

# COMBINED COMMUNICATIONS-ELECTRONICS BOARD



**Combined  
Communications-Electronics  
Board  
(CCEB)**



## STRATEGIC PLAN

**P38M**

**May 2008**

## **CCEB STRATEGIC INTENT**

*To enhance C4 interoperability and capability for the defence forces of its member nations and to provide leadership and influence across the wider C4 community.*

### **INTRODUCTION**

Today the Defence forces of the AUSCANNZUKUS nations, which form the Combined Communications-Electronics Board (CCEB), seek to leverage advances in technology, organizational structures, operational concepts and command and control processes to enhance their defence capabilities. Decision makers and advisors at all levels must possess information superiority through access to accurate, complete and on-demand information.

Operations are increasingly conducted by diverse coalitions and require information sharing alongside other government and non-government organizations. These operations will be complex and dynamic, requiring greater C4<sup>1</sup> interoperability.

Nations are moving towards a greater national and multinational network enabled capability. Individually, CCEB nations are developing more coherent standards-based national networks. This provides the foundation for much improved interoperability. To realize this goal the balance of CCEB effort will shift from infrastructure development<sup>2</sup> to enterprise services<sup>3</sup> and richer information sharing through a trusted information environment<sup>4</sup>.

The CCEB enhances C4 interoperability and capabilities for its member nations and aims to influence the broader coalition community, at the strategic, operational and tactical levels. Key to success is the sharing of information for the benefit of the CCEB nations.

CCEB has a mandate from member nations and expectations from other coalition communities to provide leadership in the development of C4 interoperability and capabilities within the combined and joint environment. Working to lines of effort annually agreed by member nation Principals, the CCEB seeks to achieve improved interoperability by providing leadership, guidance, and formulating policies, procedures and standards. This is achieved by influencing national and multinational C4 programs to deliver capabilities for the exchange of all information in the combined or coalition environment.

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<sup>1</sup> C4 – Command, Control, Communication and Computing

<sup>2</sup> Infrastructure development – information technologies (routers, switches, hubs etc) supporting network connectivity

<sup>3</sup> Enterprise Services – common services and applications resident on a network for consumption by users

<sup>4</sup> Trusted Information Environment – an environment with appropriate processes, security, and identity management affording member nation the confidence for information sharing

## METHOD

To achieve its purpose the CCEB will, through a jargon-free approach:

- Be user focused.
- Collaborate and build trust amongst key stakeholders.
- Focus on interoperability, sharing experience and knowledge.
- Share national level purposes, including experiences to the benefit of other CCEB nations, this will include data and lessons learned.
- Define internal benefits to the CCEB and how the CCEB can influence final output.
- Consider strategic, operational and tactical C4 requirements with direct access to secure, accurate information for planning and decision making.
- Carefully plan, prioritize and allocate available resources to meet tasks.
- Review outcomes to assess value added.
- Raise awareness of CCEB activities.

## GOALS AND STRATEGIES

The following table lists the current Goals and Strategies set for the CCEB which will achieve the Principals intent.

### GOALS AND STRATEGIES

Goals	Strategies
<b>Goal 1: <u>Interoperability</u></b> – focuses on the provision of strategies, policies, standards and procedures, to promote C4 interoperability.	1.1 Develop and maintain C4 Standards. 1.2 Engage with other agencies and organizations. 1.3 Develop strategies to optimize the use of spectrum to achieve effective Military capabilities.
<b>Goal 2: <u>Capability</u></b> - focuses on influencing the delivery of capabilities and services to improve information sharing.	2.1 Influence the development of a coalition information exchange environment. 2.2 Influence the development and implementation of future C4 capabilities. 2.3 Share relevant C4 information and data.

## **LINES OF EFFORT**

The Lines of Effort, as detailed in the Strategic Plan, provide the near, medium and long term direction as set by the CCEB Principals. These Lines of Effort are reviewed on an annual basis and regrouped as required. Annex A refers.

## **THE WAY AHEAD**

Implementation of the CCEB Strategic Plan will be realized through the following actions:

- Continuous and improved engagement and direction by the Principals.
- Publishing and communicating the latest version of the Strategic Plan throughout the CCEB community.
- Maintenance of a CCEB Roadmap<sup>6</sup>.
- Maintenance of an accurate Management Plan<sup>7</sup> that directs tasks and activities undertaken by the organization.
- Establishment and maintenance of Working Groups, Task Forces and Tiger Teams responsible for the achievement of tasks and enablers satisfying defined outputs of the CCEB.
- Ongoing development and maintenance of core CCEB publications and documents, including an Annual Performance Report<sup>8</sup>.

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<sup>6</sup> CCEB Roadmap – multilevel temporal view of Goals, Strategies, capability areas, milestones and status of CCEB activity

<sup>7</sup> Management Plan – documented, approved, CCEB tasks, milestone dates, status and responsible group, with background history

<sup>8</sup> Annual Performance Report – provided by the CCEB Trifold – a communication tool providing overview of CCEB organization, current successes, challenges and future activity

For the Australian Defence Force



Rear Admiral P. D. Jones

For the Canadian Department of National Defence



Major General A.G. Hines

For the New Zealand Defence Force



Mister P. I. Thomas

For the United Kingdom Ministry of Defence



Air Vice Marshal S. D. Butler

For the United States Department of Defense



Brigadier General M.J. Basla

**ANNEX A TO**  
**CCEB STRATEGIC PLAN**  
**DATED MAY 2008**

<b>CCEB Lines of Effort</b>	
<b>Near Term Effort (2 years):</b>	<p>Further development and use of the trusted information environment.</p> <p>Develop a future plan for Military Messaging capability.</p> <p>Develop an understanding of other international C4 fora and how they relate to the CCEB.</p> <p>Clarify the CCEB's role in cyber space.</p>
<b>Mid Term Effort (5 years):</b>	<p>Promote alignment and implement Enterprise Service capabilities.</p>
<b>Enduring Effort:</b>	<p>Spectrum Management.</p> <p>ACP and Publications maintenance.</p> <p>Exploitation of Network Enabled Capabilities.</p>