

Defence Digital Commercial – Our Digital Ambition

Victoria Cope

*Commercial Director, Defence Digital
Ministry of Defence*

in **DigiGov Expo**

 **DIGIGOVEXPO**



Defence Digital Commercial Our Digital Ambition

Victoria Cope MBA CEng CCME FCIPS FRAeS FWCC

Defence's Digital Commercial Director

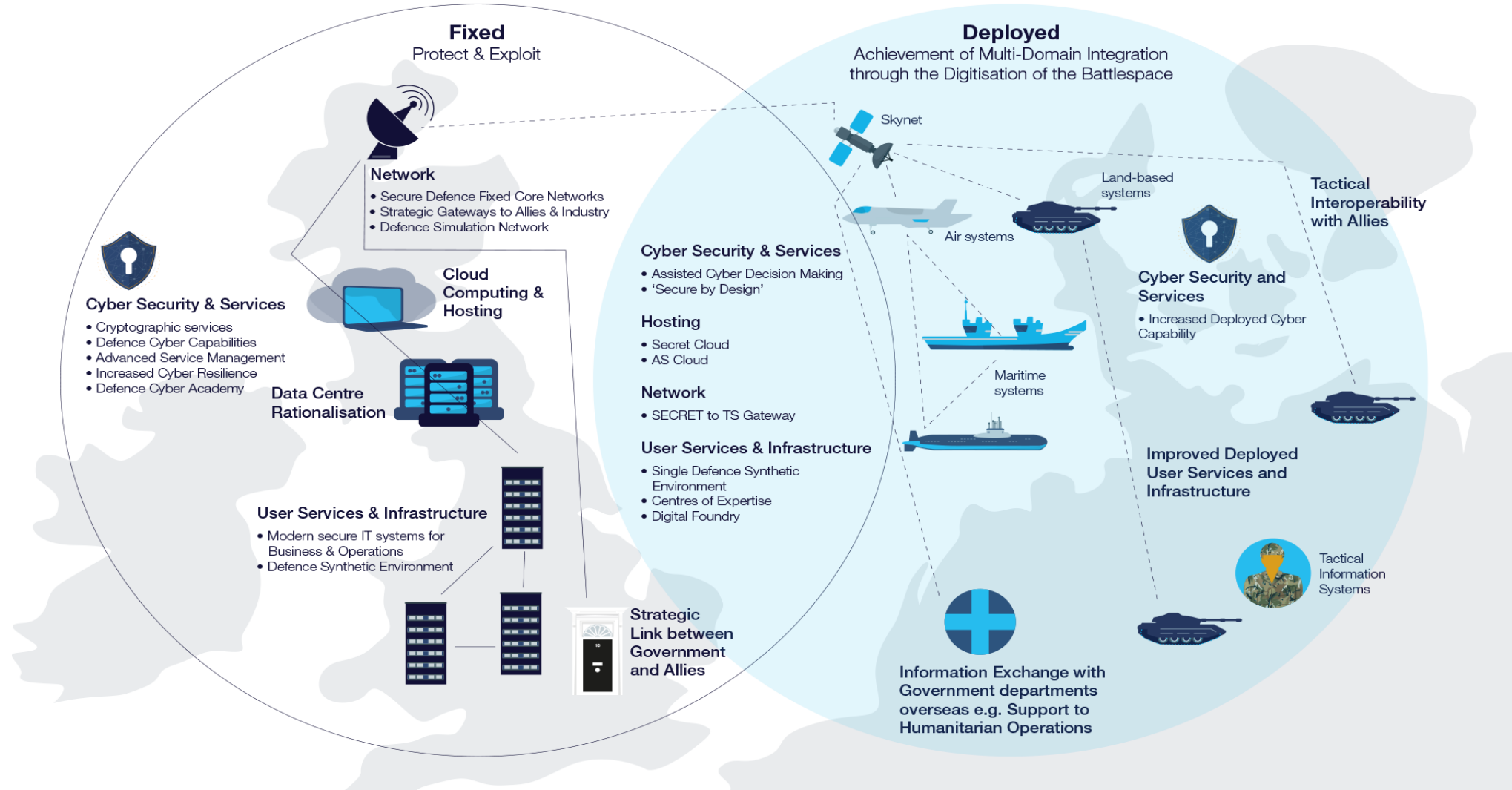
A period of Reflection, Review & Reset

- 16 July, the Prime Minister launched a **Strategic Defence Review (SDR)**, overseen by the Secretary of State for Defence. Seeking ideas and innovation.
- Aim to submit final report to the Prime Minister, Chancellor, and Defence Secretary during the first half of 2025.
- **Drive 'One Defence' reform:** establish a fully functioning Military Strategic Headquarters (MSHQ) and National Armaments Director (NAD), ensure effective MOD budget management and reset Defence relations across Whitehall.
- **Procurement Reform**

Digital and technology capabilities and services are front and centre of UK Defence in an increasingly contested, fragmented, and polarised world.

Military
advantage

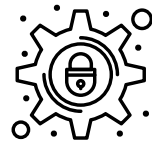
What we do - “We enhance military advantage by equipping Defence with *game-changing digital capabilities.*”



Our Landscape

**£4.7
BILLION**

Annual spend to enable full spectrum Defence capability across all domains and classifications



300 Suppliers
Primes, SME and Academia

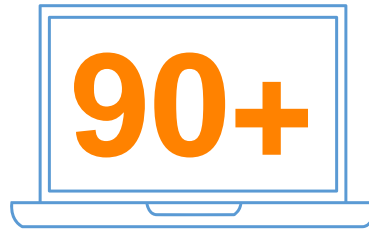


OVER 50

MOD owned data centre facilities providing Information and Communications Technology (ICT) services

Over 70

Connected Industry and Allied Partners incl. NATO, Five Eyes (FVEY) and Other Government Departments (OGD)



90+
programmes currently being delivered



240,000+ users

Supporting 33

Exercises and operations across the globe



ONE

Million physical devices

inc. eight Government Major Projects Portfolio (GMPP)



2,000+ Defence sites supported across UK and overseas

**+600
Contracts**



Information and Communications Technology (ICT) platform support for:



**30
Ships**



**12
Submarines**



**300+
Aircraft**



**250
Land headquarter
nodes**



**50k
Dismounted
soldiers**

4

Critical Skynet five satellites and Skynet six future capability



The Digital Ambition

Our guiding principles

Cohesion | Working to a common plan and aligned processes

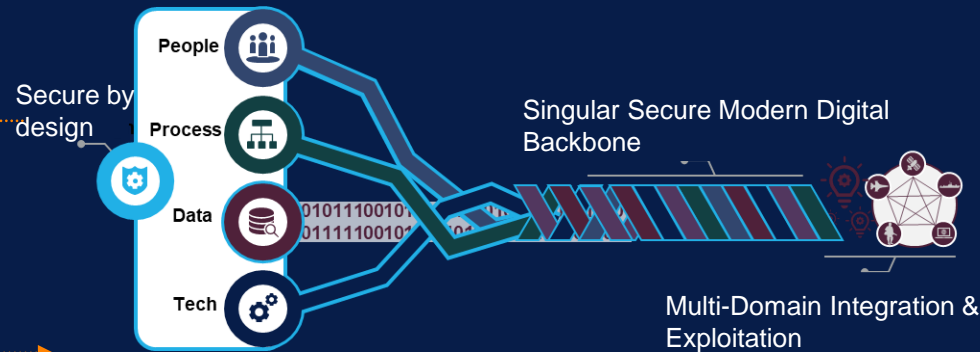
Integration | Common architectures and standards driving design and delivery

Speed & Adaptability | Working in an agile way to turn ideas into delivery at scale

Business rigour | Being disciplined in how we work to deliver and assure outcomes

The Digital Backbone:

People, Process, Data, Tech & Cyber



Connecting sensors, decision-makers and effectors in real time, realising our ambition to achieve information advantage.

Our strategic outcomes...

- 1 Data used at scale and speed
- 2 Right talent in a unified function
- 3 Cyber Defence reset
- 4 Modern technology delivered
- 5 A step-change in digital delivery

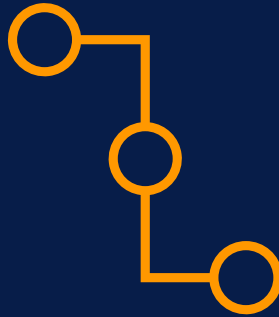
Defence Commercial: Strategic Priorities

1



Our People

2



Our Ways of Working

3



Our Supply Chains



Procurements that seek to acquire digital or technology directly by MOD or acquire digital or technology capabilities within a platform or system purchase.

Digital Commercial Strategy

Vision:
'Renowned as the Number One Digital & Tech Commercial Team'

Mission: Deliver Our Integrated Defence Outcomes, Reduce Fragmentation & Double-Digit Savings

**Leadership,
Performance &
Personal
Development**

**Enacting Our
Commitments**

**Strategic
Category
Management
Across Defence
Enterprise**

**Commercial
Optimisation**

**Market
Engagement &
Innovation**

Diverse & Inclusive Workplace

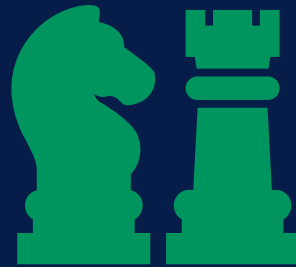
Defence Values

Pan Defence Approach to Digital Procurement

Taking Category Management to the Next Level



**Pan-Defence Digital
Category Community of
Practice**



**Pan-Defence
Category Strategy**



**Collaborate on Single
Digital Pipeline,
Technology
Roadmaps & Market
Engagement**

Defence Approaches to Digital & Innovation Programmes



Defence 2nd Perm Secretary Mandate to Embed Digital Category Management across Defence enterprise



Digital category management will operate across the Defence enterprise with a **single category strategy** of each of the digital spend categories across Defence

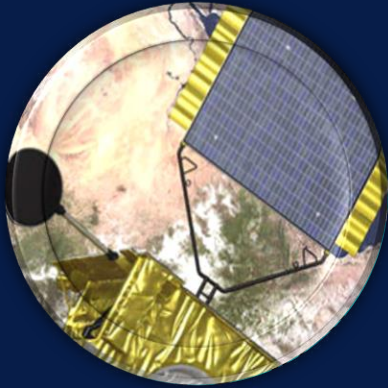


Commercial teams work as part of a pan-defence category forum & collaborate as one defence team on the strategy and routes to market under stewardship of Defence Digital



Cross functional teams combining defence's capability requirements, perspectives and pipeline to meaningfully contribute to category strategy development & delivery

Digital Category and sub-category structure



Space

Satellite Acquisition

End-to-end satellite operation

HMG Space collaboration



Networks

Fixed and data networks

Mobile and voice

Strategic services

Radio

Tactical communications



Professional Services

Output base

Consultancy

Contingent labour

Enterprise



IT Hardware & Services

Hardware & peripherals

Workplace foundation services

IT support services

Business Enterprise services



Software

Digital Foundry and DAIC

Cloud and Hosting

Cyber and Crypt key

Digital Intelligence

Enterprise services

Enterprise Category Management Aims & Supplier Asks

Aims

Collaborative Supplier Relationships

Capable & Efficient Supply Chain

Efficient Contracting

Enhancement in Competitiveness:
Pricing & Innovation

Asks

Single Approach @ Enterprise Level

Innovation & Insights

Harmonisation of Contracts

Efficiency & Savings

Driving Cyber resilience in the Supply Chain

- Prepare for a new cyber resilience standard for industry to comply with.
- Compliance with standard will be contractually mandated.
- Supply chains are to register on <http://my.ncsc.gov.uk/> portal.
- National Cyber Security Centre provides a range of free cyber security tools and services to eligible organisations as part of the Active Cyber Defence (ACD) programme.



Connect Inform Share Protect [CISP]

A platform for cyber security professionals in the UK to collaborate on cyber threat information in a secure and confidential environment. It is managed by the NCSC and membership is free.

[Small Business Guide: Cyber Security - NCSC.GOV.UK](http://www.ncsc.gov.uk/small-business-guide/cyber-security)



Irrespective of the nature of your business, building resilience across the end-to-end supply chain to mitigate this risk is non-negotiable and a critical requirement for all contracts with the Ministry of Defence.

Procurement Reform

Acquiring at pace



A joined-up approach

Defence-wide portfolio to break down organisational stovepipes and prioritise requirements at departmental level to ensure we achieve greater effect from the available budget.



Checks and balances

Challenge assumptions and ensure better, expert informed, decision making at the start of programmes, with a particular focus on integration.



Prioritising exportability

Upfront consideration of the potential for exports, to drive British industrial resilience.



Empowering industrial innovation

Through new alliance with industry, underpinned by greater transparency and incentives aligned around a common endeavour to protect the nation and help it prosper.



Spiral by default to drive pace

If we wait for a 100% exquisite capability solution, it is likely to be too late.

Actively reaching out and sharing our aspirations



Encourage suppliers to work together if it's going to deliver a better outcome for the MOD



Actively engage with people to get the insights that we need. We treat suppliers fairly



Understanding and respecting each other's strategic drivers and delivering win-win outcomes



Actively removing barriers to entry



More forward leaning in our engagements and creating an environment to have frank, open and honest discussions

Our Commitment to You

Defence Digital will operate as the Shop Window to Innovation

- Reposition our commercial value add to **bring your market insights & thought leadership**
- Encourage **openness, innovation, candour and transparency within the market**
- **Strategically engage with the market**, providing forecast pipeline and sign-posts to opportunities from £10k upwards
- Refresh strategic supplier relationship management - ***‘Raising the bar on supplier delivery & innovation’***
- Refocus supplier conversations to - ***Insight, Accountability, Risk, Innovation***
- Measuring performance and recognising outstanding delivery and innovation
- Collaborate with the market **to develop our ‘ways of working’** with a focus on delivering defence
- Ensure **supply chains are resilient, sustainable, agile and diverse** to secure digital outcomes. Understand the level of **risk and mutual opportunity** within sub tiers



Role and Importance of Engagement

- ❑ **Relationship Building** helps to build strong, mutually beneficial relationships on and off contract
- ❑ **Innovation and Collaboration** sparks innovation and creativity by obtaining the supplier's unique perspectives, technologies, or ideas that can deliver and improve capability, productivity and outcomes
- ❑ **Transparency of Value Drivers** leading to cost-saving opportunities through unified purchasing and collaboratively finding more efficient ways of working together
- ❑ **Risk Management** allows organisations to jointly understand, assess and manage risks effectively
- ❑ **Sustainability and Corporate Social Responsibility (CSR)** is essential for promoting sustainability and CSR initiatives throughout the supply chain
- ❑ **Quality and Assurance** by ensuring adherence to quality standards, leading to consistent, quality products or services



Gateways and Touchpoints



UKStratComDD-CM-COO-Engagement@mod.gov.uk



[MOD Acquisition Pipeline - GOV.UK \(www.gov.uk\)](https://www.gov.uk)



[Doing Business with Defence - GOV.UK \(www.gov.uk\)](https://www.gov.uk)



[Defence Sourcing Portal \(DSP\) \(mod.uk\)](https://mod.uk)



LinkedIn - Defence Procurement
X (Twitter) - @defenceprocX



[Defence Digital Commercial - The Shop Window to Innovation brochure](#)

