



**telent**

Part of M Group

# User Story: Evolving with ELM & Maximising Benefits

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Amardeep Dhillon – Head of Engineering Assurance

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# Amar Dhillon

## Head of Engineering Assurance

Joined Telent in 2019 after a period across the defence sector working from software & systems engineering through to senior engineering management roles on major projects

- Degree in Electronics and Satellite Engineering (MEng), CEng, member of IET, MBA
- Working towards Certified Systems Engineering Practitioner (CSEP) and IfSE/INCOSE member
- Director at NICC Standards Ltd and Telent representative
- Co-chair of the University of Surrey MBA Advisory board





## **Jo Teraud**

Senior Engineer – Requirements

BCS Analyst Practitioner

ISTQB Advanced Certified

Been with Telent since 2019 (previously with the Law Society/Solicitors Regulation Authority)



## **Shaheen Iqbal**

Engineering Manager – Test & Assurance

Joined Telent in 2020

Prior 18 years as a Test Manager for a variety of clients across a range of sectors

35+ years ago started as a developer



# Agenda

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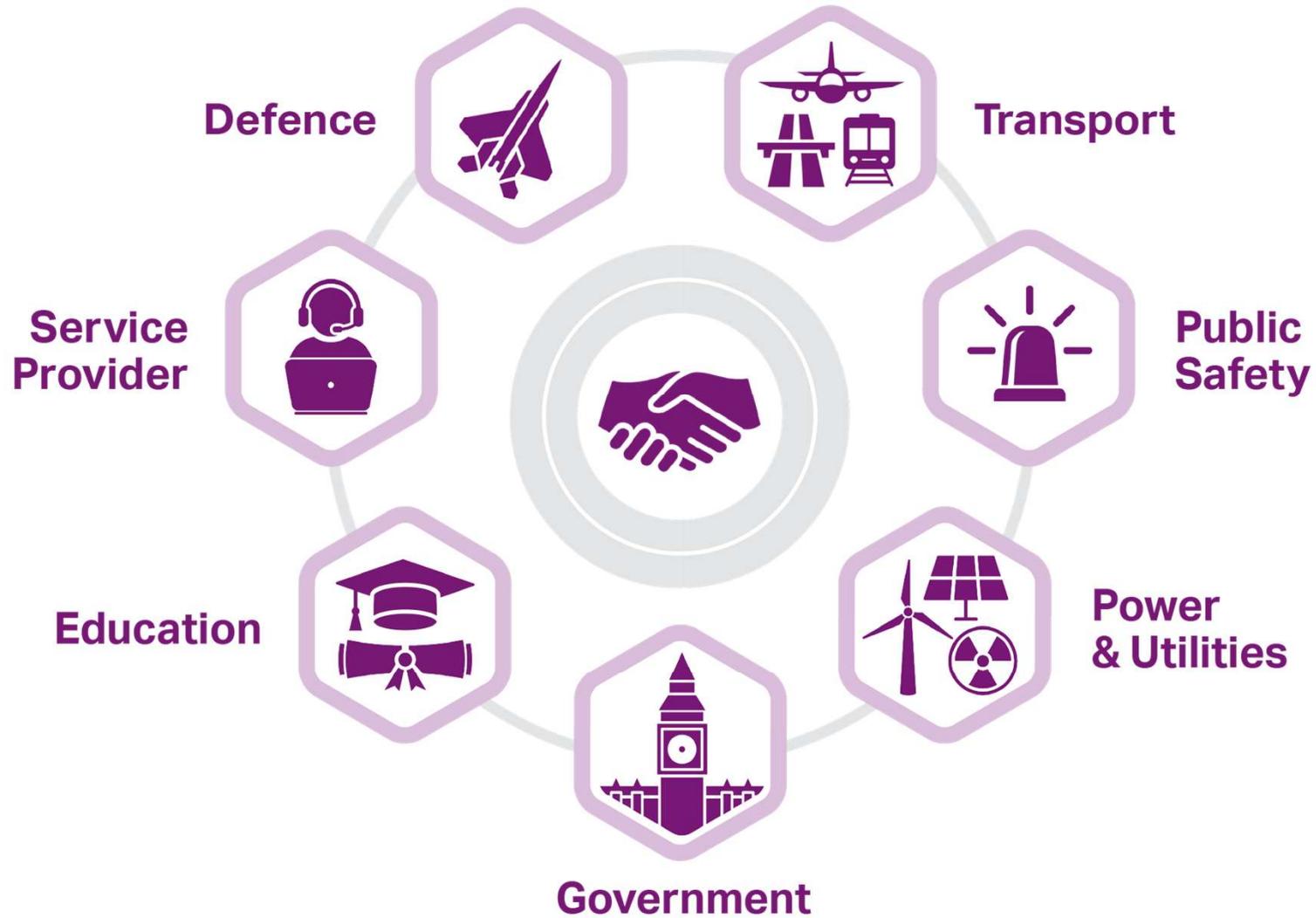
# Introduction to Telent & M Group

# Keeping the UK & Ireland Connected & Protected

We are a leading technology company and specialist in the design, build, support and management of the UK's critical digital infrastructure, drawing on decades of experience in mission critical communications and technology



# Trusted partner for organisations providing UK critical services



# At the heart of the UK's Digital Infrastructure

Networks



Safety & Security



Control & Automation



National Digital Infrastructure



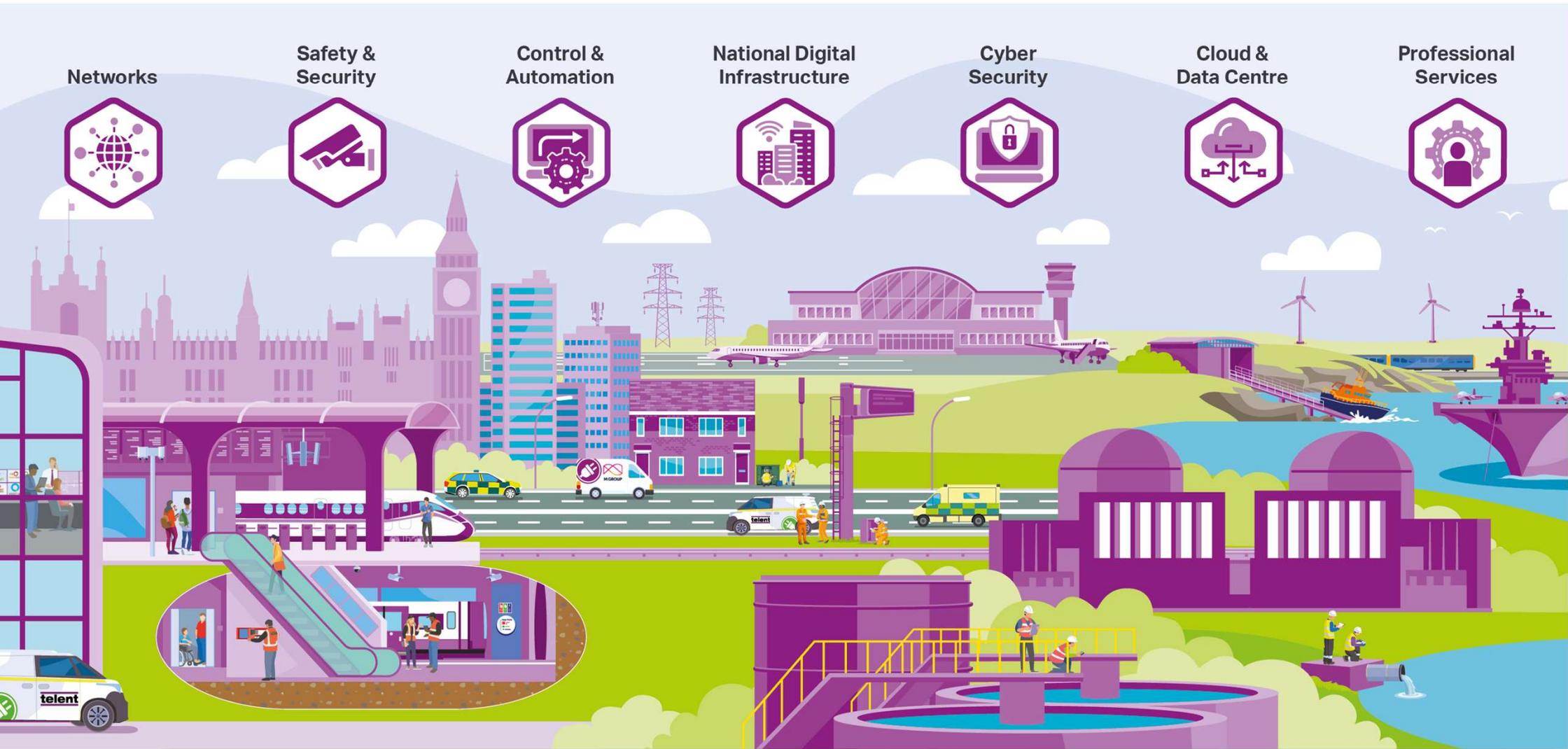
Cyber Security



Cloud & Data Centre



Professional Services



# Complete lifecycle

## DESIGN

Detailed design is central to our design, plan, build approach.

Competencies are assessed and resourced to meet telecoms project demands.

## MANAGE

Telent delivers managed services with cost certainty and continuous improvement.

Flexible support spans single technologies to full ICT estate management.

## DEPLOY

Nationwide field force installs and integrates technologies across varied environments.

Deployment meets safety, compliance, and manufacturer standards across market sectors.

## SUPPORT

Multiple 24/7 operational centres offer tiered technical and network support.

Nationwide engineering force delivers planned and reactive maintenance backed by SLAs.

## TRANSFORM

Ensuring existing infrastructure is stabilised before phased transformation to new technology.

Transition ensures uninterrupted services while upgrading to future-ready systems.

# Our customers

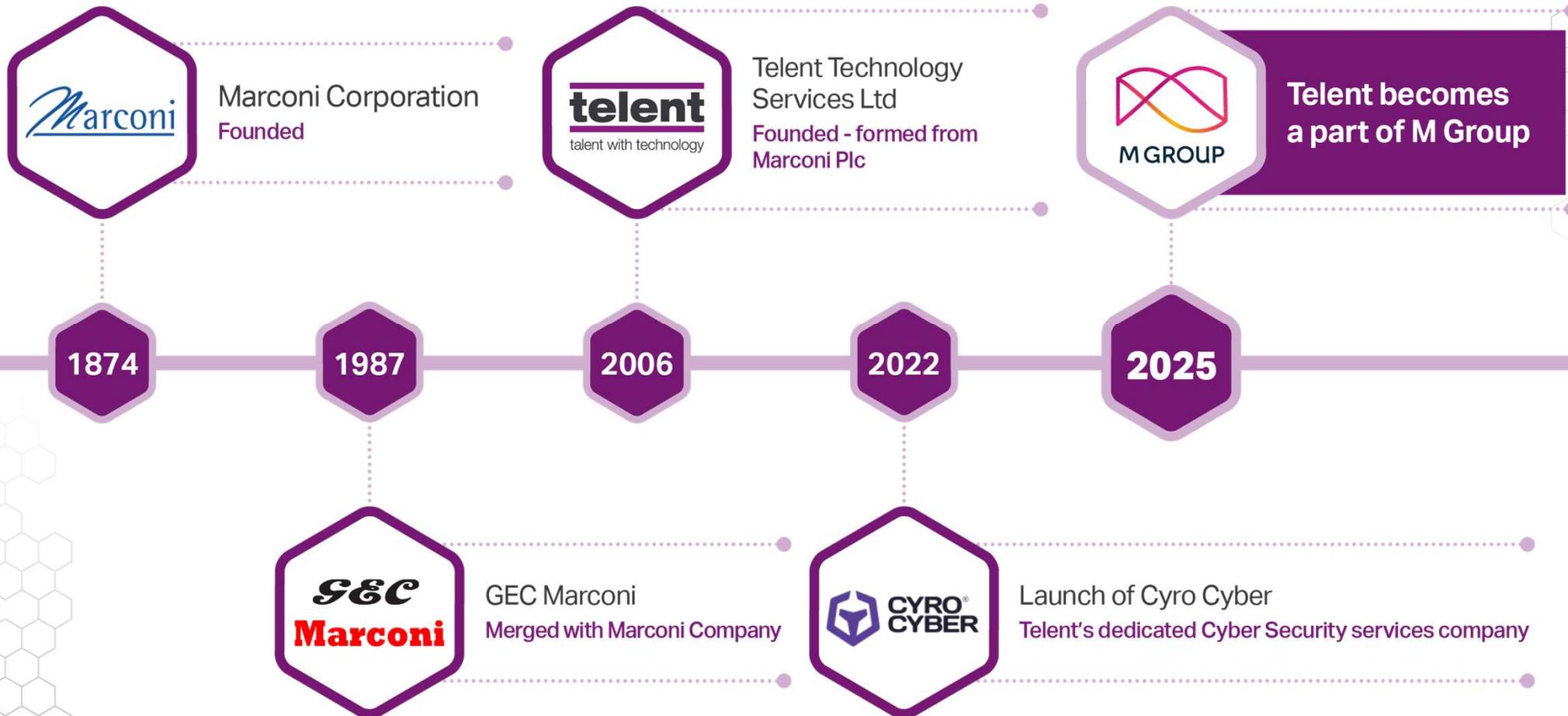


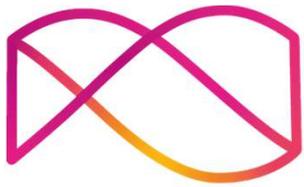
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# Strategic Partners



# Telent's Journey





M GROUP

Maintaining, renewing and  
reimagining infrastructure services



**telent**

# Introduction to M Group



5

Client facing divisions  
Water, Telecom, Energy,  
Rail & Aviation and Highways

1

Specialist  
group  
support  
solution  
Plant & Fleet

13,000+

People and growing\*

250+

Locations across UK &  
Ireland

£3.0bn

PF Turnover LTM

0.03 AFR

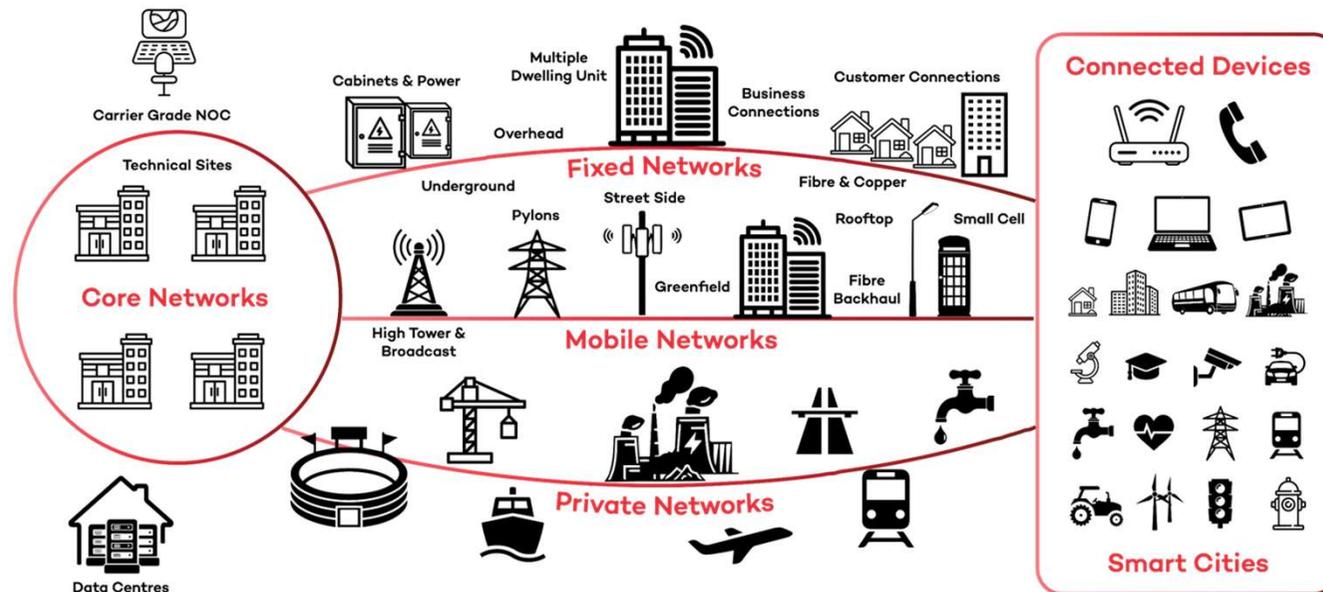
Health and Safety track record  
(LTM)

Innovating

since 1884

**telent**

# M Group Technology & Telecom division



**4,600+**  
People

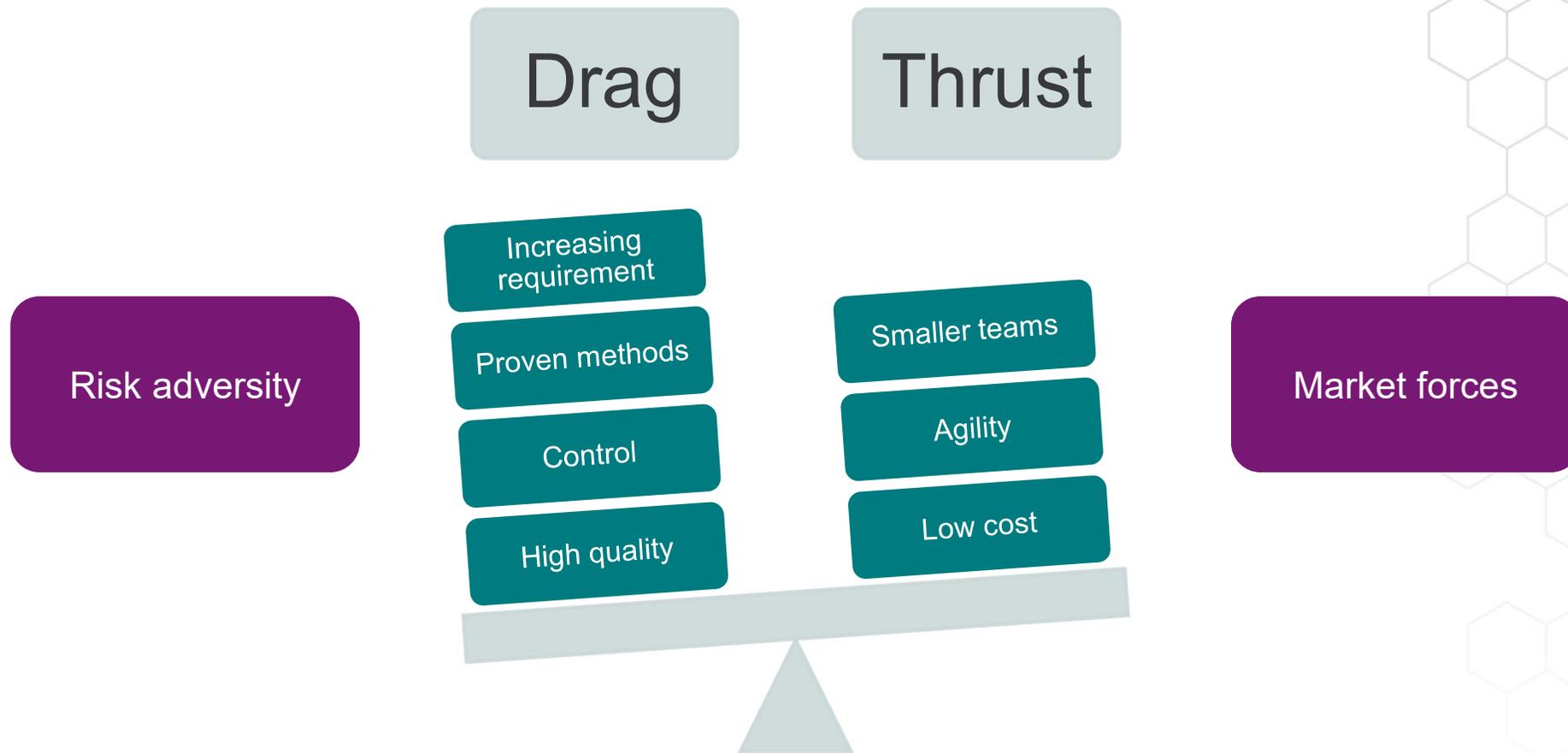
**£1.1bn**  
Turnover FY26

**Broadest scope capability**  
from core network technology to in-home

**80**  
Locations across UK & Ireland

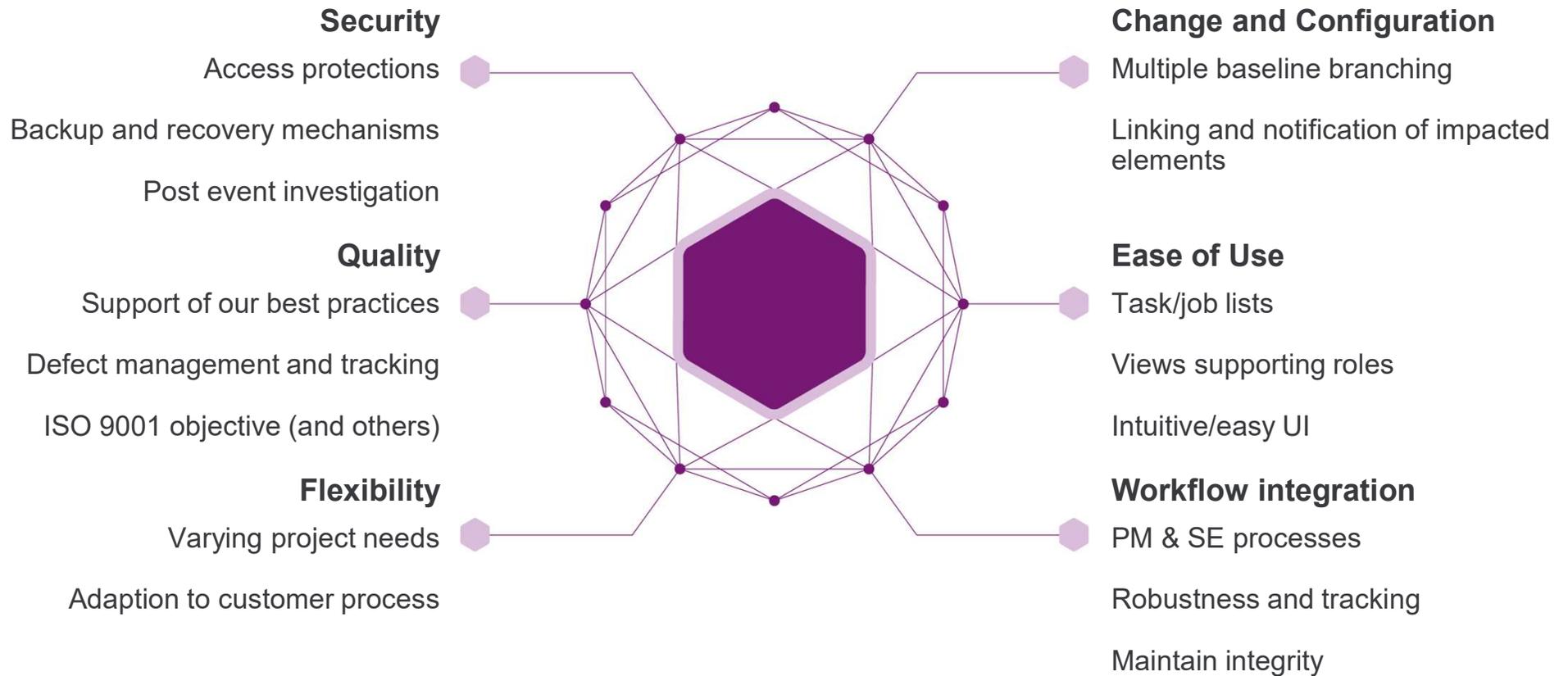
# What Is Needed

# Customer Opposing Drivers



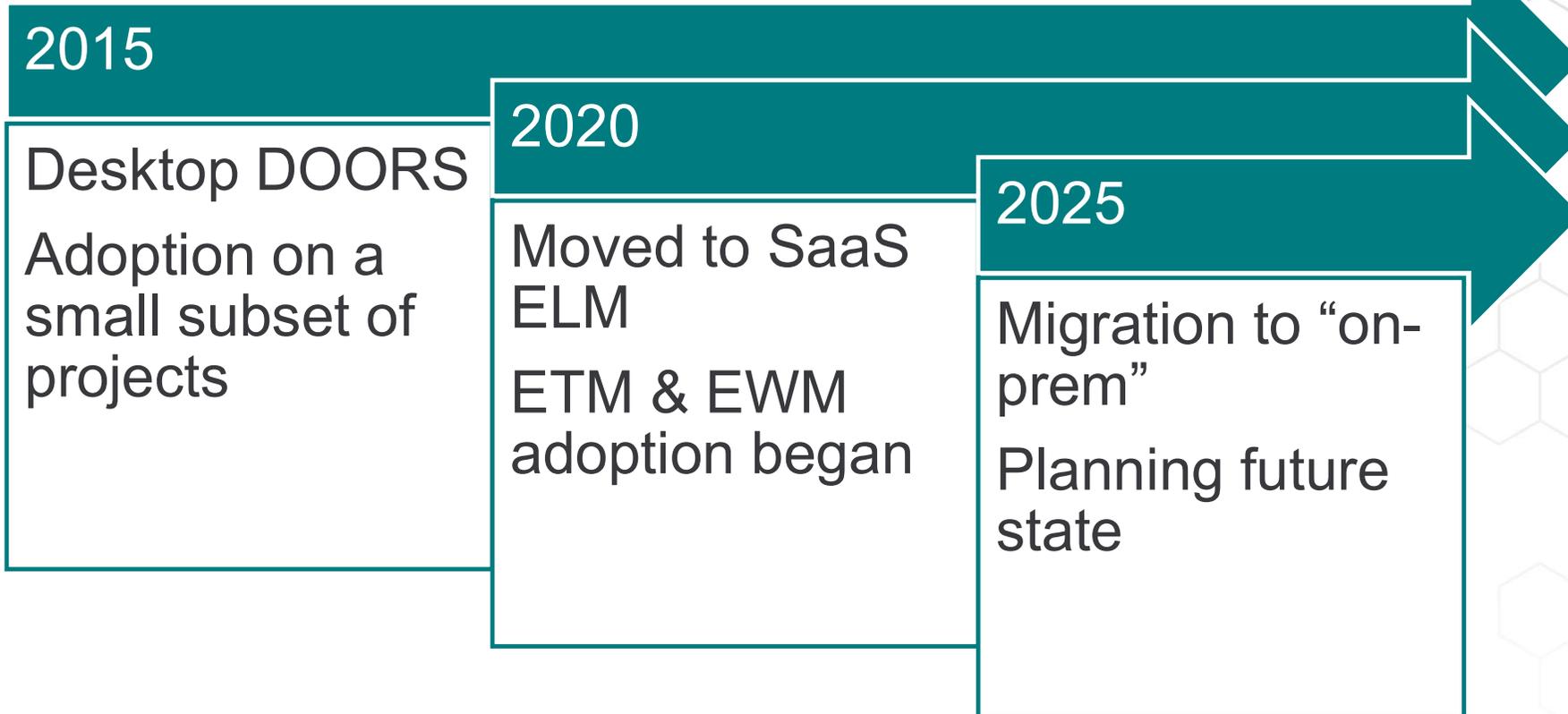
In a battle between the two the risk adversity wins!

# What do we want from the tool



RoI in TCQ for us and our customers

# Our History with IBM DOORS & ELM



## “Legacy” DOORS

- Started use back in ~2015
- Had some use but engineers had a habit of using exported spreadsheets
- Relied heavily on a small community of leaders who drove good practice
- Adoption was being driven by project level contracts mandated by customers and procurement was similarly driven
- Some of our customers are still operating using desktop versions of DOORS so we are facing having to reverse skill
- Many organisations have invested heavily in DXL scripted capability

Leaders are facing the challenge of investing all over again and the risks that come with change

# The Messy Middle

- First project procured ELM in SaaS and others stepped over
- Exploration began into extended functionality available from EWM/ETM
- Quick success achieved!
  
- Adoption still being driven by customers or localised within major project communities and procurement fractured
- Buy in from leadership growing but grassroots hearts and minds not fully converted
  - “Formalised requirements management in ELM is another thing to do”
  
- An ELM/tooling strategy started to form

“Show & Tell” and market forces need to work in tandem

# Getting Projects On Board

- Show the individual dashboard
- Show the table style view (with links), highlighting that good requirements management is good project management
- Show a report output and highlight the automation
- Show EWM trackable artefacts



It is **MORE** important to do this on small projects as that's where change hits and visibility is low

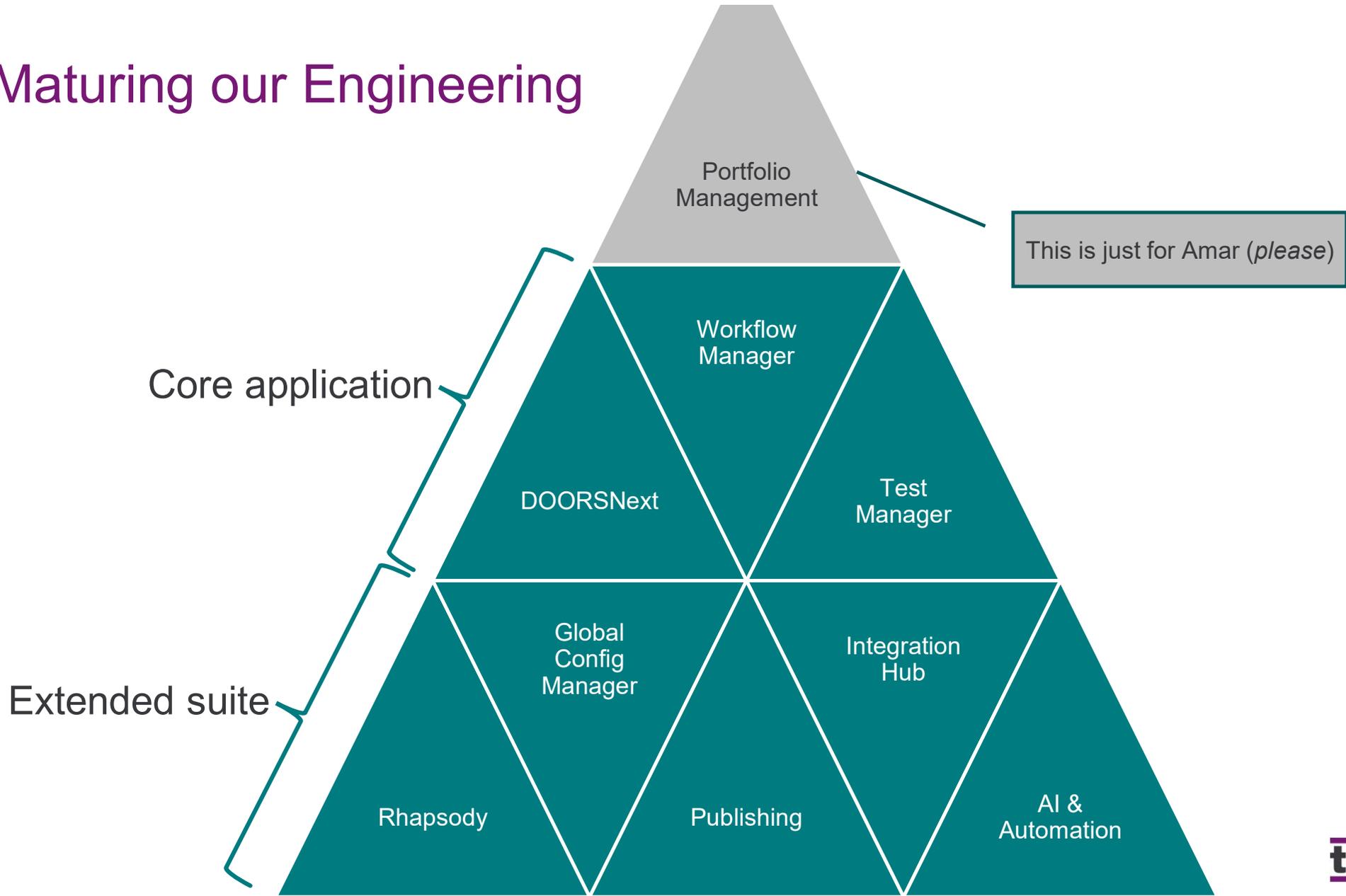
# Today

- Mandated adoption on ALL new projects meeting our medium/large criteria
- We are hosted out of and AWS environment provided and managed by Telent Cloud Services (TCS) platform gapped from business applications
- Ownership and management is centralised
- Applying “Defence in Depth” approach to protect customer data and planning for recovery in the event of breach
- About to permit our first external users
- Planning for enhanced functionality

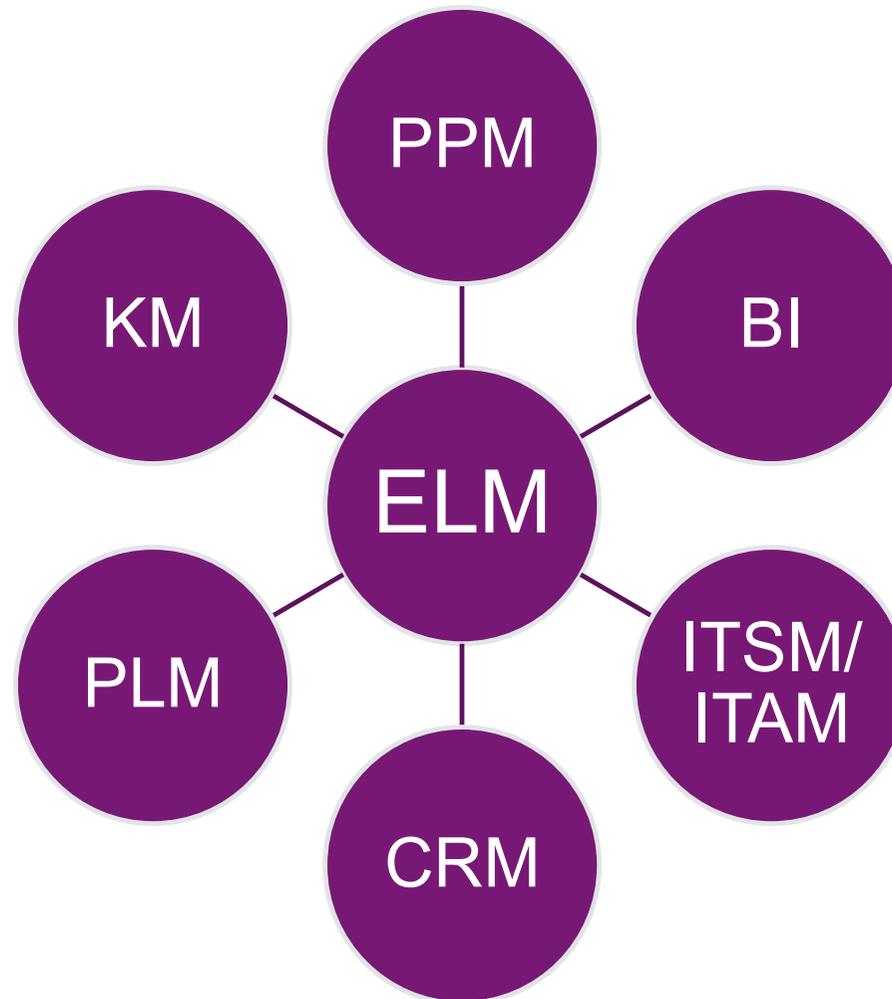
Rapidly changing landscape while trying to drive adoption is slowing us

# The Vision

# Maturing our Engineering



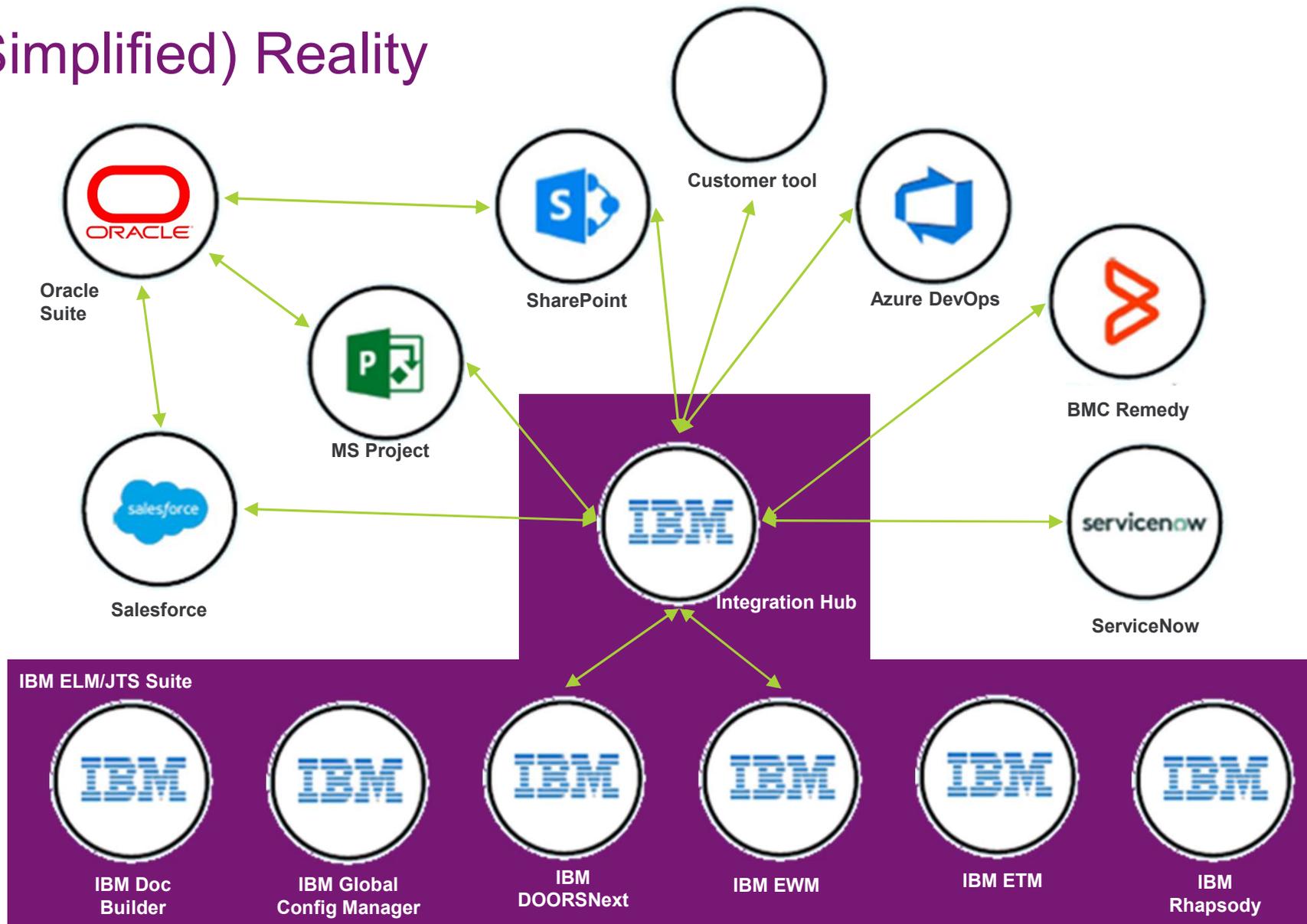
# Put Requirements at the Heart



## Dose of reality

- No single tool is good for everyone
- No single tool is good at everything
- When starting out, you won't get everyone in our preferred tools, even if it COULD do it all
- As soon as an export or manual process happens between tools it undermines ALL tools

# (Simplified) Reality



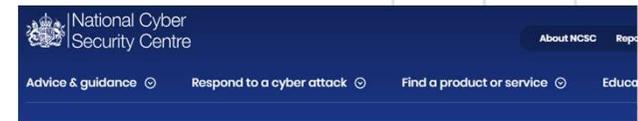
# The Challenge

Lesson:

PLAN  
ENOUGH TIME  
FOR YOUR  
MIGRATION

*(then add 50%)*

# Security



## Alert: NCSC advises UK organisations to take action following conflict in the Middle East

In response to the evolving events in the Middle East, the NCSC is advising that UK organisations review their cyber security posture.



Locking down of environments is placing stumbling blocks but getting the right stakeholders together can remove it very quickly

# Market Adoption

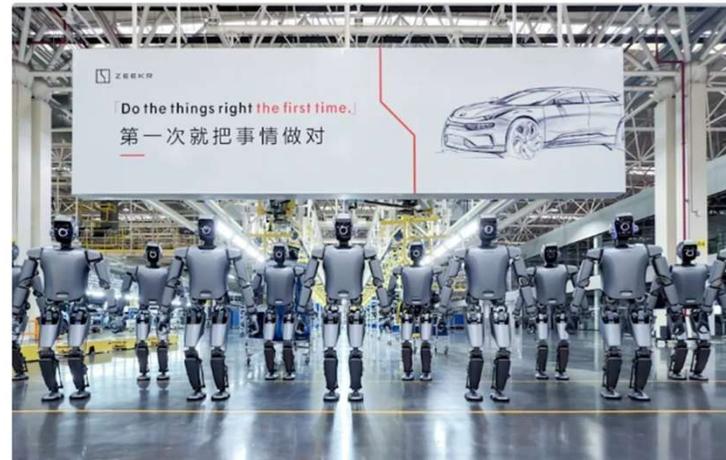
- If the market moves we all move
- Promote modern methodologies
- Share what works or what doesn't
- Work from first principles and outcomes
- Grow together

The Telegraph

## Western executives who visit China are coming back terrified

Matt Oliver

October 12, 2025 • 8 min read



Pictured: ZEEKR's Intelligent Factory in Ningbo, China. The country is now viewed as a leader in advanced robotics

"It's the most humbling thing I've ever seen," said Ford's chief executive about his recent trip to China.

Locking down of environments is placing stumbling blocks but getting the right stakeholders together can remove it very quickly

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