

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 for further information about the topics identified in this chart.

**Activities Overview Chart
Spring 2026**

Governance

Defence Industrial Joint Council

The Defence Industrial Joint Council (DJIC) 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.

Lead Sponsors Group

A regular Lead Sponsors representatives meeting, to share perspectives and provide input into the strategic direction of Defence Industry.
 Email: phil.williams@teamdefence.info

3rd 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, DEAS, Defence Digital and Defence Support. Posts currently held by Vice Admiral Andy Kite, CDLS, General Simon Hamilton Deputy CEO, DEAS and Charlie Forte, MOD CIO. Email: 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 3rd 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

Information

Digital Enablers
 To promote coherence between TD-Info's digital activities, we have drawn together individual digital workstreams under the Digital Enablers Community of Interest (DECO) umbrella.
tony.butler@teamdefence.info

Integration (IWG)
 The Integration Working Group (IWG) is concerned with the multi-domain, operational/tactical layer of digital capability. Focused on the war fighter's digital requirements that underpin operational advantage, the IWG comprises a network of subject-matter experts from across the Defence industrial landscape.
tony.butler@teamdefence.info

Digital Infrastructure Group (DIG)
 The Digital Infrastructure Group (DIG)'s principal focus is on preparing for the next-generation of digital backbone but, additionally, includes work on individual digital capabilities – including component elements of collaborative working environments (CWEs) – as well as coordinating relevant outputs from the AI Expert Group (AIEG) and the Defence Quantum Computing Group (DQCG).
tony.butler@teamdefence.info

Knowledge Management
 Leading our knowledge mobilisation agenda to enable effective exploitation of the digital capabilities delivered to war fighters (in the IWG) and in supporting networks (from the DIG). This community of practice is exploring the ways and means of enhancing user value for data and information, turning knowledge into action – across the Defence ecosystem.
nigel.jones@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.
andy.corbett@teamdefence.info

Information Security Forum
 Collaboratively developing guidance, policy and certification key messages to members and, where appropriate, broader stakeholders on Information Security and Assurance matters.
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.
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.
andy.corbett@teamdefence.info

Trading Forum
 A forum for Industry and the MOD to support and drive the design, implementation and exploitation of the MOD's Procurement Systems (WGs) as part of CDLS' Additive Manufacturing (AM) as a Service Challenge (Project TAMPA). 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.
stu.oiden@teamdefence.info

Support

Integrated Product Support (IPS)
 A Community of Practice which aims to improve Supportability Engineering and IPS standards / specifications, processes (technical and management) and training.
leyton.lark@teamdefence.info

Supportability Modelling & Analysis
 A Community of Practice seeking to identify and promote good practice in support and life cycle cost modelling across UK Defence.
leyton.lark@teamdefence.info

Do Support Better By Doing Support Differently
 A working group which has been tasked by CDLS to capture observations of what can be done better and provide suggestions for Support improvement.
alan.goody@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.
leyton.lark@teamdefence.info

Obsolescence Management Working Group
 A working group to develop Policy, Advice and Guidance on Obsolescence Management.
leyton.lark@teamdefence.info

Packaging for Equipment Acquisition & Support
 A Community of Practice 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.
leyton.lark@teamdefence.info

Committee for Defence Equipment Reliability & Maintainability (CODERM)*
 A committee focused on equipment Reliability and Maintainability (R&M) practices.
leyton.lark@teamdefence.info

Committee for Automatic Testing Systems for Defence*
 This committee enables MOD and industry to work and agree on best practices for Automatic Test Systems (ATS).
leyton.lark@teamdefence.info

Technical Documentation*
 A working group to support the MOD's strategy for technical documentation.
leyton.lark@teamdefence.info

*MOD led activities.



'Futures' (incl. Sustainability)

UK Defence Innovation (UKDI)
 UKDI was launched in July 2025 creating a central point of reference under the NAD. The UKDI key mission is accelerating the UK's innovation capabilities. UKDI aspires to overcome the slow contracting and risk averse processes currently shaping the MOD by acting as a single point of entry for IMPs (Industry Mission Partners), paying particular attention to SMEs and by supporting WarDev experimentation, so military users can test capabilities before full-scale procurement. It will also create competitive selection models to ensure effective investment.
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
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 TD are supporting include:
 • Future Test & Evaluation (T&E) – RD&E (Research Development T&E) have launched the FATE (Future Advantage Through Evaluation) initiative
 • Modeling & Simulation – DMSO (Defence Modeling & Simulation Office) have launched the DSEP (Defence Synthetic Environment Programme)
 • Space – Space Command have provided a targeted task mandate to the Vanguard Space Team
darin.tudor@teamdefence.info

Additive Manufacturing Working Group
 We are providing secretarial support to the Defence Support Transformation team, Strategic Command, in the delivery of Certification and Inventory Management Working Groups (WGs) as part of CDLS' Additive Manufacturing (AM) as a Service Challenge (Project TAMPA). 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.
stu.oiden@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.
darin.tudor@teamdefence.info

Defence Modelling & Simulation Office (DMSO)
 TD-Info and the DMSO work collaboratively on developing future Modelling and Simulation services pan Defence.
darin.tudor@teamdefence.info



Capability & Infrastructure

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.
elon.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.
elon.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.
sue.binns@teamdefence.info

Learning

ASD-STE100 Simplified Technical English* (STE) Training Course
 ASD-STE100 Simplified Technical English (STE) is a controlled language used to make technical documents clear, concise, and easy-to-read. This course is a practical introduction for anyone who needs to write in STE. Our ASD-approved STE trainer Ciaran Dodd delivers all our STE courses. To book a course contact:
ciarandodd@teamdefence.info

Professional Development
 A Working Group to establish common methods of recognition for Supportability Engineering and Support/Supply Chain Management professionals to UK Engineering Council Specifications.
leyton.lark@teamdefence.info

Projects

We typically have several 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 TD-Info Vanguard (TD-V) is a network of professionals working collaboratively, in a commercially neutral forum to harness diversity of thought and drive progress across the Defence sector. We seek to contribute fresh perspectives. We are continually looking for early career members for our Vanguard programme. cleanor.perry118@mod.gov.uk

Workstreams

People and Skills
 After developing a report on the retention issues across Defence, and the strengths and weaknesses of the sector, this workstream is moving under new sponsorship to further investigate the impacts of each of the key areas of strength and weakness.

Sustainability in Defence
 The sustainability workstream aims to tackle arising issues within the Defence atmosphere, primarily the culture of neglecting environmental considerations. We aim to investigate the roots of these causes and possible solutions. This workstream is currently passed until sufficient resource becomes available to tackle these activities.

Space & Defence
 The Space workstream is currently in the process of developing a white paper to submit to Space Command for review. Other involvement surrounds the development of a strong customer base for Space Command and review of the Space Strategy to better understand its impact on Space Command.

Future Technologies
 The Future Technology workstream focuses on innovation and emerging capability within defence. With a current focus on the application & challenges of agentic AI in defence, previous topics have included digital interoperability, collaboration, and SME entry to UK defence. The group has an emerging focus on autonomy and autonomous systems.



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.
phil.williams@teamdefence.info

Standards Co-ordination
 A Working Group coordinating MOD and Industry representation to meet the needs of UK Defence for standards development, use and maintenance. The primary focus is the IPS S-Series set of specifications.
julian.dayment@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. To book a course contact:
ciarandodd@teamdefence.info

Simplified Technical English* (STE) Support Team UK
 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.
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.
leyton.lark@teamdefence.info



Events & Engagements

National Armaments Director Group Digital Engineering Conference
 The Digital Engineering conference 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 work. leyton.lark@teamdefence.info

Defence Information (DI) Conference
 Bringing together MOD and Industry the DI conference provides an opportunity to exchange timely insights, investment plans and perspectives that assist joint delivery of optimised and aligned 'force multiplier' capabilities across the defence enterprise.
luca.leone@teamdefence.info

Defence Energy Conference
 Brings partners together to build shared clarity joining defence, energy resilience and industrial capability. In a complex and uncertain environment, no single organisation holds the full picture.
steve.green@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 COLS Team will be more active in the Town Hall meetings.
ed.coleman@teamdefence.info

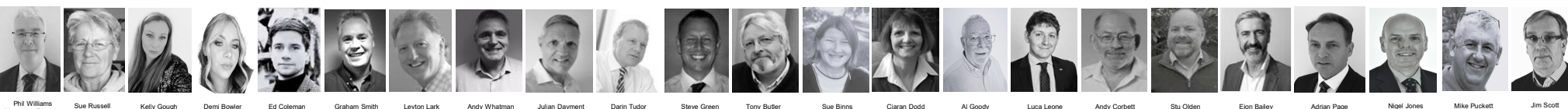
Member Showcase Events
 A series of events designed to help our members showcase their capabilities and services to the MOD and industry, across the TD-Info membership base.
andy.whatman@teamdefence.info

UK Council for Logistics Engineering Professionals (UKCLEP)
 UK CLEP is an independent forum to draw people together to advance the defence and security profession in the UK. TD-Info embraces and supports UK CLEP by facilitating its activities.
alan.goody@teamdefence.info

Southwest Regional Defence and Security Cluster
 Via our vice-chair role, we support this initiative which enhances the defence and security capabilities of the UK Southwest region fostering partnerships between industry, academia and government.
leyton.lark@teamdefence.info

Membership
 For membership questions.
andy.whatman@teamdefence.info
julian.dayment@teamdefence.info

General Enquiries
 For general enquiries. admin@teamdefence.info



Phil Williams Managing Director, Sue Russell, Kelly Gough, Demi Bowler, Ed Coleman, Graham Smith, Leyton Lark, Andy Whatman, Julian Dayment, Darin Tudor, Steve Green, Tony Butler, Sue Binns, Ciaran Dodd, Al Goody, Luca Leone, Andy Corbett, Stu Oiden, Eion Bailey, Adrian Page, Nigel Jones, Mike Puckett, Jim Scott