project Management (P3M)
- P3M Delivery Planning
- P3M Delivery Management
- P3M Delivery Closure Management

Customer Management
- Customer Requirements Management
- Customer Relationship Management
- Customer Training Management

Workforce Management
- Position Management
- Resource Management
- Staff Onboarding Management
- Staff Management
- Staff Development Management
- Staff Exit Management

Compliance Management
- Compliance Delivery Planning
- Compliance Delivery Management

Data & Information Management
- Data Creation and Capture Management
- Data Processing, Storage and Maintenance Management
- Data Analysis and Model Management
- Data Archive Management
- Data Destruction Management

Information Technology Management
- IT Delivery Management
- IT Maintenance Management

Business & External Communications Management
- Communications Planning
- Communications/Media Acquisition Management
- Communications Engagement Management
- Communications Publication Management

Business Change Management
- Change Management
- Continuous Improvement

Last updated xxx

The Government Career Framework

Progressing the Asset Management Profession

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