



Team Defence Information (TD-Info) is a unique not-for-profit joint UK MOD and Defence Industry Trade Association which works on Defence Support Transformation initiatives. Please visit our web site at [www.teamdefence.info](http://www.teamdefence.info) for further information about the topics identified in this chart.

Activities Overview Chart Winter 2025

Website Address  
[www.teamdefence.info](http://www.teamdefence.info)

Governance

Defence Industrial Joint Council

The Defence Industrial Joint Council (DIJC) enables strategic engagement between Government and the Defence Industry to facilitate the effective sharing of information, aligning our objectives and optimising the delivery of Defence capability from the Defence budget.

3\* Advisory Board

Providing direction and to ensure the activities of TD-Info maintain alignment with the strategic priorities of the relevant Top-Level Budgets (TLBs). Includes representation from Defence Suppliers Forum, DE&S, Defence Digital and Defence Support. Posts currently held by Vice Admiral Andy Kite, CDLS, Adrian Baguley, Deputy CEO, DE&S and Charlie Forte, MOD CIO. Email: [phil.williams@teamdefence.info](mailto:phil.williams@teamdefence.info)

Strategy Group and Executive Team

Reflecting the single governance model of TD-Info, our collective contribution to UK industry is managed through two member led governance bodies. The Strategy Group convenes quarterly and tracks the progress and direction of TD-Info's activities supporting the 3\* Areas of Focus and Council objectives. The monthly Executive Team acts as our Programme Board, facilitating and managing activities and associated deliverables. Email: [ed.coleman@teamdefence.info](mailto:ed.coleman@teamdefence.info)

Information

Collaborative Working Environment (CWE)

A working group which investigates how the collaborative working environments required by platforms and capability planners may be delivered more economically and sustainably. Email: [tony.butler@teamdefence.info](mailto:tony.butler@teamdefence.info)

Information Security Forum

Collaboratively developing guidance, policy and communicating key messages to members and, where appropriate, broader stakeholders on Information Security and Assurance matters. Email: [andy.corbett@teamdefence.info](mailto:andy.corbett@teamdefence.info)

MOD Cloud & Industry Point of View

A working group facilitating the development and take-up of the MOD's Cloud capabilities, facilitating collaborative engagement between MOD and Industry. Email: [andy.whatman@teamdefence.info](mailto:andy.whatman@teamdefence.info)

Industry Customer Engagement Forum (ICEF)

The ICEF fulfils two roles: it represents the interests of industry consumers of MOD information and acts as an advisory change management board for users of MOD products and services operating outside the MOD estate. Email: [andy.corbett@teamdefence.info](mailto:andy.corbett@teamdefence.info)

Digital Enablers Community of Interest (DECOI)

A forum to develop the skills and knowledge of digital practitioners and users focused on broadening awareness of Defence's digital landscape – along with its underpinning infrastructure needs. Email: [tony.butler@teamdefence.info](mailto:tony.butler@teamdefence.info)

Trading Forum

A forum for industry and the MOD to support and drive the change, implementation and exploitation of the MOD's Procurement Systems, and business change requirements, across MOD's Trading Partners. This also includes the impact of commercial policy and legislative change to the MOD's Purchasing systems. Email: [andy.whatman@teamdefence.info](mailto:andy.whatman@teamdefence.info)

Secure by Design Group

A collaborative working group between Defence Digital and its Industry and MOD Customers to identify and resolve issues and challenges around Secure By Design and its associated accreditations and assurances. Email: [andy.corbett@teamdefence.info](mailto:andy.corbett@teamdefence.info)

Artificial Intelligence Expert Group (IAIEG)

The group has been established to support MOD and the wider Defence community by providing independent advice and guidance regarding the development, usage and management of AI in applications across the enterprise. Email: [tony.butler@teamdefence.info](mailto:tony.butler@teamdefence.info)

Information & Knowledge Management

A Community of Practice where ideas, experience, expertise and insights can be discussed and shared to further Knowledge Management practices in members' organisations. The goal is to benefit from actionable ideas for members to trial and share results with the Community. Email: [nigel.jones@teamdefence.info](mailto:nigel.jones@teamdefence.info)



Support

Integrated Product Support (IPS)

A Community of Practice which supports the MOD and industry in improving Supportability Engineering and IPS standards / specifications, processes (technical and management) and training. The aim is to improve the effectiveness and efficiency of Supportability Engineering / IPS programmes. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Defence Support Reference Architecture Business Functional Model (BFM)

Collaboration, via the working group, between industry and MOD to further develop the BFM which informs a range of MOD programmes. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Supportability Modelling & Analysis

A Community of Practice seeking to identify and promulgate good practice in support and life cycle cost modelling across UK Defence. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Committee for Defence Equipment Reliability & Maintainability (CODERM)

A Community of Practice ensuring military capability is maximised through optimal levels of equipment Reliability and Maintainability (R&M). Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Committee for Automatic Testing Systems for Defence

This committee is a forum that allows MOD and industry to co-operate to their mutual advantage, working and agreeing on best practices associated with Automatic Test Systems (ATS) and providing a coherent input into the IEEE SCC20 standards. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Combined Technical Documentation Working Group

A Community of Practice to support the MOD's strategy for technical documentation support solutions and the development of supporting pan-MOD Technical Documentation Policy and Advice and Guidance. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Joint Obsolescence Management Working Group

A forum to discuss existing and developing Policy, Advice and Guidance on Obsolescence Management. The group supports the objective of producing and exposing this joint Policy, Advice and Guidance to facilitate the efficient letting and management of contracts. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Packaging for Equipment Acquisition & Support

A Community of Practice providing a forum for the MOD and Industry where topics of discussion include, guidance and resolution of matters relating to Military Level Packaging; training, links with Professional Bodies e.g. The Packaging Society; innovations related to packaging. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Do Support Better By Do Support Differently

An invite working group which has been tasked by CDLS to capture observations of what can be done better and provide suggestions for improvement to synthesise Support improvement proposals. The outputs will inform the Defence Support and NAD Group Boards for subsequent consultation within the Defence Joint Industrial Council. Email: [allan.goody@teamdefence.info](mailto:allan.goody@teamdefence.info)



'Futures' (incl. Sustainability)

Future Capability Innovation

Accelerating capability and commercialising solutions benefits from collaborative early market engagement. Accessing a broad supply base requires agile open and collaborative engagement with academia and industries of all sizes including non-traditional suppliers. Aligning Command priorities and funding the Open Innovation Laboratories (OIL) has been established to provide the mechanism for engagement. TD-Info is supporting Future Capability Group Innovation with their industry engagements with the intent of commercialising new and innovative Defence Capabilities. Email: [darin.tudor@teamdefence.info](mailto:darin.tudor@teamdefence.info)

Future Support

With a planning horizon out to 2040 the team is focused on creating the conditions today that will enable resilient and assured support in the future: Specific topics include:

- Future Support Operating Concept
- Supply Chain Capability Programme, Resilience and Network Design
- Implementation of the Defence Operational Energy Strategy (DOES) and Defence Energy Transition
- Sustainability, Circular Economics and Self sufficiency
- Support Innovation Research and Experimentation Plans

Email: [steve.green@teamdefence.info](mailto:steve.green@teamdefence.info)

Digital

The MOD community realizes the requirement for more direct industry engagement to harness the fast-paced changing environment and its technology in this area: Specific topics include:

- Future Test & Evaluation (T&E) - NOTAE (Research Development T&E) have launched the FATE (Future Advantage Through Evaluation) initiative
- Modeling & Simulation - DMSO (Defence Modeling & Simulation Office) have launched the DMSO (Defence Synthetic Environment Programme)
- Space – Space Command have provided a targeted task mandate to the Vanguard Space Team

Email: [darin.tudor@teamdefence.info](mailto:darin.tudor@teamdefence.info)

Future Additive Manufacturing Working Group

We are providing secretariat support to the Defence Support Transformation team. The group is focused on the delivery of Certification and Inventory Management Working Groups (WGs) as part of CDLS' Additive Manufacturing (AM) as a Service Challenge (Project TAMP). Through these WGs, an industry & MOD stakeholder community has been established, identifying key challenges and opportunities with the MOD vision of wider use of AM across the Defence Supply Chain. Email: [stu.odden@teamdefence.info](mailto:stu.odden@teamdefence.info)

Defence Support Digital Twin

The Defence Support Digital Twin Community of Practice promotes collaboration and mutually beneficial outcomes in the development of UK Digital Twin capabilities for Engineering, Equipment and Logistic Support across development lifecycles. Email: [steve.green@teamdefence.info](mailto:steve.green@teamdefence.info)

Artificial Intelligence in Defence

TD-Info work collaboratively on staging events to explore Artificial Intelligence (AI) application across Defence. Email: [tony.butler@teamdefence.info](mailto:tony.butler@teamdefence.info)

Defence Modelling & Simulation Office (DMSO)

TD-Info and the DMSO work collaboratively on developing future Modelling and Simulation services pan Defence. Email: [darin.tudor@teamdefence.info](mailto:darin.tudor@teamdefence.info)

Capability & Infrastructure

Delivery Continuity Executive

Early mitigation of threats to continuity of delivery, meeting needs of industry and MOD. Mutual understanding between providers and users in industry of MOD information services. Establishing more effective sharing and exchange of data, which improves decision making across contracts for Defence Support increased re-use of MOD information. Email: [vicky.shepherd101@mod.gov.uk](mailto:vicky.shepherd101@mod.gov.uk)

Natural Capital & Infrastructure (NC&I)

A Community of Practice focused on the natural capital and infrastructure domain engaging with the Defence Infrastructure Organisation (DIO) to address a range of initiatives and activities. Email: [elion.bailey@teamdefence.info](mailto:elion.bailey@teamdefence.info)

Defence Asset Management

A standing joint MOD, Defence Industry and the Institute of Asset Management (IAM) Community of Practice. The IAM is the Asset Management (AM) professional body and is represented by the IAM Southwest branch. Email: [elion.bailey@teamdefence.info](mailto:elion.bailey@teamdefence.info)

Strategic Base Resilience

Collaborative engagement between MOD and Industry to better understand and strengthen the UK's Adaptive Capacity available across the Strategic Base to support Military operations. Email: [gus.binnis@teamdefence.info](mailto:gus.binnis@teamdefence.info)

Skills, Learning & Development

ASD-STE100 Simplified Technical English\* (STE) Training Courses

ASD-STE100 Simplified Technical English (STE) is a controlled language used to make technical documents clear, concise, and easy to read. These courses are a practical introduction for anyone who needs to write in STE, like technical authors or engineers in any sector or discipline. Our ASD-approved STE trainer Ciaran Dodd delivers all our STE courses. To book a course, email: [ciarandodd@teamdefence.info](mailto:ciarandodd@teamdefence.info)

Joint Professional Development Working Group

Purpose: Establishing common methods of recognition for Supportability Engineering and Support Supply Chain Management professionals to UK Engineering Council Specifications. This includes Engineering Technologist (EngTech); Incorporated and Chartered levels. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

Projects

We usually have several specific projects under way. These may or may not be related to the activities on this chart. Please see the website for project details.

Vanguard

The Vanguard is a network of early careers professionals working collaboratively, in a commercially neutral forum to harness diversity of thought and drive progress across the Defence sector. We are continually looking for early career members for our Vanguard programme. For further details and to express interest, please contact Jack. Email: [tony.butler@teamdefence.info](mailto:tony.butler@teamdefence.info)

Current Workstreams

**Strategic Defence Review Analysis**  
Vanguard has undertaken a project to analyse the UK Strategic Defence Review from an 'early careers' perspective. The group is looking at a few key areas – AI & Autonomy, Data Management & Interoperability, and People & Skills/Image of Defence – evaluating how government recommendations can be effectively implemented, considering perspectives of those new to, and outside of, the UK Defence sector.

People and Skills

Vanguard is currently working with Strategic Command to provide early-stage research on how to refine the Value Proposition defence offers young people. This work will leverage our position as a pan-defence network of young people and will feed into the ongoing Generation Logistics effort within MOD. Future ambitions are to build on this research and contribute to similar initiatives across Defence.

Climate Change & Sustainability

The Sustainability workstream has provided support to a Defence Digital whitepaper, informed the Sustainable Digital Technology and Services Strategy Approach 2021 – 2025 and contributed to developing a paper exploring how through life sustainability and carbon impact will be considered in all future capability, acquisition, and equipment programmes.

Space

Space is supporting Space Command through the drafting of a white paper that covers "what should be the UK Defence's approach to commercial space integration". The core objective of this workstream is to build Space domains commercial awareness of the UK space sector over the next 3, 5 and 10 years to enable them to operate as an agile operator in the wider UK sector.

Future Technologies

The Future Technology & Image of Defence working group is currently focused on a new project to help promote and facilitate innovation in defence. By helping SME's with new technology enter the field and navigate this complex environment, we aim to accelerate forward thinking advancements



Standards

Integrated Product Support (IPS) Council

The IPS Council, with TD-Info representing UK Interests, brings together European and USA organisations to collaborate in the development, maintenance and promotion of the ASD/AIA S-Series IPS specifications. The IPS Council reports to the ASD in Brussels and the AIA in Washington. Service Commission Brussels: TD-Info has been elected to chair this senior European through life support enterprise and will lead at ASD Board level on IPS issues. Email: [phil.williams@teamdefence.info](mailto:phil.williams@teamdefence.info)

Joint Information Standards Co-ordination Team (JISCOT)

Coordinating the MOD and Industry representation in the identification, development, deployment and maintenance of a coherent set of standards to meet the needs of UK Defence. Focal point for UK discussion of S-Series of IPS specifications with opportunities to join the standards committees. Email: [ciarandodd@teamdefence.info](mailto:ciarandodd@teamdefence.info)

UK Member of the ASD-STE100 Simplified

**Technical English\* (STE) Maintenance Group**  
The Simplified Technical English Maintenance Group (STEMG) is an international group of representatives who maintain and update the STE standard that gives 53 rules, a dictionary of approved words, and underlying principles to produce technical documentation that is clear, concise, accurate and translatable. Ciaran Dodd is the UK member of the STEMG and an ASD-certified STE trainer. Email: To book a course, email: [ciarandodd@teamdefence.info](mailto:ciarandodd@teamdefence.info)

Simplified Technical English\* (STE) Support Team

The STEST-UK has representatives from leading UK organisations that use STE. The role of the STEST-UK is to present UK changes and recommendations to the STEMG and share developments in STE with UK organisations. Email: [ciarandodd@teamdefence.info](mailto:ciarandodd@teamdefence.info)

Def Stan 00-600 Working Group

Describing the context of IPS in the MOD, providing a guidance framework in which to contract for ILS in the procurement and in-service support of Defence products. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)



Events and Engagement

Digital Engineering

Support within the MOD continues to undergo transformation and modernisation to ensure our armed forces remain prepared and able to deliver effective, resilient, global operations well into the future. Digital Engineering is a highly informative forum for the 'Team Defence' community to discuss key initiatives, exchange information, strengthen relationships, and become engaged in collaborative MOD/Industry Working Groups. Email: [leynon.lark@teamdefence.info](mailto:leynon.lark@teamdefence.info)

SupportNet

SupportNet aims to promote a collective understanding of UK Defence's Support requirements and is delivered by Chief of Defence Logistic Support (CDLS) and his team to pursue engagement with industry, academia and international partners to optimise military logistics and support capabilities. SupportNet did not take place in 2025 so we look forward to the 2026 event. Due to this decision, the CDLS Team will be more active at our Town Hall meetings. This is especially the Town Hall in 2025. TD-Info also has a representative on the CDLS's Support Champions Board. Email: [julian.daymen@teamdefence.info](mailto:julian.daymen@teamdefence.info)

Defence Information (DI)

Bringing together MOD and Industry partners – the latter both as suppliers of Information and Communications Technology (ICT) products/services and as material providers who are users of the same ICT. DI provides an advisory change management board for users of MOD products and services operating outside the MOD estate. Email: [steve.shepherd@teamdefence.info](mailto:steve.shepherd@teamdefence.info)

Town Hall Meetings

The TD-Info Town Hall is a quarterly face-to-face and virtual meeting which shares the latest information from the MOD and the range of TD-Info activities. Due to no SupportNet25, the CDLS Team will be more active in the Town Hall meetings. Email: [ed.coleman@teamdefence.info](mailto:ed.coleman@teamdefence.info)

Member Showcase Events

A Series of Events designed to help our members showcase their capabilities and services to the MOD and Industry, across the TD-Info membership base. Email: [andy.whatman@teamdefence.info](mailto:andy.whatman@teamdefence.info)

Website

The TD-Info website ([www.teamdefence.info](http://www.teamdefence.info)) is TD-Info's primary communication channel publishing papers, activity updates. Lasting forthcoming events including ticket booking options. For more information about the website content please email: [graham.smith@teamdefence.info](mailto:graham.smith@teamdefence.info)

Social Media

TD-Info is active on [LinkedIn](https://www.linkedin.com/company/teamdefence), follow us to hear updates on working groups, future events and relevant industry news.

Marketing and Communications:

For questions on Marketing and Communications. Email: [jack.thompson@teamdefence.info](mailto:jack.thompson@teamdefence.info)

Membership and Customer Engagement

For questions on Membership and for more information on the benefits and being a TD-Info member contact our team. Email: [julian.daymen@teamdefence.info](mailto:julian.daymen@teamdefence.info)  
[andy.whatman@teamdefence.info](mailto:andy.whatman@teamdefence.info)  
[graham.smith@teamdefence.info](mailto:graham.smith@teamdefence.info)

General Enquiries:

For general enquiries. Email: [admin@teamdefence.info](mailto:admin@teamdefence.info)



Phil Williams  
Managing Director

Sue Russell

Kelly Gough

Demi Bowler

Ed Coleman

Graham Smith

Leyton Lark

Andy Whatman

Julian Daymen

Darin Tudor

Steve Green

Tony Butler

Sue Binns

Ciaran Dodd

Al Goody

Luca Leone

Andy Corbett

Stu Olden

Elion Bailey

Adrian Page

Nigel Jones