

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

Day One – 8 July 2026

SETTING DEFENCE UP FOR SUCCESS

Building 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 Address: 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

0850–0900	Welcome to DI26	Phil Williams, Managing Director of Team Defence – Information
0900–0930	From Strategic Vision to Digital Advantage – Delivering on the SDR Recommendations	Claire Fry – Interim Chief Digital Information Officer (CDIO)
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		
0930–0945	The Digital Function – Singular, Integrated and Unified	Brig Jamie Balfour, Interim Director Functional Integration
0945–1000	From Abstract Strategy to Deployed Reality: Driving Defence Capability Through Deliberate Technical Choice	Silvia Grant, Representing the Defence Chief Technology Officer
1000–1015	Digital Enablement through a Common Digital Foundation of Data	Stuart McKillop, Interim Director Defence Data Office, Defence AI Centre and Digital Business Partnering (CAIDO)
1015–1030	Transforming Cyber Resilience	William Rimington, Representing the Director Cyber Defence and Risk
1030–1045	The Role of Digital & Data in Building NAD Group	Nigel Shaw, Corporate CIO, NAD Group
1045–1100	Panel Q&A (with CDIO on the Panel)	Chair: Graham Curtis, Accenture
1100–1130	Break – Please Visit the Exhibition	
Panel 2: Driving Growth Through MOD and Industry Innovating as One Defence One year on from the publication of the Defence Industrial Strategy, this Panel explores how digital transformation is reshaping MOD–industry relationships, from commercial reform to innovation and SME access		
1130–1145	Partnering for Digital Advantage: The Industry View	Gareth Hetheridge, CIO Leonardo
1145–1200	How the Eleven Commercial Digital Levers Change the Game	Victoria Cope, Commercial Director Enterprise
1200–1215	Strengthening Partnership through the Defence Industry Joint Council (DIJC)	Harrison Talbot-Brown, Deputy Director Industry Engagement and Collaboration

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1215–1230	UK Defence Innovation (UKDI) and its Demand Signals	James Gavin, Deputy Director UKDI
1230–1245	Panel Q&A	Chair: Luca Leone, CEO Kahootz
1245–1345	Lunch – An opportunity to Network and Visit the Exhibition	
Lessons from Operations: Experience into Action Drawing directly on recent operational lessons, this address explores what needs to change, what has worked, and how Defence is turning hard-won lessons into practical action to shape capability, digital transformation, and digital advantage		
1345–1415	Insights for UK Warfare Development from Russia's war against Ukraine	Maj Mark Dowds, Integrated Warfare Centre
Panel 3: Decision Making at the Speed of Relevance How secure data, AI and federated architectures are enabling timely decision advantage across military domains		
1415–1430	Foundations, Foresight and Frontiers: the Defence AI Centre's Strategic Direction	Brig Caroline Woodbridge–Lewin, Defence AI Centre (DAIC) Head
1430–1445	Bringing AI to Life in Mission Critical Scenarios	Ajay Chakravarthy, UK's Chief AI Officer, Thales
1445–1500	Digital Defence as a System: From AI Foundations to Operational Effect	George Carter, CEO Darter and RAF Digital Strategic Advisor
1500–1515	From Mechanisation to ASGARD DECIDE: Human Judgement in the Digital Age	Col David Haslam, Assistant Head ASGARD DECIDE
1515–1530	Panel (with Maj Mark Dowds) Q&A	Chair: Kash Addepally, CTO TLM Nexus
1530–1600	Break – Please visit the Exhibition	
Panel 4: Innovation and Industrial Power for Competitive Advantage Embracing innovation within the defence sector is a strategic imperative for maintaining competitive advantage		
1600–1615	Exploiting Latent Technologies	David Flanagan, Everfox
1615–1630	Title to be confirmed	Speaker to be confirmed, IBM SiXworks
1630–1645	How democratic digital states can defend themselves in the age of AI	Priit Liivak, Chief Government Technology Officer, Nortal
1645–1700	Panel Q&A	Chair: Ollie Cowdry, Civica (TDI Vanguard)
1700–1715	Wrap Up Day One – Phil Williams, MD, TD–Info	
1715–2000	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		
The difference digital makes to the frontline		
Keynote: Establishing a More Lethal ‘Integrated Force’ Equipped for the Future		
“The world has changed. The threats we now face are more serious and less predictable than at any time since the Cold War, including war in Europe, growing Russian aggression...,” Strategic Defence Review		
0855–0900	From Strategic Vision to Operational Delivery	Phil Williams, Managing Director of Team Defence – Information
0900–0930	Title to be confirmed – Transitioning Ukraine from War to Peace: A Strategic Outlook	Maj Gen Duane R Miller, Deputy Commanding General of Security Assistance Group-Ukraine, US Department of Defense
0930–0945	Innovation at War Speed: Lessons in Innovation from Ukraine	Quinci Martin, U.S. Marine Corps/Booz Allen, US Office of Defense Cooperation/London Business School
0945–1000	Title to be confirmed – Alternative Capability Funding Approaches for High-risk, High-value Military Capabilities	Air Marshal Andrew Turner CB CBE, Chief Executive Saibre Capital
1000-1015	The Unseen Warfighter	Fiona Scott, Defence Nuclear Enterprise Chief Information Officer
1015–1030	Panel Q&A	Chair: Jim Scott, DefTechConsulting Ltd
1030–1100	Break – Please Visit the Exhibition	
Investing in Talent: Building Defence’s Digital Future		
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		
1100–1115	TED Talk by TDI-Vanguard	- Molly Cockin, MOD - Ciara Cassidy, MOD
	Unlocking Diverse Skillsets in the Digital Age	
1115–1130	Panel Q&A	Chair: Spencer Walters, 1eQ
Panel 5: Delivering the Integrated Force		
Providing Industry with a framework to interface with the Digital Targeting Web		
Strategic Intent needs Purposeful Delivery		
1130–1145	The Integrated Approach to Defence & The Contribution from Industry	- Chris Parker, Director Government Strategy, Fortinet - To be confirmed – Lt Col Andy McGrane, C4ISTAR Capability, Strategic Branch –

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1145–1215	Making it real – A Focused look into the Digital Targeting Web (DTW)	- Brig Rich Alston, Deputy Director Integrated Cyber and Electro Magnetic Effects - Rich Allen, Senior C4ISTAR Technologist - John Wharton, Head of DTW Design Authority
1215–1230	The All-Domain Data Interoperability Capability – Regearing Defence Data	Guy Bewsher, Nexor
1230–1245	Panel Q&A	Chair: Dan Edmunds, Espanaro
Panel 6: Seizing New Technology Opportunities Technology, Foresight, and Experimentation: What does the Future Hold?		
1245–1300	Predictions of Digital Trends for DI27 and beyond	Dicky Gray, Senior Director Analyst, Gartner
1300–1315	Panel Q&A Summary and wrap up of DI26 and a look ahead to DI27	Phil Williams, MD, TD–Info
1315–1400	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 and interoperability.

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 wonderful way for you to use your learning from DI26 immediately.

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.