

#	Agenda	
	Introductions – Eion Bailey	
	Context and Purpose of meeting (recap Manifesto) – Liam Mckenna and Tim Ingram	
	Defence Update - Liam Mckenna	
	Overview of a different approach to knowledge sharing (focus on AM versus shifting sands of Defence) <ul style="list-style-type: none">• Why the IAM 10 Box Model?• Review poll feedback as to the key subject areas to focus on	
	Review and discuss actions from the top 3 priority subject areas from IAM 10 Box Model	
	2026 Conference Planning	
	Date of next meeting: 15/10/26	
	AOB	

DAM CoP – Proposed Manifesto

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”



National Armaments
Director Group

The National Armaments Director Group

UPDATE to TDI DAM CoP 4th June 2026



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 set Defence up to achieve the deliverables in the [Strategic Defence Review](#) and the [Defence Industrial Strategy](#) a new Defence Operating Model is being designed and implemented.



Aligning Defence Reform with Asset Management Best Practice

Asset Management as Governance Backbone

Asset Management is central to governance and decision-making within the Defence Reform operating model.

Value Through ISO 55000 Principles

Aligning with ISO 55000 and IAM principles ensures value by balancing cost, risk, and performance across asset lifecycles.

System-Level Capability Integration

Asset Management integrates structures into consistent behaviors, enabling informed and evidence-based investment decisions.

Collaborative Enterprise Alignment

Embedding Asset Management creates a common language that aligns functions towards shared strategic goals.



Strategic context - the threat

Over the last few years, the world has become increasingly volatile and dangerous. We are in a new era of threat, which demands a new era for Defence.

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...

The Strategic Defence Review has outlined the Defence outcomes we must work together to deliver:



Move to warfighting readiness – establishing a more lethal “integrated force” equipped for the future, and strengthened homeland defence.



‘NATO first’ – stepping up on European security by leading in NATO, with strengthened nuclear, new tech and updated conventional capabilities.



Engine for growth – driving jobs and prosperity through a new partnership with industry, radical procurement reforms and backing UK businesses.



UK innovation driven by lessons from Ukraine – harnessing drones, data and digital warfare to make our Armed Forces stronger and safer.

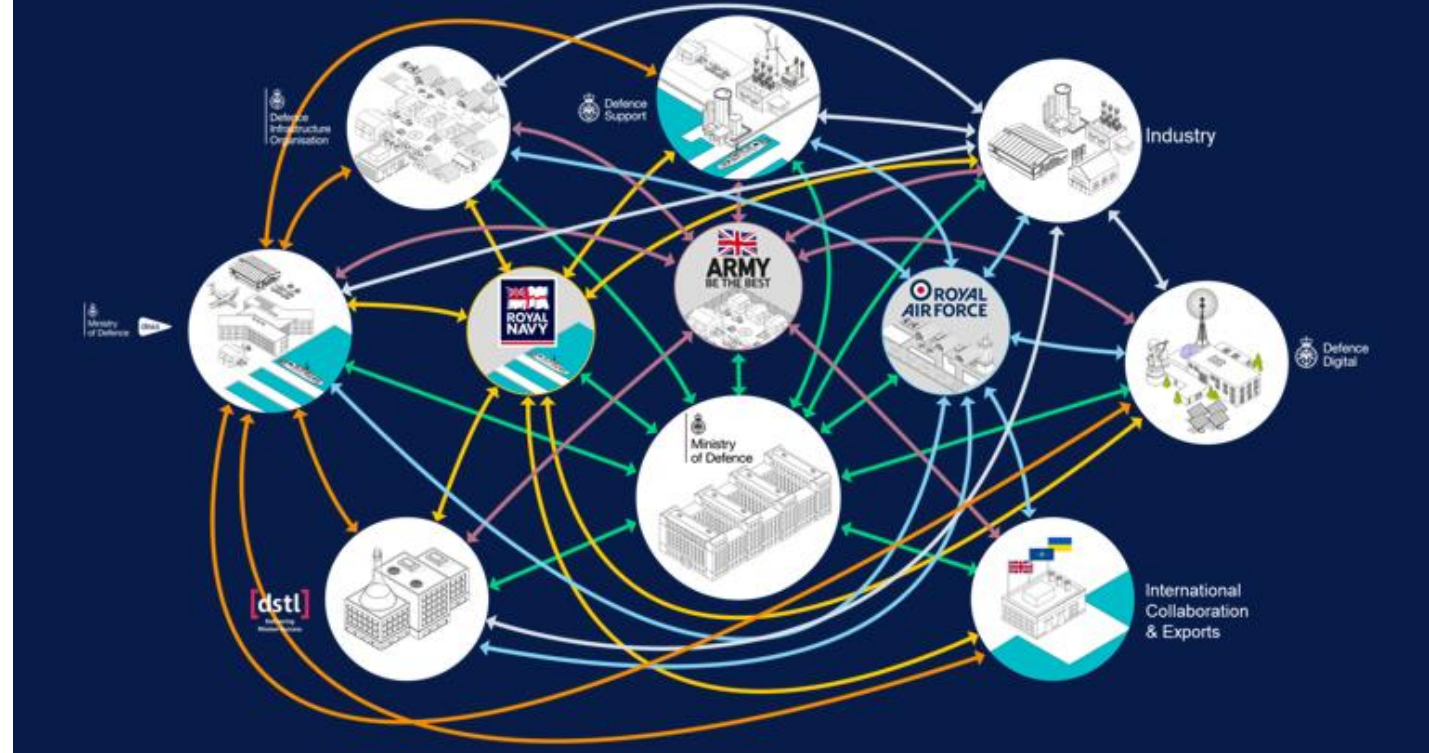


Whole of society approach – widening participation in national resilience, and renewing the Nation’s contract with those who serve.

But we must overcome systemic issues...

1. Siloed delivery
2. Lack of agility
3. Slow decision making
4. Lack of prioritisation
5. Lack of clear accountability
6. Adoption of crisis response
7. Low trust culture
8. Ineffective incentives
9. Overly bureaucratic

Which, together, looks like this...



The new Defence Operating Model must actively design these issues out from first principles.

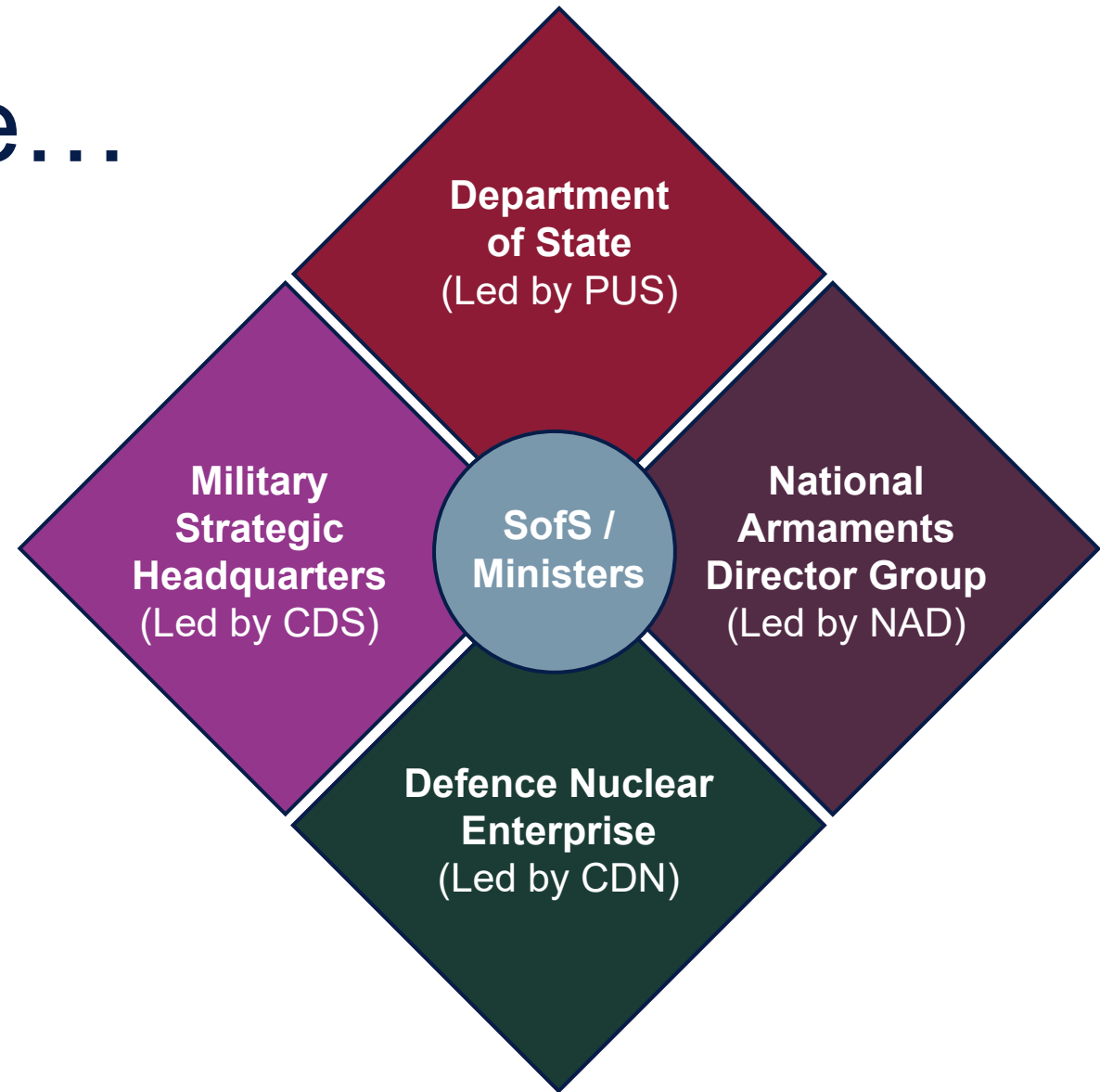
Simplifying the structure...

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.

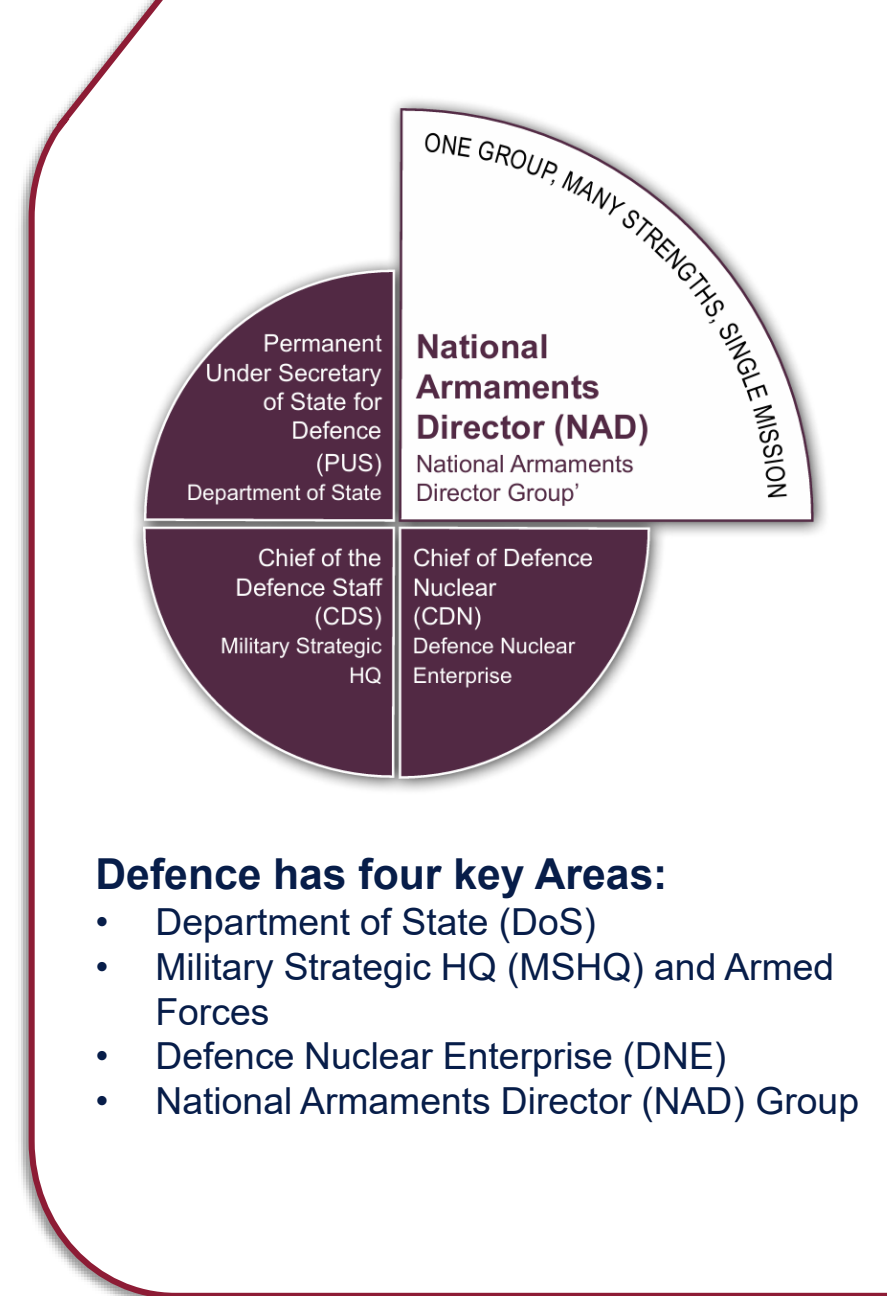
This new approach enables us to:

- focus on outcomes
- speed up decision making
- secure faster delivery
- achieve the best value for money for taxpayers
- work together as One Defence



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.



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.



Changes from April 2026...

DESIGN

PLANS & PORTFOLIOS AREA OPEN FOR BUSINESS

Supporting Military Commands shaping problem statements, prioritising demand across Defence and generating integrated, affordable, strategically aligned options for delivery.

PORTFOLIO MODEL INITIATED

Defence-wide portfolio construct is stood-up, with initial portfolios launched. This enables a strategic and systemic approach, prioritisation, balance-of-investment decisions and clearer commissioning boundaries before work enters Delivery.

END-TO-END OPERATING MODEL LIVE

The Strategy and Area Plan will be live from 1st April enabling a fully integrated operating model to be implemented delivering key SDR outcomes of pace, modernisation and a performance focus

DELIVERY

DELIVERY INTEGRATED FOR PREPAREDNESS

Historically fragmented outputs aligned under a single, empowered Defence Logistics and Support Function, cohered into a unified operational construct, which will enable, sustain and modernise the warfighting readiness of the Integrated Force through the delivery of resilient, and efficient Support.

DELIVERY ACCOUNTABILITY STRENGTHENED

A clear, unified, delivery chain established: Portfolio Directors own integration; Delivery leads own delivery to time-cost-performance; P&P sets commissioning guardrails.

STANDARDISED THROUGH-LIFE SUPPORT MODEL

Material, Digital, Infrastructure and Logistics & Support working as one to provide transparent, actionable through-life support and associated Functions.

NEW HIGH-PERFORMANCE CULTURE

Leadership and teams embedding and living the high-performance culture we need to succeed.

INCREASED GROWTH AND INTEROPERABILITY

New Commercial & Industry team and a unified International team ensure UK economic growth and NATO compatibility are designed in from the start.

PERFORMANCE TRACKED AND MEASURED

New governance and Strategy in place with corporate measurement framework keeping us on track for success and balanced by the DIP.

TEAMS DELIVERING IN NEW MODEL

SLG appointed, all staff aligned to a 2* leader. All 13 functions implemented as centralised services with functional strategies. Corporate area partially operational.

INNOVATING AS ONE

UKDI, DIU and Dstl integrated into one ecosystem - spanning horizon scanning, R&D, exploitation routes and rapid development.

PARTNERSHIPS STRENGTHENED

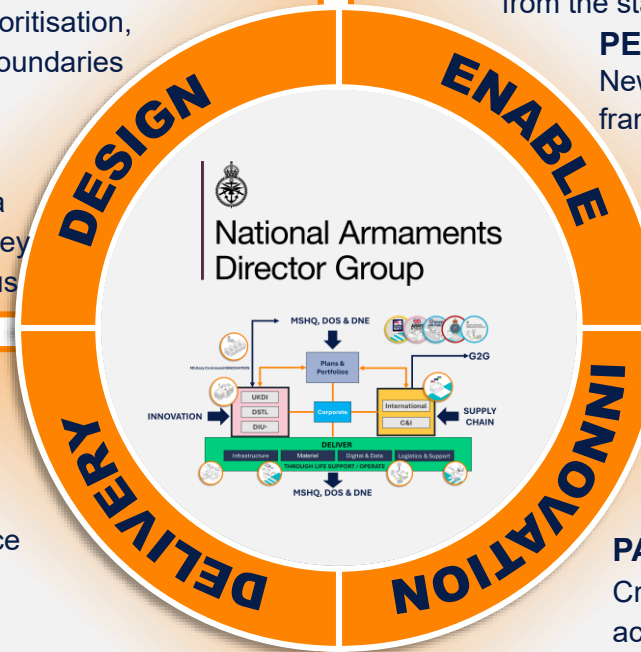
Cross-Defence, industry, academic and allied partnerships, accelerating disruptive technology pull-through and opening investment pathways for commercial and venture-backed solutions.

INNOVATION EMBEDDED

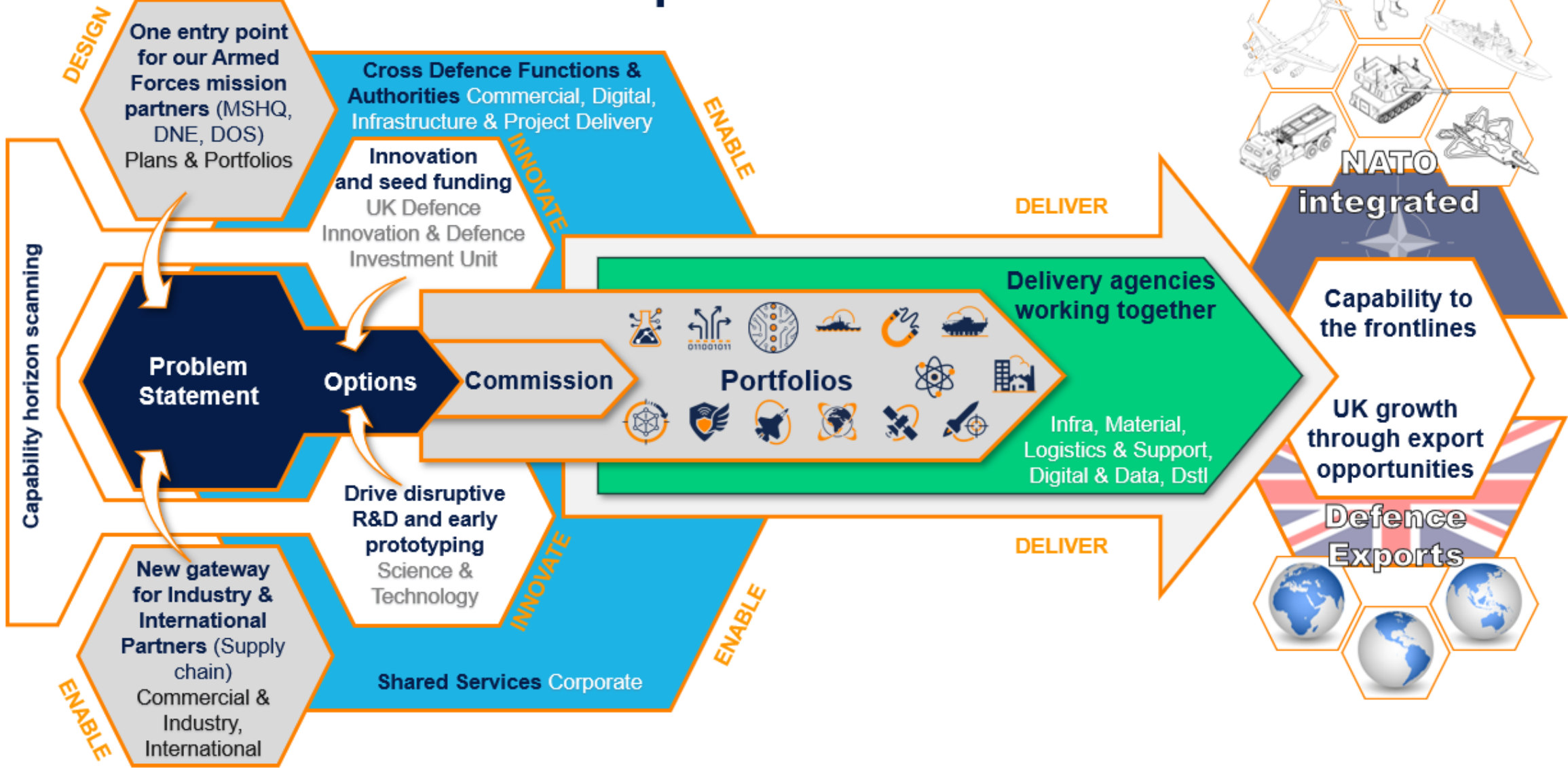
Innovation mandated in every stage: Problem statements, options development, commercial design, commissioning and delivery - ensuring early exploitation of novel technologies. Across NAD Group digitalisation and AI expansion will be used to improve productivity..

ENABLE

INNOVATION



How the NAD Group will work...



How NAD Group will work...



THINK

The **Department of State (DoS)** sets Defence's objectives and outcomes, within policy and resource envelopes. Against this headmark, and future concepts, **Military Strategic HQ (MSHQ)** designs the Integrated Force.

NAD Group will inform Defence Strategy, Integrated Force design and global operational policies – led by our **Corporate** and **Plans & Portfolios** areas.

NAD Group will offer critical insights and analysis from its **Pan-Defence Functional Leadership, Delivery programmes and services**, and its strategic relationships with industry, technology providers and international partners which are managed by **Commercial & Industry (C&I), Innovation, and International** teams.



PLAN

DoS and **MSHQ** will develop the Defence Plan, Integrated Force Plan and Global Integrated Plan with input from the **NAD Group**.

Requirements from all four areas (**DoS, MSHQ, NAD Group and Defence Nuclear Enterprise**) will be prioritised and converted into **problem statements**. They will also be used to inform the **Defence Investment Plan (DIP)** – which ensures Defence's overall programme is both affordable and deliverable.

NAD Group will develop its **Strategy** to set future direction, **Area Plan** to allocate its resources to our highest priorities and set the single NAD Group **performance framework** against which we will measure in-year success – led by **Corporate**.



DO

Plans & Portfolios, in partnership with the Functions, will work with industry, technology and service providers, allies and military users to **develop options** to deliver the DIP (Invest and NAD Readiness budgets). These solutions will maximise Defence outcomes (e.g. growth, integration, innovation, exports) – informed by **C&I, Innovation and International**.

A **solution**, and the most appropriate route to contract, is chosen. These will use common architectures defined by **integrators** from within **Plans & Portfolios**. NAD Group will commission a formal work package for **Delivery** to deliver – which will be organised into portfolios, designed to achieve strategic outcomes. It will unite science, digital, equipment, support and infrastructure expertise to ensure seamless alignment.

Empowered **Portfolio Directors** make decisions to adjust resources to get the best results.



REVIEW

The way NAD Group operates will be optimised and enabled by **Corporate** – providing streamlined effective governance, integrated shared services, and standardised business processes. Regular NAD Group programme, service and organisational performance will be reported to Defence Board through DoS using common Management Information.

Measurement of effective execution of NAD strategy and performance will be overseen by **the NAD Board and Executive Leadership Team** – who provide support to the NAD in their role as a member of the MOD Quad. The **NAD** will work closely with the Defence Secretary, Permanent Secretary, Chief of Defence Staff and Chief of Nuclear Enterprise to tackle shared issues, risks and opportunities.

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 and exportability, 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.



What it means for Asset Management?

The creation of the National Armaments Director Group brings infrastructure delivery and sustainment into a more joined-up model that strengthens asset management, while maintenance and sustainment continue to represent approximately two-thirds of the infrastructure budget.

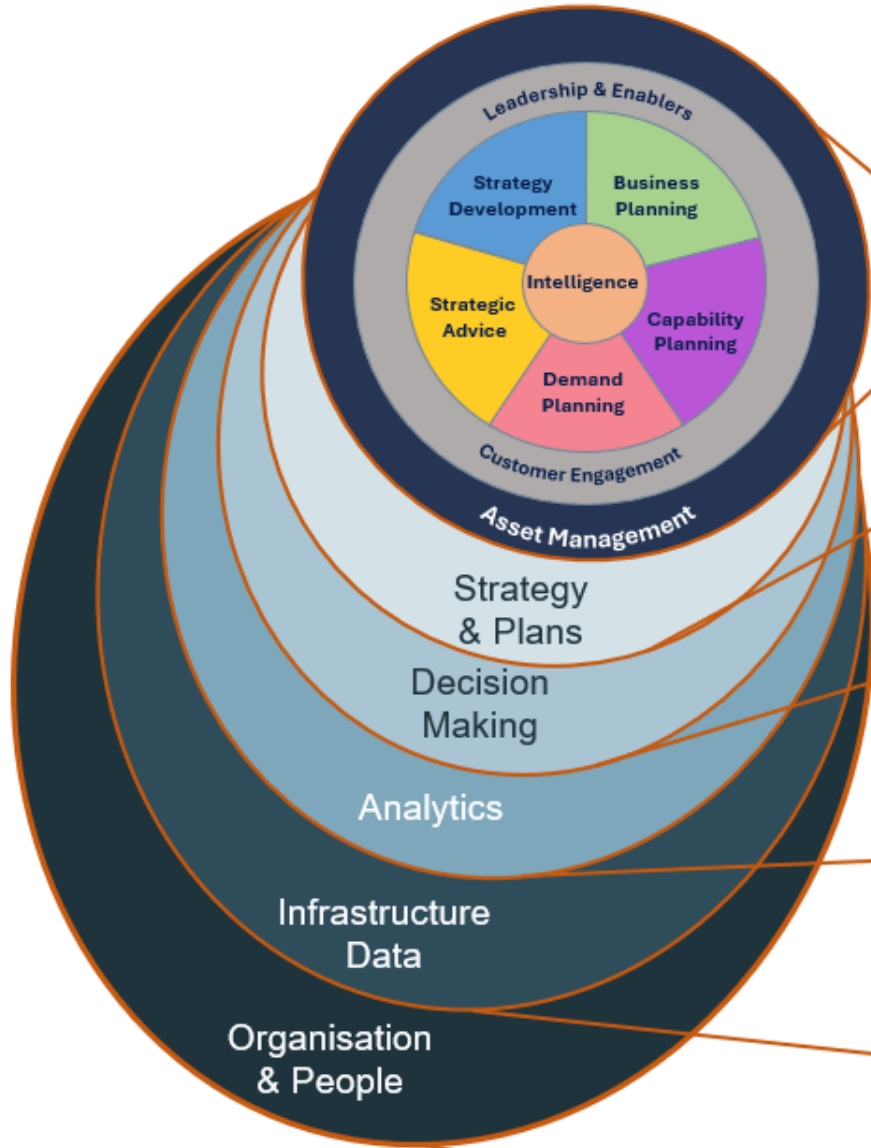
This structure enables a more coherent asset management approach through closer integration across planning, delivery and sustainment, with Infrastructure Delivery and MSHQ working together to keep the estate safe, reliable and fit for Defence needs.

- Collaboration with MSHQ to align asset management priorities and delivery activity
- Monitoring estate condition and reliability through an effective asset management programme
- Planned Preventative Maintenance (PPM)
- Reactive Repairs and Fault Response
- Major Improvements and Lifecycle Replacement

The NAD Group structure supports better continuity, prioritisation and estate readiness for current and future Defence needs.



Asset Management within Infrastructure



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

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

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.

The Relevance of the IAM 10 Box Model to the TDI DAM CoP



The Direction and Purpose of TDI DAM CoP

Defence AM CoP Workshop

Driving Asset Management Collaboration

Introductions & Manifesto Recap
▶ Setting the Scene

Defence Update
▶ Liam's Briefing

Why the 10 Box Model?
▶ Focus Areas

Poll Results: Top 3 Priorities

- Asset Information & Digital
- Decision Making & Value
- Lifecycle Integration

Proud Work <i>Success Stories Worth Sharing?</i> ▶ What's working well? ▶ Real value delivered?	Friction <i>Where Are We Stuck?</i> ▶ Duplicated effort? ▶ Reinventing the wheel?	Untapped Opportunity <i>Thinking Differently?</i> ▶ New technologies? ▶ Innovative approaches?	Collaboration Opportunity <i>Where Can We Align?</i> ▶ Shared solutions? ▶ Enterprise value?
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Role of the DAM CoP

How Do We Enable This?

- Pilot?** (Icon: Rocket)
- Share?** (Icon: Handshake)
- Standardise?** (Icon: Gears)
- Advocate?** (Icon: Megaphone)

What Would "Good" Look Like?

- ▶ 3-5 years from now?
- ▶ Next steps?

Which Manifesto Principle?

Efficiency • Innovation • Knowledge Sharing

The Direction and Purpose of TDI DAM CoP

Asking the following:

Proud Work

What is happening in this area that we're proud of?

Where is it delivering real value (cost, availability, resilience, pace)?

Friction

Where is effort duplicated across Defence?

Where are we reinventing the wheel?

Untapped Opportunity

Where are we still working in traditional ways that don't make sense anymore?

Where could technology, data, or new approaches significantly improve outcomes?

Collaboration Opportunity

What could be shared, standardised, or aligned?

What would unlock value at enterprise level?

What Would "Good" Look Like (Stretch Question)

If we could reset — what would this look like in 3–5 years?

What's the minimum viable step forward?



National Armaments
Director Group



Thank you

