

DAVID WILLIAMS, CB



MINISTRY OF DEFENCE
FLOOR 5, ZONE D, MAIN BUILDING, WHITEHALL
LONDON SW1A 2HB

Telephone: 020 7218 7975
Fax: 020 7218 3048
E-mail: PUS-PrivateOffice@mod.gov.uk

PERMANENT SECRETARY

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14 June 2022

Dame Meg Hillier MP
Chair of the PAC
Sent electronically

Dear Chair,

**FOLLOW UP TO THE 12 OCTOBER 2021 PAC REPORT - OPTIMISING THE
DEFENCE ESTATE**

Dear Chair

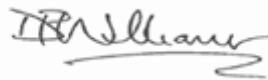
I am writing to the Committee to update on recommendations 1 and 4 made in the *Optimising the Defence Estate* – the Twentieth Report of Session 2021-22.

I am pleased to confirm that the Department published the Strategy for Defence Infrastructure (SDI) on gov.uk website on 27 Jan 2022. The SDI outlines the commitment to building on Defence's future requirements following the publication of the Integrated Review and Defence Command Paper. The SDI sets out a clear vision on how the Department will transform, modernise and optimise the estate to enable MOD to best deliver Defence capability requirements and operational outputs. It also includes a clear commitment to work with all those within the Ministry of Defence's infrastructure enterprise and in collaboration with partners across wider Government, the Devolved Administrations, local government, and industry.

Work is progressing to set out our SDI delivery plans. A multi-year, resource driven, Strategic Infrastructure Plan will manage the interventions across the estate needed to deliver the SDI objectives. This will include how we better run our current estate, improve how it supports military capability outputs, and to ensure that it is more resilient, sustainable and optimised for size and location. A Function Development Plan will in parallel drive and cohere improvements to the way we manage our Infrastructure Function across Defence, covering governance, strategies and plans, policy and standards, people and skills, and performance, assurance and risk.

The Department's Infrastructure Function is by its nature an asset management system. As part of our plans to continuously develop the Infrastructure Function, the Department is committed to accelerating asset management capability improvements where possible. We are currently on track to achieve maturity level 3 'competence' (ISO 55001) by the end of 2025. The Department has worked extensively with industry to explore whether the improvements can be accelerated, however the conclusion of benchmarking the development and implementation of improvements of a similar scale, was that the target implementation date of 2025 is appropriate.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D Williams', with a stylized flourish at the end.

DAVID WILLIAMS