TD-Info Strategy Group Minutes
25th September 2025

Microsoft Teams Virtual Session and in Person at
IFS, Bourne House, Lotus Park, The Causeway, Staines Upon Thames, TW18 3AG

Abstract: A record of the Team Defence Information Council meeting

Document Controls

Distribution
This document is stored in the Team Defence Information document repository and a version is available via the [Team Defence website](#)

Authorised by
I authorise this document to be produced for the purposes of Team Defence Information business

Name	Signature	Date
Phil Williams	*P W*	21/10/25

Approved by
I approve this document for release to latest issue

Name	Signature	Date

Attendees

Initials	Forename	Surname	Company	Attendance
AP	Adrian	Page	Team Defence Information	Virtual
SJ	Simon	Jones	Pera Prometheus	Virtual
PW	Phil	Williams	Team Defence Information	In Person
BJ	Bruce	Jackson	IFS	In Person
AL	Andy	Laidler	Fujitsu	In Person
AR	Andrew	Radley	DXC	In Person
JF	John	Farrow	MOD	Virtual
DJ	David	Jones	Siemens	Virtual
LL	Leyton	Lark	Team Defence Information	Virtual
GH	Gareth	Hetheridge	Leonardo	Virtual
EB	Eion	Bailey	Team Defence Information	Virtual
NY	Neil	Young	Babcock	Virtual
JB	Jamie	Balfour	MOD	In Person
SP	Simon	Pecker	Accenture	In Person
TA	Tonino	Amorelli	Qinetiq	Virtual
SB	Samira	Braund	ADS Group	Virtual
RT	Ross	Thomson	Amethyst Risk	In Person

1. Introductory issues

1.1 Chairman's Welcome

PW welcomed the attendees to the Team Defence Information Strategy Group Meeting. Everyone at the meeting introduced themselves before the start of the meeting.

2. AGM

The meeting included the Team Defence Information (TDI) Annual General Meeting, covering approval of previous minutes, financial reports, auditor reappointment, and director elections. Gareth and Luca were re-elected as directors. Andy Radley was thanked for his service as a retiring director.

3. MOD Update

JF provided a detailed MOD update, emphasizing ongoing major defence transformation, the formation of the National Armaments Director (NAD) Group, and the importance of industry engagement. The new three-star structure is being finalized, with portfolios to be communicated soon. There is a strong focus on readiness, collaboration, and preparing for increased defence budgets in future years, but no new money is available this year or next. MOD is working to simplify SME engagement and procurement processes, with a formal target of an additional £2.5 billion spend with SMEs.

4. IFS DSEI Output

BJ shared an industry perspective on DSEI, noting high engagement, networking opportunities, and the value of bringing together global defence stakeholders.

5. TD-Info Operating Environment

5.1 Do Support Better by Doing Support Differently

AG described the "Do Support Better by Doing Support Differently" initiative, aiming for quick wins in support through improved people, tools, and authority. The group is working on a national support competence framework, restoring supportability modelling, and ensuring CDLS has the authority to direct support activities.

There is interest in learning from US practices, such as mandated quarterly support reviews and strong product support manager roles.

5.2 Integration Working Group (Digital Enablement)

PW briefed upon The Integration Working Group, evolved from the Integrated Design Authority, it brings MOD and industry together to strengthen collaboration, relying on the digital backbone. Current efforts focus on aligning structures ("the quad for example") between MOD, industry, and strategic HQ (CSOC), enjoying strong senior support. The next meeting on 23 October will address MOD priorities, particularly digital twin technology.

5.3 Digital Twins

PW discussed digital twins for complex weapons and how to track their lifecycle in storage and transit, reducing waste from conservative estimates. This could save around £40M across the service (Army, Navy, Air Force). Existing industry work can be leveraged, but the challenge is breaking down stovepipes so results are shared MOD-wide under the NAD/DIJC framework.

5.4 Industry Opportunities (Secondments)

PW discussed the value and management of industry secondees into MOD, with calls for better tracking, articulation of value, and reciprocal placements.

5.5 3rd (UK) Division Mission Partnering Day

PW Discussed the Army 3 Div Mission Partnering Day – 3 Div plans an experimental event on 9 December at Tidworth, where instead of requesting specific equipment, they will present mission threads and invite industry to propose solutions. This follows a similar initiative at the Battle Lab with the Apache team. Interest is high (300+ attendees), and the event will be run as an experiment.

5.6 DE26 – Save the date

PW and NY discussed the alignment of TDI working groups with MOD priorities, the integration of digital engineering and digital twins, and plans for upcoming conferences to support strategic objectives and industry feedback. PW informed the attendees to save the date of the next Digital Engineering Conference which will take place on the 10th & 11th March 2026.

6. ADS Report

SM provided an update on ADS activities, highlighting the new Defence Industrial Strategy, skills initiatives, regional growth deals, and the Defence Office for Small Business. The DIJC (Defence Joint Industrial Council) is forming, with a focus on delivery, readiness, and removing unnecessary MOD rules. Trade bodies are encouraged to feed existing workstreams into DIJC for better coordination. The report can be viewed here .

7. AOB

CMMC Cybersecurity Requirements and Export Implications: A discussion led by PW, SB, and TA addressed the upcoming US Department of Defence CMMC cybersecurity requirements, their impact on the UK defence industrial base, and challenges for SMEs and supply chains. CMMC Implementation Concerns: Participants discussed the uncertainty around the impact of CMMC requirements, the high cost and limited availability of certification, and the potential for US primes to require audits of UK suppliers.

SME and Supply Chain Risks: There is concern that SMEs unable to obtain CMMC certification may be excluded from contracts, and that large primes may struggle to audit their extended supply chains, raising questions about compliance and market access.
International Coordination: SB noted ongoing work under the AUKUS Advanced Capabilities Industry Forum to map cyber standards across the US, UK, and Australia, and highlighted the relevance of ITAR exemptions for exports.

8. Follow up Tasks

Follow-up tasks:

Chairman Recruitment: Redouble efforts to recruit a new chairman for Team Defence Information and reach out to potential candidates. (PW)

SME Engagement and Education: Engage with Harrison Talbot - Brown to develop metrics for SME champions, build transparency in SME engagement, and coordinate with the Defence Office for Small Business to enhance SME support and education. (SB)

Supply Chain Resilience: Collaborate with the senior leadership team to advocate for the T&E capability for SMEs and support the resilience work stream under the DIJC delivery group. (SB)

Stupid MOD Rules Collection: Collect and submit a list of "stupid rules" in MOD processes that increase lead time and complexity without adding value, to be sent to SB within the next two weeks. (All meeting participants)

Secondee Data Collection: Collate and provide the number of true industry secondees (not placements) currently embedded in MOD to SB for analysis and potential DIJC resource pooling. (All industry representatives)

Obsolescence Management Working Group: Revive and coordinate the joint obsolescence management working group between Team Defence Information and industry, ensuring alignment with current MOD priorities. (LL)

UKDI Working Group Formation: Set up a working group with James Gavin and relevant members to define UKDI's role and produce a report by the end of the year for MOD review. (PW)