



**Proposal for JMOCC / NMIC  
'UK Maritime Security' SR Bid  
Director JMOCC  
NMSC(O) 11 April 2019**



## UK Maritime Security SR Bid - objective

To create a new Joint Maritime Security Headquarters for UK Government which will:

- Fuse the full spectrum of government intelligence, situational awareness and operational assets to deliver operational effect against a prioritised set of maritime security threats;
- Maximise the benefit of investment in sensitive covert assets, information, data and intelligence systems in NMIC by enhancing outputs through analysis, assessment and improved targeting capability;
- Increase the impact and benefit of UK maritime assets through intelligence based coordination and tasking delivered by a fully mature JMOCC
- Improve UK Government Situational Awareness by closing strategic capability gaps in the maritime domain

# UK Maritime Security SR Bid – delivering on strategic commitments

**Fusion Doctrine:** For modern deterrence we use the full range of capabilities available to us. To do all this we need robust analysis, drawing on all sources of information and data from both within government and outside.

Gap (intelligence analysis and assessment function)

**Maritime Security Strategy 2015:** We will seek better to coordinate joint operations between UK maritime departments and agencies.

We will investigate opportunities to acquire equipment jointly which meets the common needs of different maritime-focused government departments and agencies.

We will harmonise understanding of the maritime domain through better use of existing cross-government resources, such as NMIC.....we aim to bring together existing separate activity focused on generating maritime understanding and will investigate how best to measure the effectiveness of these efforts

**National Security Capability Review 2018** –*The Joint Maritime Operations Centre established in 2016 has now been expanded into a Joint Maritime Operations Co-ordination Centre (JMOC) involving the Home Office, the Royal Navy, UK Border Force, Police and other maritime agencies.*

*Our preparation for enforcement of the new [post-EU] legislation includes a UK-wide review to improve the coordination, tasking, asset sharing and governance of all marine policing, maritime security and border enforcement activity in the UK Marine Area.*

Could this SR bid deliver on this commitment?

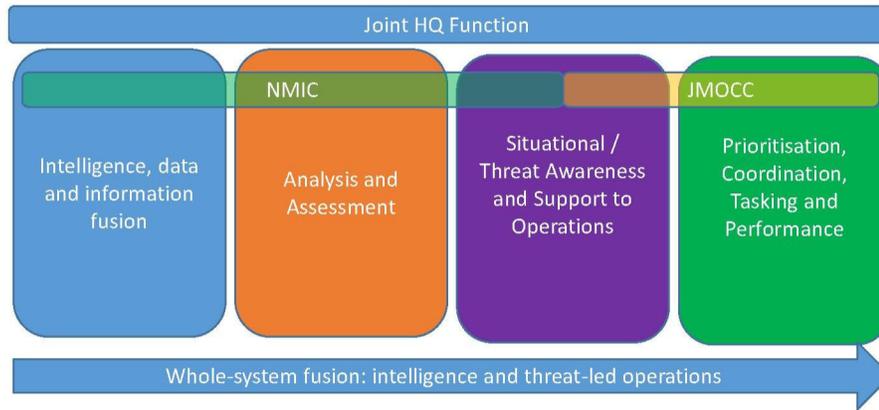
Has only achieved initial operating capacity

Has this objective been fully delivered?

Gaps: (performance and joint capability development)

**National Security Strategy and Strategic Defence and Security Review 2015** We will enhance joint working between law enforcement agencies and the Royal Navy to increase patrolling in our territorial waters.

## UK Maritime Security SR Bid – building blocks



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Intelligence, data  
and information  
fusion

- Continue to fuse data, information, sensitive cover assets and intelligence sources within the NMIC environment to create an enriched picture of the maritime domain
- Increase access to UK and international data sources
- Fulfil role at the centre of the intelligence cycle by setting and responding to intelligence requirements across the entire maritime security threat spectrum

## UK Maritime Security SR Bid – building blocks

Analysis,  
Assessment and  
Targeting

- Produce a regular maritime security strategic assessment to inform capability development, tasking and coordination
- Conduct thematic and subject-based analysis to assist operational partners
- Enhance NMIC's ability to track, trace and deliver rules-based targeting of vessels

## UK Maritime Security SR Bid – building blocks

Situational /  
Threats  
Awareness and  
Support to  
Operations

- Enhance impact and utility of operations through access to sensitive / covert and niche assets through NMIC
- Improve situational awareness by closing capability gaps including horizon scanning for new technologies\*
- Provide 24/7 live support to operations through quick time tasking, advice and coordination
- Provide national joint exercising coordination function

\*this bid represents an opportunity to develop new capability to close strategy gaps in situational awareness, such as UK Coastal radar coverage (or an alternative blended solution)

## UK Maritime Security SR Bid – building blocks

Prioritisation,  
Coordination  
Tasking and  
Performance

- Produce quarterly prioritised threat matrix (control strategy) for maritime security
- Deliver central operational coordination function
- Facilitate networked tasking of operational assets against prioritised threats
- Hold and administer a tasking budget for cross-system capability costs, such as for aerial surveillance (£0.6m), MACA, etc.
- Assess cross-system performance against prioritised threats

## UK Maritime Security SR Bid – hard (measurable) benefits

- |   |  |
|---|--|
| <b>Fused Tasking &amp; Prioritisation</b>   | <ul style="list-style-type: none"> <li>Increasing impact by deploying a whole system, full-spectrum effect against a smaller number of jointly prioritised threats (vs siloed tasking against individual organisational threats)</li> </ul>  |
| <b>Intelligence led</b>                     | <ul style="list-style-type: none"> <li>Delivering increased success / yield / hit rate through intelligence and threat led operations, better quality targeting and enhanced situational awareness</li> </ul>  |
| <b>Frictionless Tasking</b>                 | <ul style="list-style-type: none"> <li>Reducing opportunity cost by shortening the lag time between identifying a priority threat and deploying operational effect against it</li> </ul>   |
| <b>Increasing value delivered by assets</b> | <ul style="list-style-type: none"> <li>Shifting assets from lower-value passive deployment (training / deterrent / patrol) to higher value active deployment (disruption, executive action, intervention) more quickly and frequently</li> </ul>   |
| <b>Efficiency</b>                           | <ul style="list-style-type: none"> <li>Moving from multiple tasking and prioritisation functions into a single network of operational prioritisation and coordination functions.</li> <li>Creating a single HQ for NMIC and JMOCC, realising economies of scale and efficiencies in stakeholder contributions</li> </ul> |



## UK Maritime Security SR Bid – soft benefits

### Value added system-wide through:

- Expert and impartial advice to senior decision makers leading to more effective outcomes
- Gaps identified through system-wide tasking will provide a source of evidence for strategic capability development
- Risk, accountability and cost shared across Government
- Better understanding of maritime threats to UK interests worldwide through a strengthened intelligence analysis and assessment function
- Continued projection of UK influence overseas.

**(Very) Rough order of magnitude costs:**

		Y1	Y2	Y3	Y4	Y5					
<b>HQ Function</b>	(Dir, 2 x DDs, Secretariat, Security, Project management office, training and Administration)	<b>Sensitive &amp; Irrelevant</b>									
<b>NMIC</b>	NMIC core										
	Analysis and Assessment R&D function										
<b>JMOCC</b>	JMOCC Core										
	24/7 capability										
	Performance Function Tasking mobilisation funding										
<b>Situational Awareness Capability Gaps</b>	Scoping and procurement (CDEL)										
	Capital costs (CDEL)										
	Maintenance and monitoring										
(all figures are in £m's)											
							<b>Total S &amp; I</b>				

## **Q1: Overall proposal**

**Do members of NMS(O) support this outline proposal, its scope and level of ambition?**

## Q2: 2019/20 Funding Gap

JMOCC remains at initial operating capacity with 2 x RN liaison officers; 1.5 x MMO liaison officers and 1 x Senior Officer soon to be supplied by Border Force (Border Force are also funding Director JMOCC's post and an additional G7 to support the Director to develop an SR bid).

This prevents delivery of:

- a 24/7 capability (a requirement highlighted through recent debriefs, including the March 2019 Marine and Law Enforcement Interoperability Event)
- consistent and proactive asset coordination in support of partners
- an extended planning horizon for operational coordination beyond 1 week
- a meaningful mitigation against maritime security risks around EU exit as a sustained critical incident would burn through JMOCC resourcing in a matter of a few days

**NMSC(O) members are invited to consider whether further support of c£150k (or full time personnel) could be identified to close the funding gap in this financial year.**

## Q3: UK Maritime Security SR Bid – Ownership of the bid

**NMSC(O) members are invited to take a view on the preferred vehicle for submitting the bid to HMT:**

- As a stand-alone Maritime Security Bid, sponsored by Home Office or DfT
- As part of the Home Office- sponsored Multi-Agency Hubs bid, including Causeway CTA and SE Hub (likely to be limited to funding new capability)
- As a bid to baseline funding from sponsoring departments for the next 5 years

## Q4: UK Maritime Security SR Bid – forming a team to produce the bid

NMSC(O) members are invited to support the formation of this bid by providing a SPOC in each partner organisation, plus personnel to form a virtual team, providing 1-2 days per week for approximately 3 months, ideally from a mix of departments.

Skills required include:

- Strategy
- Policy
- Finance
- Benefits modelling
- Economists
- Presentational skills (PowerPoint / Visio, etc.)
- Project support / secretariat

AND / OR funding for professional services to fill capability gaps and accelerate work on the bid

## Q5: UK Maritime Security SR Bid – Communications Plan

**NMSC(O) members are invited to support a forward leaning and open stakeholder comms plan to advance this bid.**

- A strategic stakeholder communications plan will be an important factor in the success of this SR bid. If NMSCO(O) agrees, Director JMOCC will revert to the Joint Governance Board with a plan.
- Partner organisations are requested to support by identifying key decision makers in Parliament, Government, Armed Force and Agencies whose support to the SR bid will be important.
- An open clear approach to help stakeholders to better understand the significant capability of NMIC JMOCC and potential benefits will be necessary to support the bid.
- Controlled use of social media (primarily Twitter) is likely to be useful and appropriate medium to widen the stakeholder audience, but only if supported by NMSC(O) / partner organisations.

## Q6: UK Maritime Security SR Bid – future leadership of NMIC

If it is accepted that a core feature of this bid will be unifying NMIC and JMOCC into a single body, **NMSC(O) members are invited to take a view on how soon this should happen.**

### Benefits:

- To aid joint working on the SR bid
- To achieve modest economies of scale through a shared HQ function and maximising departments' contributions to both NMIC and JMOCC
- To simplify accountability and maximise the impact of stakeholder engagement

### Risks:

- it is important to guard against the risk that an under resourced JMOCC results in the cannibalisation of NMIC resources following a merger (particularly in this financial year)
- Steps should be taken to protect the strong and well recognised brand of NMIC, particularly amongst international partners

