CECA Southern: Introduction to Defence Infrastructure Organisation

David Salmond

Programme Director MPP CSOC

18 June 2026

Ministry of Defence - Industry's Largest Single Customer

ARMY

ROYAL NAVY

Cyber & Specialist Operations Command

de&s

Submarine Delivery Agency

[dstl]

AWE

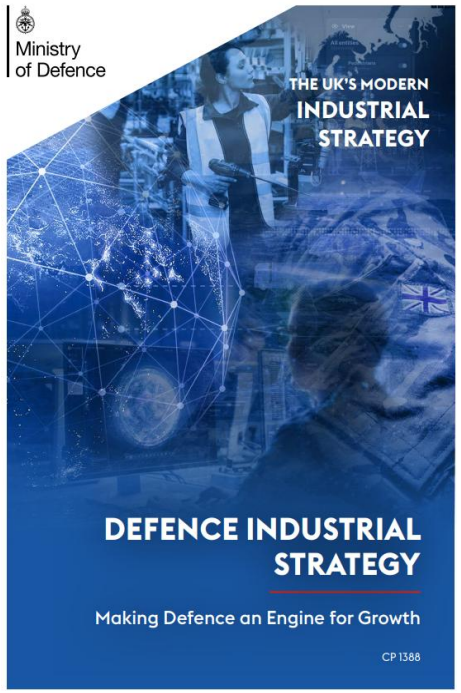
UK Hydrographic Office

opa
The Oil & Pipelines Agency

Defence Infrastructure Organisation

Changes Across MOD:

Strategic Defence Review - Defence Reform – Defence Industrial Strategy - Defence Investment Plan



- Enhanced Supplier relationships are being established with our largest suppliers through formal SRM.
- Commercial Strategies are being developed to drive more effective routes to market, this is DIP dependant.

Within the NAD Group we will implement portfolios across four categories:

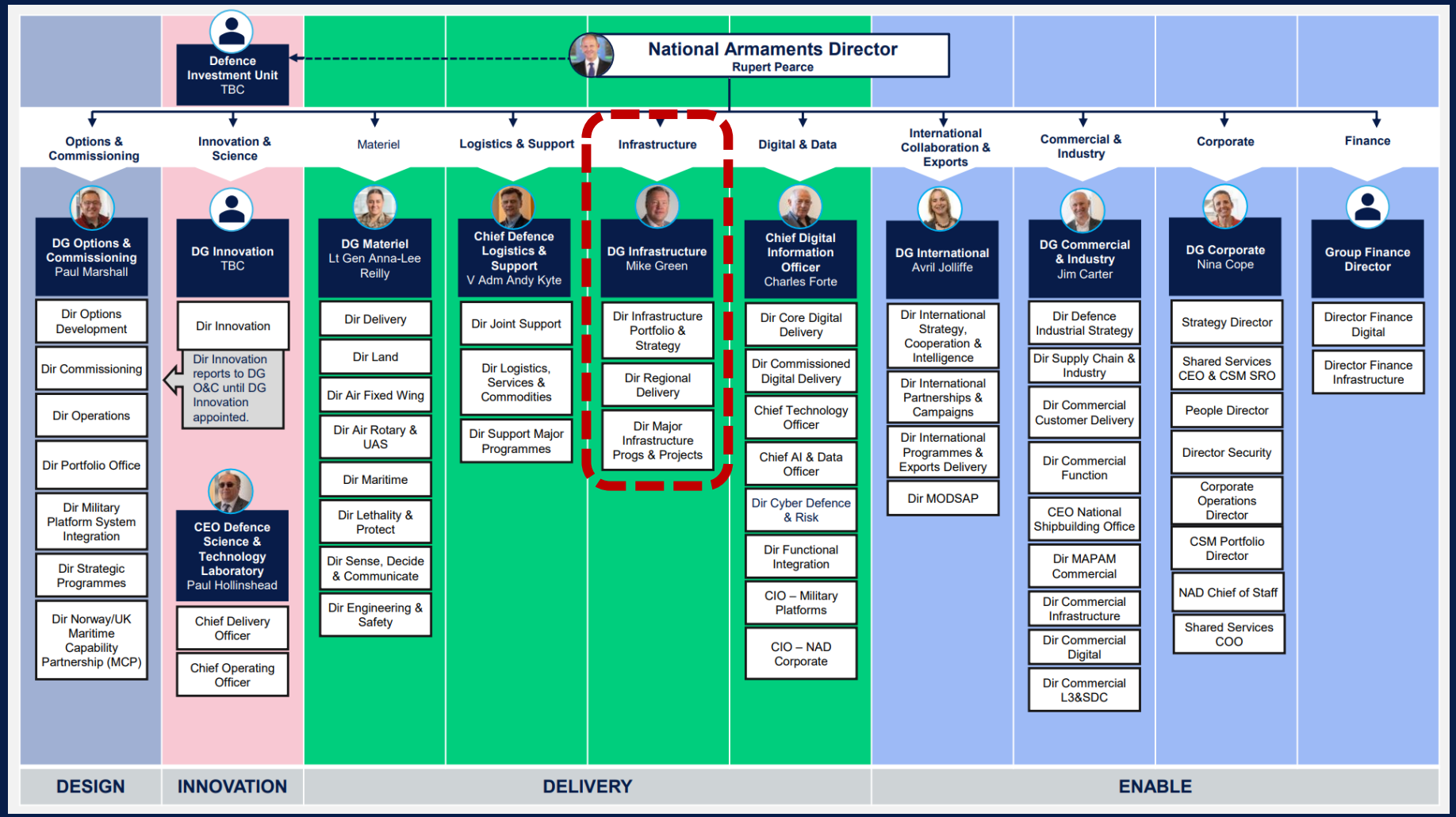
1. **Cross-domain portfolios**
   Focused on delivering integrated capabilities across all domains.
2. **Capability portfolios**
   Which will bring together related platforms and systems.
3. **Foundational Enablers**
   Providing the essential foundations that enable everything else to work effectively.
4. **Cross cutting and novel portfolios**
   Driving innovation and productivity improvements across the Ministry of Defence.

Defence Investment – What is it?

- The future funding allocation for Defence. Key aspects include:
- **Strategic Shift –** focus on “warfighting readiness,” rapid technology adoption and industrial growth.
- **Funding & Targets –** A commitment to spending 2.6% of GDP on defence by April 2027, with an ambition to reach 3% in this parliament.
- **Nuclear & Submarines -** £billions for submarine programme.
- **Munitions & Technology -** £6 billion for munitions and a new “always-on” production pipeline, plus £5 billion for AI and autonomous systems.
- **Cyber –** Creation of a new Cyber and Electromagnetic (Cyber EM) Command.
- **Infrastructure –** dedicated funding to sustain and invest in the Defence infrastructure across the country.

Invest budget now embedded in the NAD Group

National Armaments Director Group



DIO's Purpose

- To deliver military capability by planning, building, maintaining and caring for infrastructure. DIO's purpose is to care for the Defence estate and those that depend on it, enabling Defence to live, work, train and deploy.

DIO's Vision

- **One Team –** to deliver a relevant, enduring, credible and unified DIO that adapts to customers' changing needs and ensure our people are proud to say they work for us.

- **Excellent Advice –** To be Defence's expert partner for all infrastructure needs, using skills built around recognised specialisms, and to provide proactive advice on using money wisely to deliver government initiatives.

- **Outstanding Delivery –** To consistently add value at pace by being agile, and to deliver customer requirements effectively by drawing on enhanced internal capabilities and our industry expertise.

Defence Infrastructure Organisation

DIO Function – what is our purpose?

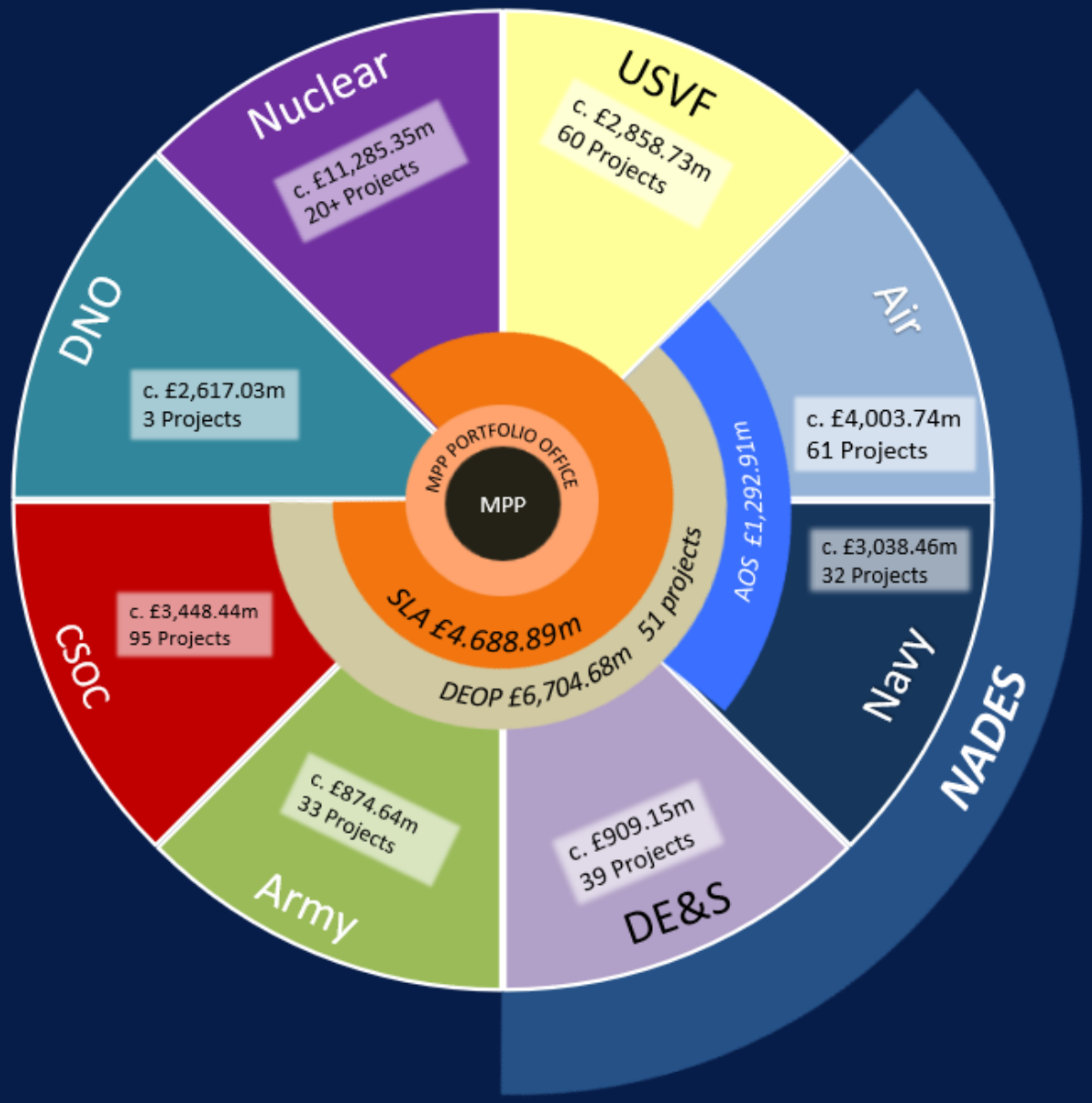
DIO Main Responsibilities:

- Deliver **major capital projects** and lifecycle refurbishment
- Manage hard and soft **facilities management**
- Manage and maintain **Service Family Accommodation**
- Maintain the **Defence Training Estate**
- Provide **utilities** services
- Act as a steward of the Defence estate to **keep the estate safe and legal**

Defence Infrastructure Organisation

Who are MPP?

- We are the major projects and programmes delivery arm of DIO
- Delivering one of the most diverse portfolio of major infrastructure projects and programmes in UK
- Customer focused with a customer demand signal of c£37Bn over 10 years (454 projects). This will change once the Defence Investment Plan is published
- Our projects range from:
  - Single Living Accommodation to technical operations buildings,
  - storage and garaging to airport runways,
  - schools to medical centres and hospitals, and
  - providing a crucial role in sustaining the UKs Continuous at Sea Deterrence (CASD) to delivery of sensitive projects



Defence Infrastructure Organisation

Our MPP leadership team & people









Charles Hoskins	Steve Rix	Alexis Field	Warren Webster	Dan Ross	David Salmond	Steve Hatherall
MPP Director	USVF	Navy, Air and NAD	Army	Nuclear Infrastructure	CSOC / DNO	Portfolio Office & DEOP
Civil Servants (FTE)	65.1	59.6	100.1	21	68.1	60.8
Military (FTE)	0	0	0	1	4	0
Client-Side Support (FTE)	22	19.8	8	66	4	22 Cost ass, schedulers, DEO PMO, Disposal, FMC

374.6 FTE
Civil Servants in post

Circa 17.9% of posts are vacant

Five customer facing Delivery Teams and a supporting Portfolio Office

Utilise Client-Side Support to provide additional capacity and SQEP in areas such as Clyde, DEO and USVF

** End of Feb Data*

Defence Infrastructure Organisation

How we operate

We deliver throughout the UK and at overseas locations including Cyprus, mainland Europe and Belize





Our people are spread across multiple locations including the main DIO office hubs in Andover, Whittington, Wyton, Catterick and Glasgow

Where required we locate our teams with our customer and supply chain team members, such as at HMNB Clyde, RNAS Yeovilton and RAF Lakenheath





Operate a “thin” client model with MPP Project managers accountable for delivery of the projects



We employ **Consultants** (Technical Support Providers) to deliver front end analysis & designs and **Contractors** to implement construction works (and varying degrees of design).



How we deliver

Projects are delivered using the best practice approach from the Royal Institute of British Architects (RIBA)

- Stage 1: Preparation and Briefing
- Stage 2: Concept Designs
- Stage 3: Spatial Co-ordinated Designs
- Stage 4: Technical Design
- Stage 5: Manufacturing and Construction
- Stage 6: Handover
- Stage 7: Use


ARCADIS
wood.
assystem
COSTAIN
bam
algeco
IACOVOU GROUP
GallifordTry
ANCALA WATER SERVICES
CSP joint venture
BOWMER + KIRKLAND
Balfour Beatty
HENRY BROTHERS
DarwinGroup
KIER
Sir Robert McALPINE
VEOLIA
Lagan SPECIALIST CONTRACTING
REDS10
rps A TETRA TECH COMPANY
VINCI BUILDING
mitie
Wernick
ALTRAD BABCOCK Our people create endless possibilities
gleeds
GRAHAM
SKANSKA
mcavoy
Metek
integra buildings
PICK EVERARD
TRANT
AtkinsRéalis
TETRA TECH
WILLMOTT DIXON SINCE 1852
VolkerWessels UK
CARTER
LAING O'ROURKE
lendlease
HLM Architects
Tilbury Douglas
amentum
WaND Consulting
RIDGE BUILT ENVIRONMENT CONSULTANCY
Wates
LOVELL
ROBERTSON
Turner & Townsend
RAMBOLL
Jacobs
McLaughlin & Harvey
KBR Aspire defence
NUVIA
wsp
ROLLALONG
MORGAN SINDALL GROUP
AECOM
Boskalis
NG Bailey
MOTT MACDONALD
cavendish nuclear part of Babcock International Group
LANDMARC
Portakabin
mace

MPP CSOC / DNO – Scope

- Deliver critical infrastructure for Cyber & Specialist Operations Command & Defence Nuclear Organisation on the UK and overseas estate.

- Programme of work value, circ. £4BN over 10-years.

- What sets our projects apart, from most others in MPP, are the additional challenges of Geography, Security and Suppliers.

My Mission: *To make all our projects to be successful.*



MPP CSOC – Where we work



Projects by Location

UK – 23
Cyprus – 15
Falklands – 3
Germany – 2
Gibraltar – 1
Ascension Island – 1
Belize – 1

Successful project delivery…

….requires compliance with additional requirements for safety and security

- The Building Regulations
- Defence Infra Fire Regulations
- Counter Terrorism Standards
- Security Standards
- Security checks and vetting
- Technical Authority and SME engagement



How we do business

CCS CPS2 (RM6356): Professional Services Consultants.

- LOT 5 – Defence – 12 Suppliers
- LOT 6 – Defence Enhanced
- LOT 7 – International – 9 Suppliers (Also used by FCDO)
- LOT 8 – Nuclear

Provides access to a wide range of construction professional services to support defence and defence related projects that may include aspects of a sensitive nature

How we do business

Design and Construction Services

- DIO Overseas Construction Framework: Cyprus, South Atlantic, Rest of World
- CCS CWAS2 – inc. DIO SLA and AOS Sub Alliances
- Partners Across Government

Provides access to a wide range of construction partners in geographical lots, functional lots and value bands.



New Contract Frameworks in development

CCS CWAS3 (RM6320):

- Core for DIO – Lot 3 Offsite, Lot 5 Defence, Lot 6 International, Lot 7 Nuclear
- *Future intention – Lot 3 Sub-Alliance – Secure Modular Framework*
- *Future Intention – Lot 5.1 Sub-Alliance – UK Mid Value Projects*
- *Future Intention – Lot 5 Sub Alliance – Defence Enhanced*

Doing business with DIO

- Official source of MOD Contract opportunities – **Defence Sourcing Portal - https://contracts.mod.uk**
  - E-Sourcing platform and one-stop-shop for contract opportunities, tendering and information on doing business with the Ministry of Defence.
  - MOD contract opportunities will be advertised and tendered on this platform.
  - Supplier registration is required to enable expression of interest and participation in Sourcing events.
  - New suppliers must complete the initial onboarding process (completing all mandatory questions in the basic profile forms). Website contains links to PDF documents to guide you through the process.
- **Procurement at DIO - Defence Infrastructure Organisation**
- **Sign up for DIO Updates, Invites, Events and Emails**
- **Knowledge in Defence (KiD) offers information for businesses new to defence**.

Doing business with DIO

A growing demand and Defence Reform are providing a valuable opportunity to do things better, we are looking at ways to make working in Defence more accessible and rewarding, this includes:

1. More routes to market based on asset type
2. More Alliancing style models
3. Longer term commitments to investment
4. A £5m to £20m specific framework

... and exploring others...



The Defence Office for Small Business Growth (DOSBG)

Helping smaller businesses access the information they need.

- Government mission is to simplify MOD policies and entry routes to enable small businesses to access defence opportunities.
- **Jan 26** – the new team goes live and provides initial support for smaller businesses and defence stakeholders with services, to help them find new opportunities, understand requirements and connect with the right teams.
- Further information is available via ***digital.mod.uk/sme-dosbg*** including tools and resources to support businesses interested in working with MOD projects.



Working with DIO MPP – what we need from you

- **Engage early** - Help shape solutions upstream, not just respond to tenders
- **Bring integrated capability** - Design, delivery and innovation working as one
- **Be comfortable with complexity** - Security, overseas and specialist environments are the norm
- **Think long-term** - We are moving towards alliancing and sustained pipelines

