

**DEFENCE ASSET MANAGEMENT COMMUNITY OF PRACTICE (DAMCOP)
4th June 2026**

Meeting notes:

- **Defence Reform and Asset Management Context:** Liam McKenna provided a comprehensive update on ongoing defence reform, highlighting its impact on asset management, the restructuring of organisational functions, and the increasing importance of planned preventative maintenance and industry partnerships, with Russell Woolwright, Fergus Hawkins, and Andy Wilson raising questions about operational changes and commercial processes.
 - **Organisational Restructuring:** Liam McKenna explained the shift towards a slimmer organisational structure within defence, introducing the Quad (Department of State, MSHQ, DNE, and National Arms Directorate Group), which centralises functions such as commercial and finance to improve efficiency and speed of decision-making.
 - **Industry Partnerships:** Liam McKenna emphasised the development of end-to-end partnerships with industry, noting that the new structure provides a single point of engagement for external partners and aims to align strategic outcomes more closely, as seen in SDA and Navy projects.
 - **Asset Management Programme:** The asset management programme led by Liam McKenna has established new ways of working, including planned preventative maintenance and long-term estate management, which are now being adopted across defence, influencing projects such as Ensign and the development of ISO standards.
 - **Commercial Processes:** In response to Fergus Hawkins, Liam McKenna described the evolving commercial process, where demand signals are raised, options developed with SMEs, and requirements commissioned and put out to market, but noted that the new commercial directorate's operations are still being defined.
 - **Strategic Challenges:** Liam McKenna discussed the challenges of siloed delivery, slow decision-making, and lack of prioritisation, asserting that defence reform is addressing these issues by simplifying structure and promoting asset management principles.

- **Adoption and Use of the 10 Box Asset Management Model:** Tim Ingram and Liam McKenna led a discussion on transitioning from the 6 box to the 10 box asset management model, including its relevance for structuring group priorities, with input from Andy Wilson, John Skelton, and others on its suitability and engagement challenges.
 - **Model Transition:** Tim Ingram described the shift from the 6 box to the 10 box model, noting growing consensus for its adoption across defence and its value as a catalyst for group discussions and prioritisation.
 - **Community Engagement:** The group discussed previous attempts to crowdsource priorities using the 10 box model, with limited responses, and
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- considered ways to improve engagement, including clearer framing and context for surveys.
- **Framework Application:** John Skelton raised questions about whether the 10 box model should be used for internal group prioritisation or as an entry point for wider defence engagement, with Tim Ingram clarifying its intended use for targeting discussions and surfacing key issues.
- **Poll Implementation:** A poll was launched to identify top priorities within the 10 box model, with Tim Ingram and Eion Bailey explaining its mechanics and encouraging participants to rank their top three areas.
- **Leadership in Asset Management:** Tim Ingram facilitated a focused discussion on leadership within asset management, highlighting examples of senior engagement, the importance of process-driven leadership, and the need to recognise champions, with contributions from Adrian Wood, Andy Wilson, Russell Woolwright, and Liam McKenna.
 - **Senior Engagement:** Tim Ingram cited the SDA CEO's keynote at the IAM conference and Carol Russell's presentation as examples of senior leaders actively promoting asset management, noting increased accountability among two-star leaders.
 - **Process Versus Personality:** Adrian Wood argued for a process-driven approach to leadership, cautioning against personality-driven models and highlighting the need for consistent systems and integration.
 - **Recognition Initiatives:** The group discussed ways to recognise asset management champions, including monthly awards, LinkedIn posts, and leveraging CDLS nominations, with Russell Woolwright offering to help coordinate such efforts and Liam McKenna supporting the initiative.
 - **Community Leadership:** Andy Wilson and Liam McKenna emphasised the role of the community in identifying and supporting influential individuals, advocating for a coordinated narrative and ongoing support for asset management ambassadors.
- **Values and Outcomes in Defence Asset Management:** Liam McKenna and Tim Ingram led a discussion on values and outcomes, sharing success stories such as Defence Housing Services, the development of value frameworks, and the challenges of aligning priorities across defence, with input from Fergus Hawkins and others.
 - **Success Stories:** Liam McKenna highlighted Bryn Turner's work on Defence Housing Services, which influenced ministerial funding decisions and demonstrated the impact of asset management approaches on organisational outcomes.
 - **Value Frameworks:** Tim Ingram noted the emergence of common value frameworks within Navy and other domains, aiming to unify measurement of success and align outcomes across diverse asset bases.
 - **Criticality and Prioritisation:** Fergus Hawkins and Liam McKenna discussed the importance of asset availability and criticality scoring, identifying gaps in current prioritisation methods and advocating for improved recognition of asset importance in investment decisions.
 - **Strategic Alignment:** Liam McKenna explained that the creation of the Quad and centralised strategy development aims to provide a single voice and clear direction for defence, though frontline commands may face challenges during the transition.

- **White Paper Proposal:** Tim Ingram suggested collectively drafting a white paper to influence strategy, with Liam McKenna agreeing to consult with Nigel Miller and explore opportunities for community input into defence guidance.
- **Digital Asset Management Systems and DEEAMS Programme:** Fergus Hawkins, Adrian Wood, and Liam McKenna discussed the ongoing rollout of the Defence Equipment Engineering and Asset Management System (DEEAMS) programme, its integration challenges, legacy systems, and the need for community preparation and training to maximise its value.
 - **Legacy System Challenges:** Fergus Hawkins observed that legacy IT systems such as Gold, ESP, Lits, MDS, James, posed similar challenges to DEEAMS, emphasising that new technology alone will not resolve issues without proper training and capability development.
 - **System Integration:** Adrian Wood described the complexity of integrating multiple systems (e.g., Maximo, SAP) within DEEAMS, warning that overcomplication can delay data availability and hinder project implementation.
 - **Community Preparation:** Fergus Hawkins recommended that the community examine DEEAMS intended functionality, identify missing features, and prepare for bridging into the new environment, with Liam McKenna confirming ongoing engagement with DEEAMS leadership.
 - **Training and Capability:** Fergus Hawkins stressed the importance of investing in training and know-how to realise the value of digital asset management systems, noting that past capabilities were sometimes dismantled for cost savings.
- **Group Actions and Next Steps:** Tim Ingram and Liam McKenna summarised actions and next steps, including supporting Russell Woolwright in recognition initiatives, revisiting priority areas for deep dives, preparing for the next session, and sharing collateral with the group, with Eion Bailey assisting in coordination.
 - **Recognition Coordination:** Tim Ingram requested volunteers to support Russell Woolwright in developing recognition initiatives for asset management champions, encouraging broader community involvement.
 - **Priority Deep Dives:** The group agreed to revisit the prioritisation poll from the 10-box model, select key areas for deep dives, and prepare structured discussions for future sessions, with Andy Wilson and Eion Bailey involved in planning.
 - **Collateral Sharing:** Liam McKenna committed to sharing updated slide decks and other collateral with Eion Bailey for distribution to attendees, ensuring access to relevant materials.
 - **Session Preparation:** Tim Ingram encouraged participants to help prepare for the next session, suggesting rotation of responsibilities to share the workload and increase engagement.

Follow-up tasks:

- **Defence Asset Management Commercial Processes:** Find out and report back with a simple answer regarding how the commercial process will operate under the new corporate operations directorate for asset management requirements. (Liam)

- **Defence Asset Management Programme Planning:** Locate and share the current high-level integrated master schedule or plan on a page for asset management initiatives across the organisation. (Liam)
- **Recognition of Asset Management Champions:** Support Russell Woolwright in developing a process for recognising and promoting asset management champions within defence, leveraging historical activity and existing award schemes such as the CDLS Awards. (Liam)
- **Sharing Defence Reform Collateral:** Send the updated slide deck and other relevant collateral on defence reform to Eion Bailey for distribution to meeting attendees. (Liam)
- **Defence Asset Management Strategy Papers:** Consult with Nigel Miller to determine the opportunity for the group to contribute to or support the creation of strategy papers for defence asset management, and report back to the group. (Liam)