STRATEGIC COMMAND
INNOVATION CHARTER

Strategic Command

jHUB — ADVANTAGE THROUGH INNOVATION

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The mission is to deliver innovative technology into the hands of users, at pace.

We will do this by re-purposing or combining existing world-class information age technologies.

UKStratCom innovation will follow a 70/20/10 portfolio model. Where 70% of our innovation resource will go on improving the core business, 20% on exploring new markets, and 10% on highly disruptive '10X' capabilities.

The outcome will be radical performance and efficiency gains to the Joint Force and wider Defence. Our focus is the user.

COMPONENTS OF THE ECO SYSTEM

UKStratCom will create an inclusive ecosystem to deliver innovation.

This includes the Command's existing innovation units as well as those recently established through the jHub.

Subsequent years will include some or all of the following: additional jHub Franchises; forging academic partnerships; establishing communities of interest; conferences to attract new ideas; encourage peer review to spread knowledge and best practice; forming an advisory committee to support our work and investing with venture capital partners in start-ups with potential Defence applications.

This places a premium on diversity and difference as a mechanism for generating new thinking.

THE JHUB...

The jHub's threefold value proposition is indicative of UKStratCom's offer to:

1. Connect world-class technology and talent to Defence users.

2. Fund and accelerate experiments.

3. Provide quarterly access to the UKStratCom Innovation Board who make strategic procurement or delivery decisions.

Culturally, the jHub and UKStratCom Innovation units will foster innovation and empowerment across the Command.

EXPLOITATION

For innovation proposals to join the portfolio, they must have a rapid exploitation path; users must be able to experiment with prototypes within weeks or months, not years. The portfolio will not engage in scientific and technical research.

Proposals need not have identified a source of core programme funding. Following pilot, they will compete for funding and delivery resource against other UKStratCom priorities due to enter, or already in, the core programme.

PARTNERSHIPS

We seek collaboration with partners inside and outside the MOD in all our innovation activity. This could manifest in several ways, such as: in the generation of problems or opportunities; the assessment of proposals; and project management, demonstration, experimentation, and subsequent delivery.

We will also seek to match UKStratCom funding of portfolio projects with co-funding and sponsorship from other sources within Defence, such as from the Defence Innovation Fund, business units within UKStratCom, and other Commands.

COMPETITION

We will generate competition by providing a platform for ideas to be assessed and tested, rather than through the traditional route of defining our requirements and then competing for solutions. We will protect the IPR of those who come forward with proposals, and use novel commercial and approval processes.

RISK

The portfolio is central to managing risk. We have a low-risk appetite for the portfolio failing. But we have a high-risk appetite that individual projects may fail, where the pilot data shows they don't deliver the advantage sought, have excessive delivery risk or exceed our capacity to deliver.

Failure is defined as (a) not delivering for the user and (b) not learning lessons that benefit future experiments.

GOVERNANCE

Governance will be provided by members of the UKStratCom Senior Leadership Team, known as The Shepherds, whose primary role will be to remove obstacles.

The Head of the jHub will report to Commander UKStratCom through Director Joint Warfare.

SUCCESS CRITERIA

We will measure our performance in the execution of this Charter.

But an innovation will not be judged a success unless it delivers capability into the hands of users, at pace.

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