

# Team Defence - Where UKCeB Delivers

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Last May (2014) marked the start of some significant changes at the Ministry of Defence - the appointment of a new 3\* Chief Information Officer and reorganisation of the information side of the business into a Design, Develop and Operate model - each having 2\* leadership. We already knew that future MOD procurement of ICT services will not follow the model of monolithic service contracts - rather they will be shorter-term and designed around a more agile, service-based construct, aligned with central government's stance on G-Cloud and Digital first.

Understandably, the ripple effect (*tsunami?*) from these central organisational changes is in play; and a changed landscape emerging. Relationships with the Defence Industry will begin to figure in organisational changes; there is a strengthened recognition for a Team Defence perspective (see box below) - long championed within the UKCeB. A well-outmoded view is that Industry is simply a supplier to the MOD. Industry's relationship as supplier has become more sophisticated across the board. Examples include adoption of shared risk models, interest in international Partnering<sup>1</sup> standards and UKCeB's 'Green Box'<sup>2</sup>. The latter provides Industry with early involvement on proposed changes in MOD systems, consultation designed to help ensure business continuity.

However, the Defence Industry working alongside the MOD, often on the same floor-plate, increasingly figures as **co-user** of goods and services. Such a Team Defence<sup>3</sup> mode of operation naturally means there is joint interest in shaping future user requirements. For instance, UKCeB members (Industry and MOD) at the initiative of the MOD have collaborated to create user requirements for secure information sharing that are being progressed and followed-through, including monitoring the state of readiness-for-adoption within organisations in Team Defence. We believe this collaborative approach is 'a first' and is much welcomed.

The future is increasingly collaborative and must be agile. For a traditionally hierarchical organisation like the military, this is a challenge. However, it's being addressed through top-level recognition of the importance of people (culture/skills), process and knowledge as well as the essential 'as read' presence of security and enabling technology.



<sup>1</sup> Partnering Standard: Institute for Collaborative Working leaflet: <http://bit.ly/1v81nKY>

<sup>2</sup> The Green Box - Overview Flyer: [www.ukceb.org/106764](http://www.ukceb.org/106764)

<sup>3</sup> Team Defence is a shorthand reference for organisations that collaborate securely across the Defence enterprise to achieve End-to-End delivery of materiel and services, including Support through-life. It comprises the UK MOD, Allies, Other Government Departments, academia and contractors. Industry - comprising multinational prime-contractors and Small to Medium Enterprises (SMEs) - is represented as both suppliers and co-users (with the MOD) of IT and Communications (ICT) services.

The leadership and governance body for UKCeB is the Joint Information Group (JIG) comprising senior figures from both MOD and Industry. There are five current JIG objectives with the overarching first objective shown in the box.

- The **first of five JIG Objectives** is to: **Develop a Team Defence approach to the people, process, knowledge, security and technology;**
- To support and enable Transformation of Defence ICT through application of the Defence ICT Strategy, ICT policy rationalisation and the Innovation Programme.
  - To support and enable transformation of Team Defence as a result of key business drivers and business transformations in areas such as but not limited to DE&S Transformation.
  - That considers the implications of the Digital Revolution initially explored in 2013 through continued engagement with Digital Native communities on topics such as but not limited to social media and big data initiatives.

It is worth reiterating to **“Develop a Team Defence approach to the people, process, knowledge, security and technology”**.

Figure 1 shows how various groups within the MOD work with Industry members of UKCeB, while the JIG reports to the Defence Suppliers Forum<sup>4</sup>:

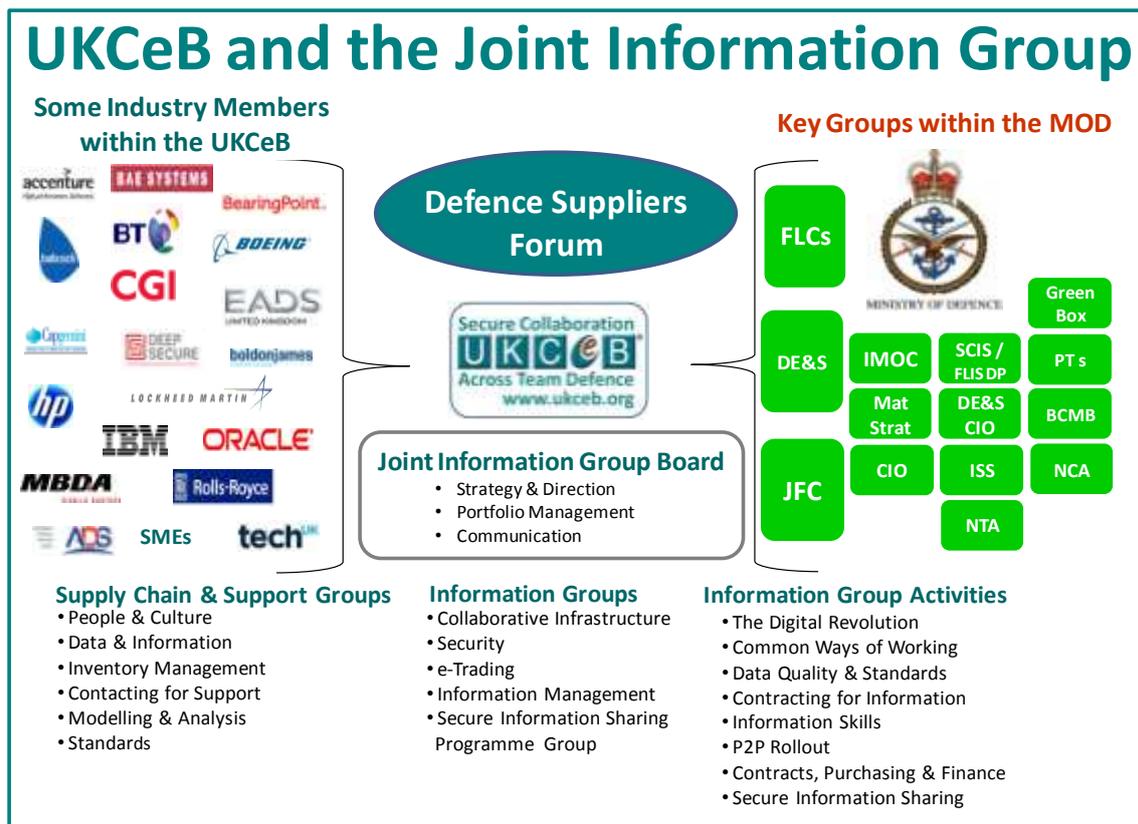


Figure 1

<sup>4</sup> The Defence Suppliers Forum is the “major conduit for MOD-industry relationships... chaired by Secretary of State ... and includes representatives from Prime Contractors, international companies and Small and Medium Sized Enterprises (SMEs)”. Source: GOV.UK website <http://bit.ly/1rhnVYV>

So, what's special about UKCeB, what's its Unique Selling Point (USP)? UKCeB is a non-profit Membership Group funded by Industry membership that brings together MOD and Industry, from global ICT providers, to Tier 1 platform integrators that also embraces their supply chain with many bring Small to Medium Enterprises. UKCeB enjoys good working relationships with 'sister' associations, notably techUK and the ADS Group, who cover a much wider remit.

A key differentiator is UKCeB's focus on finding common solutions to common key operational information issues such as secure information sharing across Team Defence and through-life. UKCeB coordinates activities of the 2\* Defence Support Chain Management (DSCM) Strategy Board to understand better the business requirements on information for through life support. Its vision is to achieve more effective, agile and affordable support for Defence capabilities. The DSCM Strategy Board is supported by a 1\* Steering Group with several working groups such as for Supply Chain and Support Engineering.

For over 20 years UKCeB has provided a trusted forum for MOD and Industry that functions outside of contractual and commercial regimes but ultimately aims to inform more 'intelligent' contracting. UKCeB's work is across the 'common good' for its members including MOD, as well as promoting alignment of the capabilities that underpin defence collaboration.

This work involves essential constructive dialogue but it also involves coordinated and joint activities by members, such as developing user requirement documents and self-funded proof-of-concepts (see '**It's Good to Talk and Act**' box). UKCeB is a hands-on, roll-up-your-sleeves, 'doing' organisation in the knowledge that making progress with convincing arguments is not enough: often the devil is in the detail &/or you need to experience a difference in order to understand more fully the ramifications. To this end, UKCeB operates in a similar way to the 'hands-on' approach of Niteworks, another organisation it liaises with.

In telling the story behind BT's hugely successful "It's Good to Talk" advertising campaign initiated in the 1990's, Robert Bean explains how BT's senior management were advised that they were actually in the business of 'Reciprocated Confidences' - <http://bit.ly/1uyNDZa> . That is, an "exchange of 'confidences' between human beings [that] leads to better communications and, in turn, deeper relationships." This essence resonates with UKCeB - a trusted membership organisation representing Team Defence. In fact, UKCeB will 'steal with pride' with the best and shamelessly extends BT's iconic slogan to reflect its hands-on approach. At UKCeB, it's good to talk - **and to act upon that talk**. UKCeB members are proactive in 'doing stuff' for the common good.

The need for UKCeB seems more pressing during times of significant change - a trusted forum with good cross-organisation communication is essential to transformation on this scale. At the core, UKCeB activities centre are around information - the life-blood of organisations - specifically the facilitation of sharing information securely. Hence, our focus is at the interfaces between organisations that need to collaborate efficiently, effectively and securely - summarised in UKCeB's tag-line: 'Secure collaboration across Team Defence'. In an article in the Harvard Business Review, Charles Handy said "It is salutary to ask about any organization, "If it *did* not exist, *would* we *invent* it?" We hope and believe this is the case with UKCeB!

Making things work robustly at any interface is non-trivial - especially so where the solution needs to be interoperable across diverse organisations handling sensitive information across geographic boundaries. Quick fixes and use of proprietary solutions are fine - up to a point. But lasting solutions need to engage a larger community of stakeholders and be based on shared, standardised and replicable solutions that lower costs longer-term by making it easier for all to do business together. UKCeB brokers conversations and collective activities where the outcomes are ‘common good’.



UKCeB co-ordinated Event<sup>5</sup>

An instance of ‘common good’ work brokered by UKCeB, concerns the fundamental need to establish the digital identities of individuals (and things) in the business world, and to manage what information they can access and what they can do once they are granted access. This is covered by work in Identity and Access Management (IdAM) - a key enabler with enterprise-wide impact that can deliver huge savings by unlocking the means to more secure collaboration.



Such transformations need extensive preparation and coordination over an extended time period with JIG support and engagement and the continuity that UKCeB brings as an organisation. IdAM is an example where collective and coordinated investment will realised a massive return for business. To get an idea of this, think about a value-generating business tool we take for granted: Email. IdAM is one strand of UKCeB-supported activities; member contributions were recently internationally recognised when the UKCeB Secure Information Sharing (SIS) IdAM project won for the MOD in the “European Identity & Cloud Conference 2014”<sup>6</sup>.

UKCeB is continuing to play its part in bringing together the MOD and Industry to progress developments in secure information sharing across Team Defence and to build our ‘corporate knowledge’ to make us more effective. UKCeB activities span workshops, proof of concept demonstrators, working groups, webinars, good practice recognition, educational visits and events such as the annual Defence Information Event (15-16 April 2015).

Please visit [www.ukceb.org](http://www.ukceb.org) to learn more and to contact us.

*Note: a shortened version of this article is published in the DSS Yearbook 2015 (available December 2014).*

<sup>5</sup> Secure Information Sharing & Big Data for Team Defence, 3rd July 2014, a joint MOD, UKCeB, ADS & techUK Event coordinated by UKCeB and hosted by UKCeB member CA Technologies [www.ukceb.org/doc106907](http://www.ukceb.org/doc106907)

<sup>6</sup> IdAM Award: <http://bit.ly/1C5Njw3>