

SDR One Year On: A Singular Digital Function Reforming, Integrating & Delivering with Industry

Day One – 8 July 2026

SETTING DEFENCE UP FOR SUCCESS

Day 1 builds the strategic and structural foundations for Defence's digital transformation, progressing from intent to operating models, and exemplary case studies from MOD and Industry

Delegates will attain a shared understanding of how the unified Digital Function will change how Defence operates and works with industry

Opening Plenary: Delivering Transformation

How SDR and DIS are shaping Defence's digital future, unifying the Digital Function, strengthening industry partnerships, and creating the conditions for delivery at wartime pace

0850-0855	Welcome to DI26	Phill Williams, Managing Director of Team Defence – Information
0855-0900	Digital – The Strategic Imperative	Moderator to be confirmed
0900-0930	From Strategic Vision to Digital Advantage – Delivering on the SDR Recommendations	Speaker to be confirmed – Chief Digital Information Officer (CDIO)
0930-1000	An Industry Perspective – What industry needs from Defence to deliver at pace	Gareth Hetheridge, CIO Leonardo
1000-1045	Panel Q&A	Chair: To be confirmed
1045-1115	Break – Please Visit the Exhibition	

Early Careers Professionals Challenge

A fast, provocative talk from Defence's early-career professionals on why the next generation's digital skillset, including AI and cyber, must be embraced now to keep pace with an accelerating world

1115-1130	TED Talk by TDI-Vanguard Future-Ready Defence: The Next Generation Skillset We Can't Afford to Ignore	<ul style="list-style-type: none"> Molly Cockin, MOD Ciara Cassidy, MOD
1130-1145	Panel Q&A	Chair: To be confirmed

Panel 1: The Digital Function

How the Digital Function will ensure digital and data are central to meeting Defence outcomes and enabling the Integrated Force

1145-1200	The Digital Function – Singular, Integrated and Unified	Claire Fry, Director Functional Integration Or Doug Parrant, Head Digital Function, Capability and Communications, Defence Digital
1200-1215	Integration by Design – The Digital Backbone and Digital Targeting Web	Speaker to be confirmed – Defence Chief Technology Officer
1215-1230	Digital enablement through a common digital foundation of data	Stuart McKillop, Director Defence Data Office, Defence AI Centre and Digital Business Partnering (CAIDO)

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1230-1245	Transforming Cyber Resilience	Eleanor Fairford, Director Cyber Defence and Risk
1245-1300	The role of Digital & Data in building NAD Group	Nigel Shaw, Corporate CIO, NAD Group
1300-1315	Panel Q&A	Chair: To be confirmed
1315-1400	Lunch – An opportunity to Network and Visit the Exhibition	
Guided Conversation: Commercial Transformation in Defence – How the Eleven Digital Levers Change the Game A focused, interactive conversation with Defence Commercial on how the eleven levers of Digital will transform procurement pace, partnership, and value across the Defence-Industry ecosystem		
1400-1515	How the Eleven Commercial Digital Levers Change the Game <ul style="list-style-type: none"> Optimised & Mandated Routes to Market – Case Studies, Commercial-X, ASGARD Spiral & Agile by Design – A revitalised system for science and technology and innovation Q&A 	<ul style="list-style-type: none"> Victoria Cope, Commercial Director Enterprise (Conversation lead) Harrison Talbot-Brown, Defence Commercial Industry Collaboration and Strategic Supplier Management Bella Goldstein, Commercial-X James Gavin, Deputy Director UKDI Speaker to be confirmed – SME
1515-1545	Break – Please visit the Exhibition	
Panel 2: Decision Making at the Speed of Relevance How secure data, AI and federated architectures are enabling timely decision advantage across military domains People and skills matter most when combined with technology that enhances their decision-making		
1545-1600	The shift towards greater use of autonomy and Artificial Intelligence within the UK's conventional forces	Brig Caroline Woodbridge-Lewin, Defence AI Centre (DAIC) Head
1600-1615	The Rapid AI in Defence (RAID) Task Force	Col Andy Nicklin, Deputy Director RAID TF
1615 – 1630	Making it real – ASGARD	Col David Haslam, Project ASGARD
1630-1645	Panel Q&A	Chair: Esme Phelps, AtkinsRealis
Panel 3: Innovation and Industrial Power for Competitive Advantage Embracing innovation within the defence sector is a strategic imperative for maintaining competitive advantage		
1645-1700	The power of SMEs – Innovating for Defence	Speaker to be confirmed
1700-1715	Placeholder: <i>Increasing Supply Chain Security – the Digital Product Passport</i>	Speaker to be confirmed
1715-1730	Making it real – Lessons from Estonia: learning digital resilience the hard way	Andres Raiste, Public Sector Global Senior Vice President, Nortal
1730-1745	Panel Q&A	Chair: To be confirmed
1745-1800	Wrap Up Day One – Phil Williams , MD, TD-Info	
1800-2000	Network Extra – hosted by TD-Info, a less formal networking opportunity. Hot buffet and bar provided	

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Day Two – 9 July 2026

TRANSFORMING UK WARFIGHTING		
Day 2 shifts to operational delivery: the frontline difference digital makes		
Keynote: Learning the Lessons		
Insights from conflict and NATO adaptation, and what Defence must apply with urgency		
0900-0905	From Strategic Vision to Operational Delivery	Opening through a recap of Day 1 and outline of Day 2
0905-1005	Gaining competitive advantage through learning lessons from operational theatres	Maj Mark Dowds, Integrated Warfare Centre
1005-1030	Building the Integrated Force through NATO Interoperability	Speaker to be confirmed
1030-1100	Panel Q&A	Chair: To be confirmed
1100-1130	Break – Please Visit the Exhibition	
Panel 4: Delivering the Integrated Force		
Providing Industry with a framework to interface with the Digital Targeting Web		
Strategic Intent needs Purposeful Delivery		
1130-1200	Making it real – Focused look into the Digital Targeting Web (DTW)	<ul style="list-style-type: none"> Brig Rich Alston, Deputy Director Integrated Cyber and Electro Magnetic Effects Rich Allen, Senior C4ISTAR Technologist John Wharton, Head of DTW Design Authority
1200-1220	Making it Real – DTW Project	Speaker to be confirmed
1220-1230	Panel Q&A	Chair: To be confirmed
Panel 5: Unleashing Innovation		
Technology, Foresight, and Experimentation: What does the Future Hold?		
1230-1250	Gartner – Predictions of Digital Trends for DI27 and beyond	Speaker to be confirmed – Gartner
1250-1300	Summary and wrap up of DI26 and a look ahead to DI27	Phil Williams, MD, TD-Info
1300-1400	Lunch – Please Visit the Exhibition	

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DAY 2 – WORKSHOP

Delivering the Digital Targeting Web

“...we will invest more than £1bn to integrate our Armed Forces through a new Digital Targeting Web delivered in 2027,” Strategic Defence Review

After two days of briefings, discussion, and insights, you will have begun to envision what Defence’s digital future could be. Now seize one of the limited places in a hands-on- workshop focused on one of the most important programmes shaping that future: the **Digital Targeting Web** (DTW).

The **Strategic Defence Review** sets out a bold ambition: more than **£1 billion** invested to deliver a DTW by **2027**: a common digital foundation linking sensors, deciders, and effectors across every domain, enabling the UK’s Armed Forces to operate at “machine speed.” It is one of the most ambitious digital undertakings in a generation.

But ambition on paper and delivery in practice are very different challenges. The technology is evolving fast, the timeline is tight, and success depends on a new level of partnership between MOD and industry.

DI26 will conclude with a two-hour, deep dive workshop on one of Defence’s most ambitious digital programmes: the Digital Targeting Web.

Building on the insights of DI26, participants will work together at facilitated tables to tackle the real delivery challenges of implementing the DTW at pace, from secure data sharing and human-machine decision-making to edge operations, interoperability, and the digital workforce.

The insights will be captured and shared with participants and the DTW delivery team, providing a tangible contribution to the programme’s path to success and a great way for you to consolidate your learning from DI26.

Places are limited: this is your opportunity to help shape how MOD and Industry deliver the DTW together.

Be in the room where ideas can turn into delivery.