

# NEWSLETTER

WORKING TOGETHER TO ACHIEVE STRATEGIC CHANGE IN DEFENCE



*Team Defence Information are a collaborative trade association that informs defence information policy and pilots new ways of working. Members gain invaluable business intelligence to align and enhance their products, services and working practices.*

## About us

Our members work in close collaboration with our MOD stakeholders to help define requirements and develop support solutions that truly meet the objectives of the front line.

TD-Info provides a trusted environment for MOD and the UK Industry to collaboratively work together and share the output from projects. TD-Info Member companies and MOD gain mutual benefit from these research and innovation activities which invariably lead to a multiplier effects and knowledge sharing that helps drive pace in solution development and delivery within a trusted environment.

TD-Info addresses this significant challenge as part of a trusted defence community, enabling Members to be well-informed and ready to support MOD in developing resilient and cost-effective solutions that support the DSF strategic objectives. This is achieved by actively leading a programme of Research and Innovation pilot projects through various specialist Working Groups (WGs).



Members and MOD also work together to review and improve relevant policies and procedures. This is reinforced by TD-Info's active involvement and chairing of international standards such as Defence Standard 00-600, and being an influential voice at the Aerospace and Defence Industries Association of Europe (ASD).

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## Foreword Philippa Arter

Welcome to the second edition of our new quarterly newsletter and what a quarter we've had!

Looking back to July, we kicked off with our annual conference DI23, and ended in September with the incredible DSEI. These two events bookending the huge effort being put in across the defence sector, building relationships and driving collaboration.

We also thanked our lead sponsors with a Council Dinner, hosted by the former CDLS, Gen Richard Wardlaw and the new CDLS V Adm Andy Kyte who demonstrated the togetherness and consistency of vision in their handover. It was a thought-provoking discussion and we are very much looking forward to the next!

Our quarterly September townhall was one of our best yet with updates from the strategy group co-chairs John Farrow and Craig Spacey giving their perspectives from both MoD and Industry respectively. Amongst others, we also heard

about the progress with availability centres from Kelly Bower, Paul Belcher on Digital Engineering, and Louise Hakner our Vanguard Industry chair reached out for feedback and support in building momentum and membership within those earlier in their careers – if you know of anyone who may benefit from joining a network of early careers or new into defence individuals, please reach out!

Throughout the quarter we've also continued with our usual governance meetings, and thank you all for your ongoing support and drive to improve how we operate.

As we look into the last quarter of the year, it's important to reflect on how far we've come, but not lose momentum towards that year end finish line! We need to keep our focus, strength and balance. Make sure you take care of yourselves, self care and work life balance are important to ensure we don't burn out as we approach the final stretch!

## DE&S Digital Engineering Conference 2024 Hold the Date! (30-31 January)

Formerly known as the Support Chain Seminar (SCS) the DE&S Digital Engineering Conference takes place under the wings of Concorde, at Aerospace, Bristol. More information to follow along with delegate registration links.

Sponsorship and exhibiting opportunities are available, again more information will be added shortly.



DE&S  
Digital  
Engineering  
Conference  
2024



30-31 January 2024



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## Thoughts from our MD *Phil Williams, Managing Director*

These musings come tinged with a little regret, regret that I missed DSEI this time around, so you can imagine I am looking forward to reading Jack's report, his first DSEI, and hence a chance to get a fresh perspective on what everyone tells me was an excellent event.

With regret, also a confession. While everyone was clocking up the miles at the Excel centre, I was on the Sawgrass golf course in Florida, albeit as a non-golfer I only walked on the hallowed turf. (A good walk spoiled and all that...)

I was in fact working, wearing my Co-Chair of the Integrated Product Support Council hat. This council brings together the European nations and the USA as they strive to improve product support outcomes for both military and civilian systems – to those in the know, the acclaimed S-Series at large. While this is a somewhat specialist sport, the User Forum attracted some 400 participants

and countries represented included Japan, Australia, Canada and South Korea – a growing cadre of S-Series supporters and adopters.

I believe that as the world realigns, interoperability with our allies will be key to presenting a united front and a credible deterrence. So, while I regret missing DSEI, I am comforted by the knowledge that excellent work is being done to bring like-minded nations together as we seek to navigate a troubled world.

I will leave you to read about the rest of TD-Info's activities, but if anyone wants further information regarding the S-Series, please get in touch. In the meantime, I leave you with a quote from Joe Lieberman, USA politician:



Community means engaging constructively with like-minded nations to build strong, sustaining institutions and alliances - and bringing emerging powers into this community so future conflict becomes less likely.

(Joe Lieberman)

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## A dewy-eyed perspective on DSEI Jack Thompson

Working at Team Defence Information for just over a year now has given me the opportunity to attend a number of conferences and events across the UK, travelling far and wide to strange and exotic places such as Milton Keynes.. In terms of scale, nothing has come close to the enormity of DSEI. The fact that there was a choice of tube stops to get off at - one for each entrance - demonstrated the size of the venue before I had arrived. It would be impossible to compress the entire range of sights and activities on show into a short article, but suffice to say, it was cosmically vast.

Once in, it was encouraging to see a substantial international presence across the exhibition space, with representation from organisations across Europe, USA, Japan, Brazil, India, and many other nations. As engagement between industries, and across borders becomes ever more crucial, so do the opportunities to engage and innovate. I spoke to a Danish man about differences in Defence sectors between nations, and it was apparent how impressed people were at the magnitude of the industry in the UK, as the conference did well to illustrate.

Those in the exhibition space used the opportunity to showcase some of their most impressive feats of engineering. It was clear that a huge amount of effort had gone into the work on display, and that there were some extraordinarily gifted teams working behind the scenes in the build-up. But, behind the glossy veneer, the event was also a crucial chance to develop relationships and collaborate. It seems that almost everyone involved in UK Defence attends DSEI, so if you plan your time well, you can meet so many people and get so much done.

Notably, the conference also marked the transition of the CDLS role, from Lt Gen Richard Wardlaw

to VAdm Andy Kyte, who briefed on the State of the Support Nation. A panel was also held alongside our very own Darin Tudor, discussing how MOD and industry can collaborate to increase availability, capability and sustainability for enhanced readiness and support resilience in a data-driven future. VAdm Andy will be crucial to the work we do at TD-Info as part of our 3\* board, setting our direction and 'Areas of Focus' which our portfolio of activities drives towards. Our lead sponsor members will have the opportunity to meet with Andy at one or two of our upcoming council dinners.

All in all, DSEI almost felt like a theme park, with so much bustle and activity, as well as large queues. I know all the TD-Info consultants who attended got a huge amount out of the conversations and meetings which they hosted - we're looking forward to following up with everyone we spoke with. I hope everyone had a positive experience and that the week has acted as a catalyst for some great relationships and progress across the sector. We'll see you at the next event!



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## Futures Steve Green

At Team Defence Information Futures we create collaborations across sectors to inform future operating concepts hypothesising how disruptive solutions can add value and remove frictions to create Advantage across Defence.

Subsequently experimentation proves, disproves, and refines the concepts and contributes to the evidence base informing strategy, capability programme investment decisions, policy and / or standards.

To date our diversity of thought and collaborations have informed and, in many cases, accelerated the development of Additive Manufacturing (AdM), Future Test & Evaluation (T&E), Operational Energy and Digital Engineering.

Our current areas of focus cut across Human Machine Teaming (HMT), Digital Twin, Robotics, Artificial Intelligence (AI), future energy and sustainability.

Key to success is pull through of practice, process, and technology from across sectors which we explore through diverse and far-reaching workshops, hackathons, conferences and production of papers.

**Upcoming activities you may wish to get involved with include:**

- **Defence Asset Management COP**  
(new chair from EST Strategic Asset Management)
- **Circular Economics Concept Workshop**  
(a Defence Support Force Development Board SWG)
- **Defence AI Centre (DAIC) Robot Dog Hackathon**  
(DAIC collaboration with Future Capability Group and Team Defence Information)
- **AdM Working Groups**  
(Digital Thread, Commercial/IP, Logistics and Certification strands alongside spiral development activities)
- **Future Defence Support Services Market Engagement**  
(specifics for this are still to be developed)
- **Supply Chain Resilience**  
(moving from strategy to implementation)
- **Natural Capital and Estate Resilience**  
(early planning of future event)
- **Digital Twin**  
Flares Investigation Tasks Briefing (19th October)
- **Operational Energy Update**  
(realigning the annual event with winter term)

Thought leadership papers, material from previous events and details of upcoming activities can be found on our website.

For more information please contact:

- Cross cutting coherence, resilience and energy:  
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- Future Capability Group, Digital Twin and Test & Evaluation:  
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## Membership Andy Whatman

As we head into the final Quarter of 2023, we thought it would be a good time to reflect on the benefits of TD-Info membership, for our current members and those organisations considering membership.

As a brief summary, there are numerous benefits of membership with TD-Info, particularly in helping to drive out Business Development, Support and Engagement opportunities in the Defence and Aerospace industry, as well as providing the opportunity to become immersed in the many activities that we support and facilitate, collaborating with the MOD and Industry. These activities include groups that cover AI, Robotics, Cloud Services aligned to the MOD's Digital Backbone strategy, Cyber Security services, Robotic Process Automation, Through-Life Logistics, Support and Supply Chain management and automation, Digital Twinning, Asset Management, Sustainability Programmes, People-focussed Programmes, as well as Multi-Domain Integration, The Vanguard Group for early career professionals, and Standards Groups that we support and facilitate globally.

These are examples of the numerous groups that we run, in addition to many others, which enable organisations to quickly establish, build and expand relationships right across the industry at all levels. There is a huge amount of activity going on in TD-Info right now, with more and more organisations joining, as our portfolio of collaboration programmes continues to expand, with support, digital connectivity, sustainability, and optimisation capabilities at the heart of organisational agendas.

Looking at a larger scale, there are three major conferences per year that TD-Info facilitate, each sponsored by one of the MOD 3\*board. Support Chain Seminar (Digital Engineering going forward) held in January, SupportNET held in May, and Defence Information held in July. There are opportunities to not only attend these events, but also to participate as a speaker or sponsor/ exhibit at the events.

In summary, there are a multitude of opportunities and programmes that our members can get involved in right now, in a 'land and expand' capacity across the Defence ecosystem, that are both complementary and expansive to your current MOD and Defence/Aerospace footprint.

TD-Info membership is at an all-time high, and continues to grow and thrive, leveraging the force-multiplier effect across the Defence Industry ecosystem.

If you would like any further information, please

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## The TD-Info Executive Group Matt Tribble, *BAE Systems*

As part of the TD-Info communications, I was invited as part of my recently appointed role as co-chair of the Executive Team to provide some insight. The facilitation that TD-Info undertakes bringing together both Industry and the MOD provides a great catalyst, in particular the events held to date during 2023 such as the Support Chain Seminar, SupportNet23 and the TDI Town Hall events has provided suitable and timely opportunities for engagement and a two-way dialogue. It also enables industry to engage across a broad range of subjects.

The TDI Monthly Executive Team sessions are held monthly and working with both Steve Lammiman and Phil Williams enables the areas of focus and progress against those to be monitored and updated accordingly. Over the short term, the TDI Defence Strategy Group with the introduction of both new MOD Co-Chair(s) and Industry Co-Chair(s) will ensure and enable the focus areas produced by the 3\* Advisory Board are linked through to the Strategy Group

and to the Executive Team. Ensuring that the visibility of the priorities are aligned with the overall strategic direction but also enable Industry with visibility of key subjects and be able to contribute accordingly.

Discussing with John Farrow, Director Logistics and Support Operating Centre, Defence Equipment & Support (DE&S) at DSEI, he is starting to gather his thoughts and strategy regarding the approach and as part of the executive board we can start to implement his intent in due course.

I look forward to further engagements in the future and would actively encourage everyone to participate in TDI activities to ensure engagement and learning across the various participants to enable the richness of the debate and involvement which supports both TDI and MOD activities.

### **SME Showcase event – 26th October 2023, 12:00 – 13:30:**

TD-Info are planning to run a series of Showcasing Events on behalf of our members over the coming months, initially designed to help our SME (small to medium sized enterprise) community to demonstrate their organisations' capabilities. This initiative also aligns to the MOD's commitment to help and promote the SME community in the Defence sector.

The initial event will be held on Thursday 26th October at 12 noon, online via Teams, and will comprise of 4 SME's presenting an overview of their company and capabilities, to the TD-Info Membership base.

An invitation to join this session from 12 noon to 1.30pm on Thursday 26th October will be sent out to all members in the next few days.

**[Register here!](#)**

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## SME Engagement at Team Defence Information Tony Butler,

Advantage is an essential criterion in any competitive environment. The coming month will help us understand the benefits that agile thinking, zero-day set pieces and fast, accurate ball control might contribute to this year's Webb-Ellis cup-winners' competitive supremacy; however, it's also likely that the lumbering might of an amply resourced, well-found pack will be an equally critical ingredient. And so it is with the Defence industrial landscape: a balance of nimble, innovative SMEs along with the predictable, dependable heft of the primes is required to deliver a competitive advantage for the UK – both militarily and in business. Amongst the findings uncovered in the AIEG's recent investigation into AI production and assurance models for the Defence AI Centre, was the criticality of the 'best athlete' in delivering an operational advantage in AI capability. The report concluded that this was more likely to be found amongst the SME (particularly micro and university start-up) businesses than in the large platform manufacturers. TD-Info has a good track record in supporting SMEs and actively seeks opportunities to promote the interests of small- and micro-businesses amongst our membership.

Over time, MOD has become increasingly reliant on prime contractors to flow down government spending to their supply chains – and so discharge policy obligations to disperse between a quarter and a third of departmental spending with SMEs (depending on the Department – 25% in the case of Defence). Some primes, and technology focused organisations, are going further with their own initiatives to encourage more collaborative working with SMEs. Such ventures are essential if UK Industry is, collectively, going to be able to deliver the competitive edge demanded by our front-line users – and by the UK economy.

Whilst simple to outline as an intention, there are a number of significant challenges to be resolved before these aims may be fulfilled. For example, IP – the life-blood of smaller businesses – must be rigorously protected and carefully managed to ensure that incentives for SMEs to continue to engage are maintained. Improved visibility of SME capabilities – along with, where appropriate, opportunities for users to share views on their needs – is vital if the 'best athletes' are to be brought to bear. Barriers-to-entry must be minimised and corresponding commercial measures must be streamlined to allow for swift transactions and rapid on-, off-, and re-boarding. Commercial X is heading in this direction of travel and we look forward to learning more about how a set of new, agile, commercial good-practices will be implemented.

TD-Info is planning a series of showcase events and is working with a number of SME 'umbrella' businesses on larger scale SME engagement with events kicking off in October and November. The first of these is an SME showcase on the 26th October, comprised of 4 SME's presenting an overview of their company and capabilities, to the TD-Info Membership base – as detailed above. The second of which is an event with KARVE on 9 November (venue TBC) – with an agenda covering: expert tips to accelerate SME technology into Defence capability; case studies from successful small businesses at-work in Defence settings; risk-sensitive funding options for all TRLs; and, show-casing options directly with Defence users in the MOD BattleLab. Save the dates in your diaries – and contact Tony ([tony.butler@teamdefence.info](mailto:tony.butler@teamdefence.info)) if you have any questions.

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## Multi Domain Integration (MDI) Monthly Blog – August 2023 Steve Worsnip,

**As we drive towards DSEI23 (now finished) the TD-Info Multi-Domain Integration (MDI) Working Group Leadership felt it would be beneficial through this blog to offer context that enables the Defence community to contribute to the important debates, specifically the MDI working group sessions on the 13th and 14th September.**

Through this Blog we reinforce the mind-set change that is critical to MDI success, the importance and impact of Integration, what this means for the defence enterprise and the associated policies and functions.

Multi-Domain Integration (MDI) ([JCN 1/20](#)) is a mind-set change, driving change towards Integrated Action across Front Line Commands (Air, Land, Sea, Air, Cyber, Space) in Defence, in tandem with Partners Across Government (PAG) and with our Allies and international partners (e.g. USA/NATO). This ambition is reinforced in ([UK Defence Doctrine \(pages 16-18\)](#)) and was re-iterated as a policy headmark for UK Defence in the recent [Defence Command Paper \(Refresh\) 2023](#). The aim for the Defence Enterprise to act in a way that is greater than the sum of its parts, through integration, will not happen by accident; Strategic Command as Defence's integrator is responsible for implementing this change.

Achieving Multi-Domain Integration is more than being better at joint operations, or simply adding more domains to the list and using them all. It means extending the range of activities available to decision makers, ensuring that the combination of available options and effects are synchronised and optimised, and that the most appropriate course of action can be employed

at tempo to create and exploit vulnerabilities in UK's adversaries. This goes beyond equipment to a mind-set shift. It is about building a strong culture to start acting, at all levels, to enable the Integrated Force to succeed.

The realisation of Multi-Domain Integration across Defence is intrinsically linked to NATO's headmark to move towards Multi-Domain Operations (MDO). In support of this ambition, UK Defence must ensure that our equipment and technology, in all domains, work seamlessly together. A commander should have a full range of military options available to choose from, safe in the knowledge that regardless of the combination, they will work. There will be a culture shift towards Industry integrating by default at every level, whether procuring or designing equipment, training, monitoring intelligence or developing operational plans, with the aim of Exploitation – and in future this may involve deploying industry and technical expertise to further forward to solve problems and generate integrated solutions directly at the point of need. There will be a need to train personnel to work together through Integrated Experimentation with our Government partners and wider Allies who together will strive for the same goal (such as CJADC2 in USA).

To read the rest of Steve's MDI blog, please follow the link or QR code:  
<https://www.teamdefence.info/multi-domain-integration-mdi-monthly-blog-august-2023/>



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Thank you for reading the second edition of our Team Defence Information Quarterly Newsletter!

As with everything we do, your feedback is always appreciated and as part of our collaborative efforts, we are always looking for opportunities to showcase the work of our members. For comments and queries, or to contribute an article to our next newsletter, please contact [jack.thompson@teamdefence.info](mailto:jack.thompson@teamdefence.info)

All events referred to can be found at the 'What's On' section of our website. If you have any questions about any of the individual articles presented, contact details can be found below.

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