Multi Domain Integration 2023 Industry Partnership Synergy Programme

Document Aim

This Multi Domain Integration 2023 Industry Partnership Synergy document defines the current MOD context (why) and outlines Team Defence Information facilitated Working Group programme of output aspirations for 2023 (what).

The document seeks to ensure that MOD have tangible capability (how) for which the enterprise is able to support (the market).

This document is currently circulated for discussion prior to issue in February 2023.

Context

- To deliver the strategic and operational advantage as envisaged by the Integrated Operating Concept 2025 UKStratCom, on behalf of UK Defence, mandate to develop a Multi Domain Integration (MDI) Capability via a Multi Domain Integration Change Programme (MDICP).
- Furthermore, the UK's Defence Delivery Group (DDG) gave direction and guidance in 2022 to MDI Single Responsible Officer (DComd UKStratCom) and Programme Director (Dir Strategy UKStratCom) to be 'faster, bolder, smarter' on MDI[1].
- This MDICP drove the UK MOD's Embedding Integration (EI) Study, as conducted, and reported between October 2020 and May 2021, plus two further phases of enterprise engagement and ideas generation through the Industrial trade body Team Defence Information (TD-Info) during the period July 2021 to December 2022.
- The MDI Change Programme supports DCap UKStratCom, in the establishment of an Integration Design Authority (within UKStratCom, and overarching MOD Head Office Pan-Defence mandate).
- UKStratCom guidance is that we collectively support, enable and role model the Integration quest that underpins the strategic benefits of MDI Defence Doctrine.

Background

The TD-Info led enterprise working group and its independent network of advisors confirmed synergy and alignment of direction with IOpC25 (Integrated Operating Concept 2025); the MDI Mandate; 2021 Integrated Review (IR); Defence Command Paper (DCP); Defence & Security Industrial Strategy (DSIS); and Defence Support Strategy (DSS) as well as other critical MDI guidance documents.

During 2022 TD-info working group sought to: **observe across Defence** via engaging the MDICP and the broader Defence Enterprise on the role of MOD contributors; UKStratCom as the Defence's Integrator; describing the problems to be solved; and perspectives on funding; and **understand what industry should do to support Defence**, bringing innovation, insights, and capability, including beyond UK Government and Defence; plus **recommend actions for better synergy**, a co-creational activity to collectively bring benefits to MDI, seeking to secure Defence enterprise acceptance and exploitation through the mediums of stakeholder analysis, 'rich picture' development, cases/scenarios/vignettes, all with the express intent of bringing MDI to life, simulate and illustrate 'constant competition'. An Industrial Lead (volunteer) was appointed to help

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[1] Faster in delivering operational influence, benefit, and impact; Bolder in ambition as to what MDI needs to integrate and deliver; Smarter in terms of how objectives are set and implemented to deliver the faster and bolder outcomes.

Working Group Leadership Current Assessment

The enterprise initial assessment, following sector views and consultations, is as follows:

- Ukraine has demonstrated the limitations of some industrial age equipment and practices but also the advantages to warfighter of rapid industry integration of innovative and novel technologies. There is a rising[2] imperative for UK support to Ukraine and to bolster NATO, an imperative that is likely to be reinforce in 2023.
- Despite our good Working Group intent, the pace of industrial engagement has not been consistently maintained. There is an opportunity to re-calibrate this, as UKStratCom and Defence builds to DSEI 23.
- That the strategic guidance of going Faster, Bolder, Smarter on Integration is not yet being met and industry is not yet being engaged consistently enough to support the MOD in accelerating towards the ambition of the Integrated Operating Concept 2025 to gain strategic and operational advantage.
- MOD's UK Integrated Design Authority has not yet been established. Therefore, the UK Defence enterprise is unsure of the mechanisms available to achieve coherence, the supporting operating frameworks including policy, systems, process, skills, culture and assurity.

FY2022-23 Recommendations

The following recommendations address the current assessment, plus seek to create a catalyst to support a new, dynamic partnership to attain the required strategic and operational advantages.

The work will facilitate through two distinct focusses, the operation and the infrastructure required.

These milestones to reported via the Defence Supplier Forum, and the monthly enterprise communication.

Strategic Intent	Specific Actions	Owner	Target Date
The MDI working group to Enable the 3* Single Responsible Officer with the freedom of action, to maintain pace with emerging operational drivers.			
	Establish an Industry Advisory Board (by invitation only) of proven sector experts to help advise MOD on delivery of its MDI Enterprise Programme	Steve Worsnip	Feb 23
	Develop a programme of cultural Interventions to facilitate the enterprise to move to an MDI focussed enterprise	Chris Parker	Feb 23
	Undertake critique of the Integration Design Authority proposal	Graham Ball	May 23
	With help from the Industry Advisory Board, understand and articulate the MOD and Industry policy changes required to ensure an MDI focussed enterprise	Graham Ball	May 23

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[2] Not diminishing; a likely acceleration should Campaign In-Theatre events change the Operational Design.

Identify deliver and communicate to MOD plus the wider enterprise, via media and other means, MDI early success and a programme of 2023 quick wins			
	IR Refresh and State of Play Communication	Graham Ball	26th Jan 23
	Monthly MDI Industry Engagement Blog	MDI Leadership	Monthly
	Develop DSEI 2023 MDI themes/messages	Chris Parker	May 23
	Publish the the releasable target end states for Integration capability (Post DCP, TBC)	Graham Ball	June/July 23
	Respond to the Integrated Design Authority challenge observations	Graham Ball	June / July 23
Enable the UK to support NATO Digital Transformation,			
	Assist the UK to identify and lead specific NATO Digital Transformation work packages	Chris Parker	July 23
	Undertake through the Defence Attaché's an analysis of best practice within NATO member	Graham Bal	July 23
	Understand future capability focus through the lens of Ukraine	Graham Ball	Aug 23
	Development of *secure by design* pan-MOD standards (or guidelines) to ensure a secure open ecosystem emerges for maximum operational effectiveness in UK and coalition environments.	Chris Parker	Oct 23
Harnessing Open-Source Intelligence to drive ISR capabilities,	**TBC, and subject to IR/DCP decisions**		
	Develop options to better harness Open-Source Intelligence in the conduct of operations, and the primary source within decision making.	Graham Ball	Oct 23

MDI Leadership
for TD-Info & MOD