



Common Mission Project UK

Year in Review

Creating Impact in 2022

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Executive Summary

In 2022, Parliament issued a report stating businesses are having a difficult time recruiting employees with relevant skills.

We also read numerous reports in 2022 that skills are being weighted more than degrees when hiring, and this requires changes in education to prepare a general workforce to deliver NetZero as well as skills for sustainability careers, and a vast array of technological jobs; from Artificial Intelligence to semiconductors to life sciences. Skills were overwhelmingly a theme in 2022, and one we are proud to have delivered so successfully on with our Mission Driven Entrepreneurship™ programmes.

Our approach to developing these skills is where our innovation lies. We connect talent in higher education to real government challenges: where teams of students work with a government problem sponsor and an industry mentor, applying entrepreneurial and innovation methods and tools, to solve some of the critical problems of today.

This experiential learning uses tools found in the commercial world (Lean Startup, Design Thinking), and applies them to solving government problems. The results are unmissable; our Mission Driven Entrepreneurship alumni are some of the most competitive on the job market, as they were able to combine a traditional university education steeped in theory and knowledge with real-life practical skills required of them in the job market.

With skills as the backdrop of our 2022 Annual Report, we will share the headway we have made in contributing to the UK's National Innovation Base, inspiring students to pursue government careers, equipping them with unique approaches to problem solving, building their public sector knowledge and driving a changed mindset within Government, as well as offering universities a fresh approach to learning.

We could not be more proud of what we have achieved as a small charity in 2022. I was delighted to take on the role of Executive Director in November, and in that same month our work was recognised across Defence by the Women in Defence Awards 2022, awarding our founder and Chair, Dr Ali Hawks, the award for Innovation and Creativity. The charity is on a strong footing for growth and scale in 2023.

Thank you to each of our government, industry and academic partners who have made this programme possible with special thanks to the Ministry of Defence for their strong support of Mission Driven Entrepreneurship®. A final and heartfelt thank you to the students who take this programme and who are the agents of change in all of our futures.

Sincerely,

**Dr Rachael Kelly
Executive Director
Common Mission Project UK**

OUR STORY SO FAR

Our Mission

CMP is a unique educational charity that brings innovative education for the leaders of tomorrow, to solve the critical problems of today.

We exist to inspire and equip the next generation to galvanise around the common problems that affect us all, and change our world for the better. We do this by providing 'Hacking 4' (H4) university accredited modules that teach lean start-up methodology, and by accelerating an ecosystem of talent in what we call: Mission-Driven Entrepreneurship™.

Through our education programmes, we are helping to change mindsets in government. Our courses demonstrate a different way to think about problems, highlighting the importance of being problem-led, rather than solution-focussed.

Our pioneering approach brings together UK Government, Academia and Industry, asking them to focus on the problem, not the solution. By disrupting traditional education models, diversifying entry to entrepreneurship, and lifting-the-lid on the national problems we face, CMP ensures that the leaders of tomorrow are equipped to tackle the complex challenges of today.

Our Organisation

Guided by our Board Chair, Dr Ali Hawks, and Executive Director, Dr Rachael Kelly, CMP relentlessly pursues its mission.

Our stakeholders encompass educators, academic institutions, industries, Ministry of Defence and the Home Office, and form a robust network.

CMP has amplified its impact and reach over the past year. We've *extended our H4 programmes and grown our team in key areas*. A key milestone has been *integrating sustainability* into our purview, with 12% of submitted problems now having a sustainability-themed focus. CMP remains dedicated to inspiring and equipping future leaders, striving for a better world.

20%

**INCREASE
OF SUSTAINABILITY
FOCUSSED PROBLEMS**

OUR 2022 RESULTS

52

problems from the Ministry of Defence and Home Office validated

8

new universities onboarded with 34 educators trained in Lean Startup and course delivery

195

Minimum Viable Products (MVPs) delivered to government sponsors

3x

'Hacking 4' education programmes delivered: H4MoD, H4 Sustainability and H4Police.

246

university students exposed to government problems and trained in Lean Startup

2290

interviews conducted by student teams

62

government problem sponsors trained in Lean Startup and mentorship

2

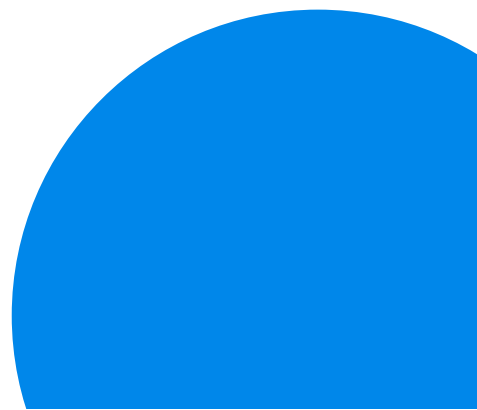
companies launched



Innovative education for the leaders of tomorrow, to solve the critical problems of today.

Mission-Driven Entrepreneurship™

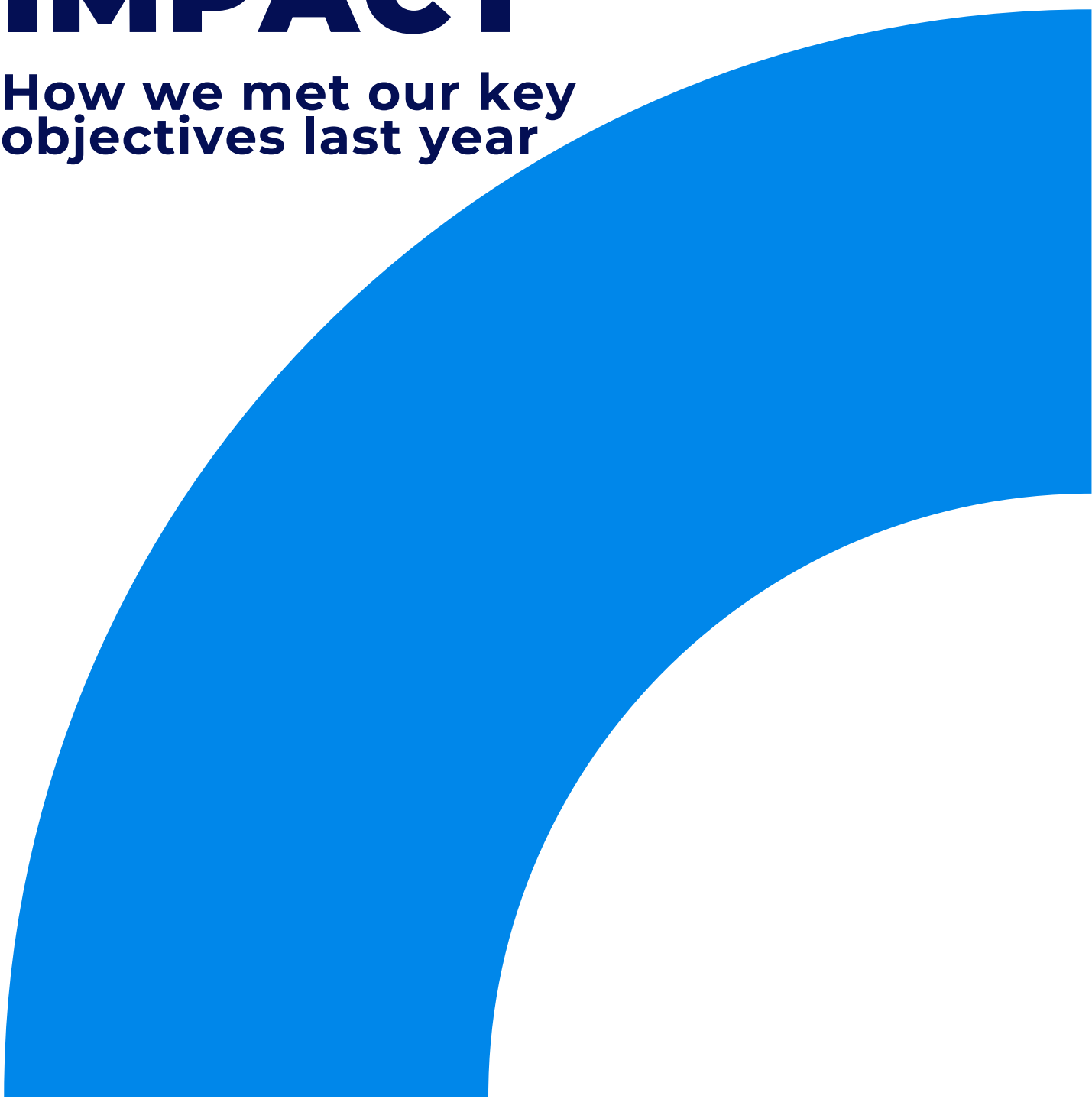
commonmission.uk





OUR IMPACT

**How we met our key
objectives last year**



BUILDING A NATIONAL INNOVATION BASE

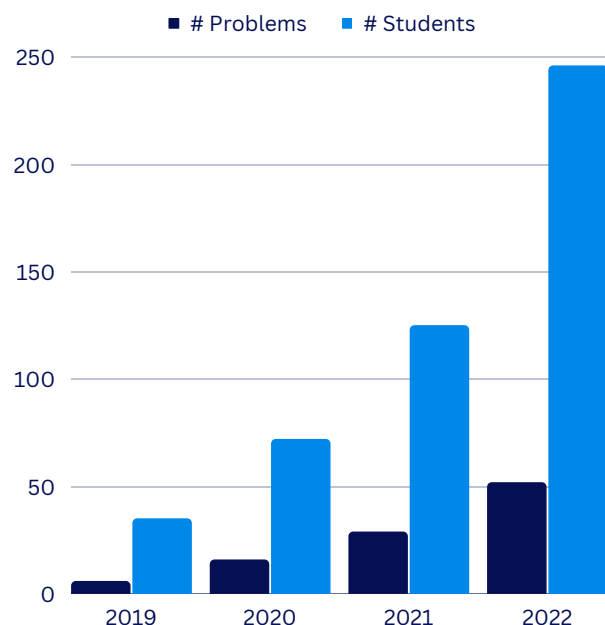
With its innovative programmes, Common Mission Project UK is a critical partner in building the UK's National Innovation Base; providing an accessible way for the government to connect to university talent and industry expertise at scale. In 2022, we engaged 246 university students working on 52 unique problems, on issues ranging from sustainability, autonomy, logistics, to operations and data. We have built up our pool of Industry Mentors to 140 who work alongside the student teams and sponsors.

Our growth, since we founded CMP in 2019, has been significant. We've engaged an average of 92% more students year on year, validated or solved over 100 Government-sourced problems, and provided our sponsors with real, implementable ideas or research that fast-tracks innovation in their organisation.

The importance of our contribution to the National Innovation Base should not be understated. **84% of our course alumni indicate a desire to work for the government as a result of taking the course.** This represents a unique pipeline of talent that would not otherwise exist with this particular experience and skill set going directly into government.

This impact not only includes the students, but also the ecosystems that are generated around the problems during the course through the students' discovery and outreach.

With the newly formed Department of Science, Innovation, and Technology's investment in the technology sector, spanning semiconductors, cybersecurity, labs, and life sciences, the skills being developed in our courses are fundamental to powering the workforce of tomorrow.



84%

**H4 ALUMNI INDICATE A
DESIRE TO WORK FOR
THE GOVERNMENT**



SPOTLIGHT ON

CREATING ECOSYSTEMS AROUND PROBLEMS THAT MATTER

We bring together actors from government, academia and industry and wrap these around student teams. In doing this, we create the foundation for real problem solving experiences that enables multiple stakeholders to **gain critical skills**, as well as form ecosystems around **problems that matter**. It also provides an opportunity for the different sectors to learn from each other and create new opportunities for innovation and growth.

We are also opening up **international partnerships** through our education programmes by getting student teams in the US and UK to work on common problem sets. In 2022, we sourced problems from NATO around developing secure ways to share information on cyber threats during operations and making ships safer by leveraging Artificial Intelligence for damage control processes. Student teams briefed their findings to NATO members and experts at the Conference of National Armaments Directors and at NATO's Joint Intelligence, Surveillance and Reconnaissance Plenary Event.



INSPIRING CAREERS IN GOVERNMENT

To capitalise on the government's investment in technology in the public and private sector, diverse talent in government is crucial. Talent that understands not only technology from a technical perspective but how companies form, scale and grow to become the industrial base necessary for the UK to achieve its goal of being a science superpower by 2030.

Mission Driven Entrepreneurship™ exposes students to the experience of being a small “start-up”, tasked with solving big challenges and thinking through investment, key partners, resources and activities, as well as how to deploy solutions within complex bureaucracies. **Injecting this experience into government careers** means that the experience and skills will exist within the government to successfully invest and partner with the public and private sector.

“*Being given the opportunity to learn about cybersecurity by engaging directly with a “real world” defence problem and speaking with a range of cybersecurity professionals in both the military and private sphere was truly an eye-opening experience. It was through this hands-on experience that I realised a desire to work in cybersecurity.*”

EMILY GLYNN, KCL WAR STUDIES,
SPRING 2022

“*This entire project, task, and team has really opened my eyes to what experiences I will be facing once I have concluded my university studies. The process of researching, networking, data collecting and creating solutions has taught me many valuable skills I can apply to all tasks I will undertake in any future work endeavours.*”

GEOFFREY FOURIE,
BOURNEMOUTH UNIVERSITY,
SPRING 2022

272

students proudly use their Mission Driven Entrepreneurship™ badge on LinkedIn to communicate their unique skill set which means they can be easily accessed for critical jobs in government.

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H4MOD sets candidates apart

The Hacking4MoD module was instrumental in the achievement of my position at BAE systems. I am sure other students on the course would agree what an asset the module has been when writing job applications because of the unique and impactful experience it provides.

EMILY GLYNN, KCL WAR STUDIES, SPRING 2022



CHANGING MINDSETS IN GOVERNMENT

Not only is CMP raising the awareness of our government institutions, but we also expose public sector workers to how to think about problems differently. In 2022, we trained 62 government problem sponsors in our methodologies. Importantly for Defence, the **sponsors are learning how to disrupt the “requirements” mindset and status quo**; they learn the importance of being problem-led and that if the problem is wrong, the solution will never be right.

Over ten weeks, our government sponsors learn from the over-100 interviews their student teams will have conducted to validate the problem and identify solution pathways.

As a result of the student’s discovery, the majority of problem statements change; demonstrating that an unvalidated requirement is usually solving a symptom of the problem. Our courses **identify the root cause**, thereby de-risking investment in any solution.

CMP INSPIRES AND EQUIPS THE CATALYSTS FOR POSITIVE CHANGE BY TRAINING SPONSORS IN LEAN STARTUP.

62

TRAINED IN 2022

**FOCUS ON THE PROBLEM.
BECAUSE IF THE PROBLEM IS WRONG,
THE SOLUTION IS NEVER RIGHT.**

SPOTLIGHT ON

PROBLEM FOCUSSED APPROACH ENSURES IMPLEMENTABLE SOLUTION

Royal Air Force (RAF) Sqn Ldr Pete Kennedy and Flt Lt Dan Leedham created a mobile app, Ballistic, that calculates where parachutists should be released to reach their intended Drop Zone. Both Pete and Dan were awarded a commendation from the Royal Air Force Deputy Commander Operations in the [RAF New Year Honours and Awards 2023](#).

Pete credits his experience of sponsoring a problem in Spring 2021 as critical in developing his 'problems first approach', which led to the development of the Ballistic app. For Pete, being problem-centric is crucial to Defence's ability to maintain its edge in the face of accelerating technology and adversary timelines.

“Only by truly understanding the problems that front line operators face can we have any hope of solving them at the pace of relevance. The alternative - that is, the current status quo - is that focus is given to delivering on 'requirements', and maintaining processes, regardless of the outcome.

SQN LDR PETE KENNEDY



DISRUPTING PROFESSIONAL MILITARY EDUCATION

In Spring 2022, H4MoD ran for the second year as a **core module on the MSc in Defence Innovation**, on the Advanced Command and Staff Course at the Defence Academy. 67% of the students on the course noted how the course had changed their understanding of innovation in defence to a 'great extent'.

How does H4MoD bring about positive change? What will PME students do differently as a result of this course?

- **Approach Problems Differently:** Understanding and identifying the beneficiary of the problem and the value in it being solved
- **Write Better Requirements:** Seek to understand problems fully before working towards a solution
- **Testing Hypotheses -** Identify pains and gains to test potential solutions to see if they solve the problem before investing costly resources, de-risking investment in solutions

67%

of the students on the course noted how the course had changed their understanding of innovation in defence to a 'great extent'.

SPOTLIGHT ON

GAINING FURTHER INSIGHTS FROM SILICON VALLEY

In May 2022, CMP designed and led the Defence Academy students' visit to Silicon Valley, California. This included discussions with entrepreneurs, venture capitalists, and visits to dual use technology start ups.

As future leaders of Defence, some of whom went into Defence innovation roles after this course such as NavyX and jHub, the students heard first hand about the experience of start-ups working with the government, as well as having the opportunity to build professional networks supporting these types of jobs.



MAKING GOVERNMENT PROBLEMS ACCESSIBLE

Interesting problems and committed sponsors are the key to the success of our courses. In 2022, the majority of those problems were sponsored by the Ministry of Defence, and we expanded our reach across Defence organisations, sourcing a total of 62 problems. We have learned that the problems we source are the single most influential factor in a student wanting to work for the government.

Exposing students and industry to live government problems increases the pace at which they can be solved. Our university students delivered 195 'minimum viable products' (MVPs) to 62 government problems. The impact the students had on these problems was immense.

195

MINIMUM VIABLE PRODUCTS
(MVPS) DELIVERED TO
GOVERNMENT SPONSORS

68%

GOVERNMENT PROBLEM
SPONSORS INDICATED THEY
WILL USE THEIR STUDENT
TEAM'S MVP TO SOLVE THEIR
PROBLEM.

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Powerful perspective and insight

Having sat through the recent H4MoD presentations, in my opinion [the student team], have conducted perhaps the most comprehensive attitudinal study of Royal Marine mentality for a generation, and their work as an external focus of evaluation offers a powerful perspective and insight that we would do well to listen to.

LT COL SIMON TUCKER, PROBLEM SPONSOR,
SPRING 2022

LIFTING THE LID ON POLICING CHALLENGES

In 2022, we expanded beyond Defence to launch **Hacking 4 Police** in partnership with the Home Office's Accelerated Capability Environment, where students worked on problems facing frontline officers that spanned youth gangs, building public trust and confidence, and how officers might identify domestic abuse earlier.

“Getting the opportunity to work on these types of policing challenges with university students has been so inspiring. We face very real challenges that are going to be there for each generation, so it is important that young people are starting to engage with them. Implementing the students' solution ideas would increase public confidence and transparency and increase the public's understanding of our role.”

CHIEF INSPECTOR SPARKS, KENT POLICE

OUR H4POLICE ALUMNI
REPORTED A 77% INCREASE
IN AWARENESS OF LAW
ENFORCEMENT AS A RESULT
OF TAKING THIS COURSE.

77
%

Our alumni, who go into the public sector, have the advantage of working on public challenges with government personnel and therefore enter the job market with relevant experience, professional networks, and skills.



SPOTLIGHT ON

RAISING AWARENESS IN THE MINISTRY OF DEFENCE

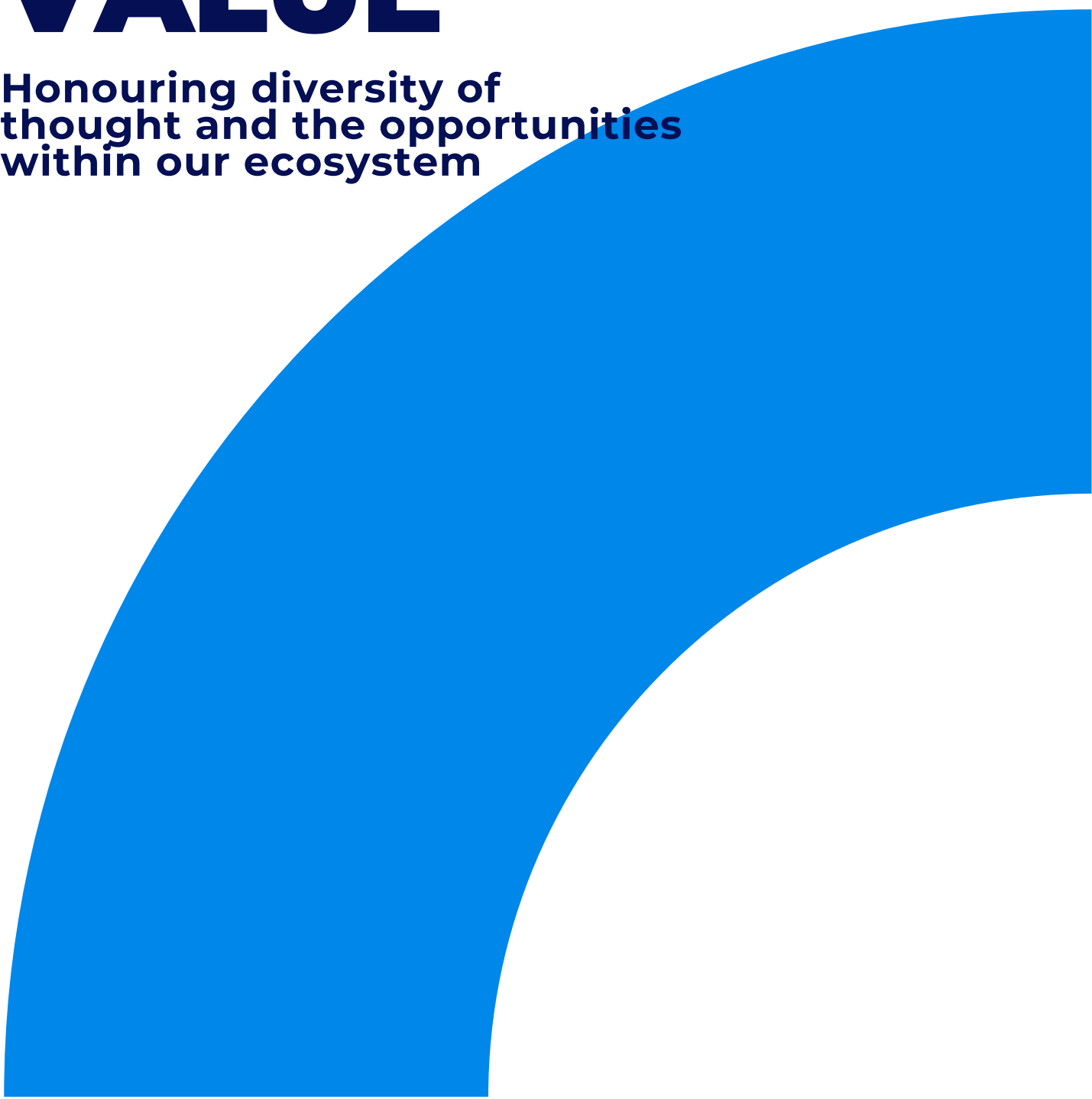
In 2022, 24% of our H4MoD students indicated their awareness of the MoD and its purposes were “good”. By the end of their H4MoD course, 89% of our total student cohort indicated their awareness of the MoD as “excellent” or “good”. In 10 weeks, our Mission Driven Entrepreneurship™ course increased the students understanding of Defence by 65%.





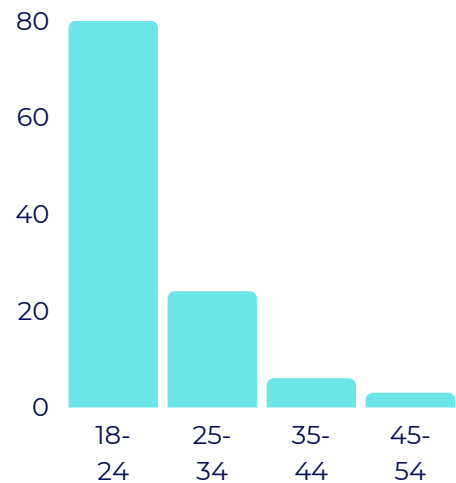
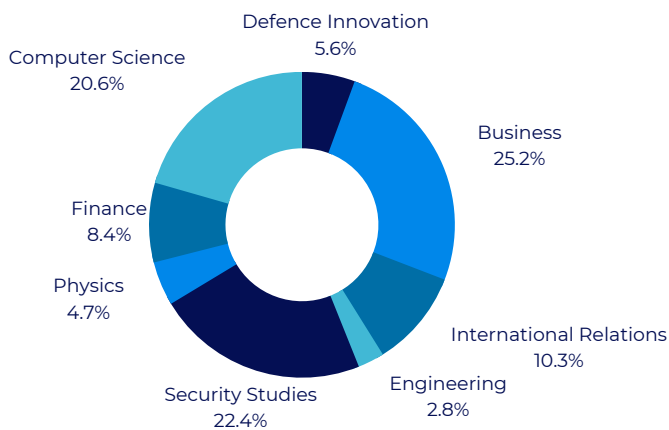
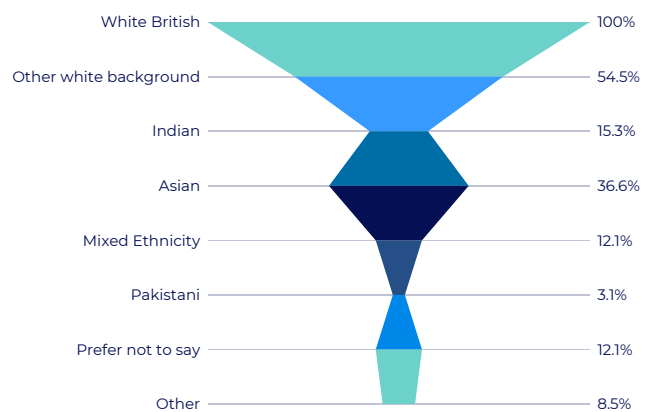
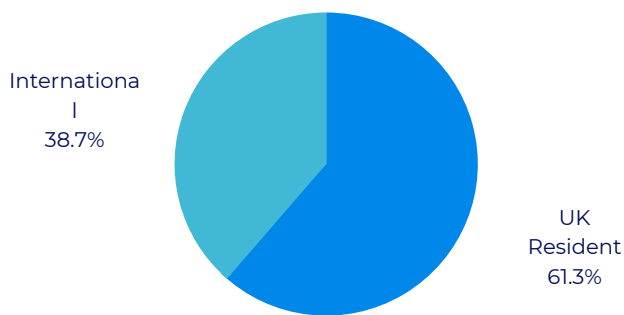
OUR VALUE

**Honouring diversity of
thought and the opportunities
within our ecosystem**



INSPIRING A CROSS-SECTION OF DIVERSE TALENT

In 2022, we saw an increase in our H4MoD programme's attendance - our highest ever. This boost broadened our talent pool, bringing more diverse perspectives to our vital partnership with the UK Ministry of Defence. Our collaboration ensures an enriched set of capabilities and perspectives.



240

TOTAL STUDENTS FROM VARIETY OF BACKGROUNDS

18-54

TALENT ACROSS ALL AGE GROUPS

33%

FEMALE PARTICIPANTS

THE DRIVING FORCE FOR A MOVEMENT

Our educators infuse vitality into the course, and are the driving force that pushes student teams to critically evaluate the problem and assess the viability of their solutions. They are the motivators and coaches who ensure the student teams maintain momentum in this rigorous and high-velocity course. Their energy and guidance keep our students focussed and help propel them forward throughout the 10-week module.

We've extended our reach to 14 UK academic institutions. The teams we work with here also form an essential component of our vibrant, interconnected ecosystem.





Acquiring subject matter expertise in rapid time

It is a privilege to teach the H4MoD course; the innovative programme enables students to utilise their analytical skills to make rapid research progress, advance their professional development and acquire subject matter expertise. The difference in student confidence when comparing from the start to the end of term is remarkable.

GEOFFREY CHAPMAN, EDUCATOR, KING'S COLLEGE LONDON, SPRING 2022

ACCELERATING STUDENTS' LEARNING TRAJECTORY WITH THE IMPACT FUND

In 2022, we launched the **Impact Fund** to drive our charitable fundraising efforts. The Impact Fund is dedicated to **enhancing the student experience** in the programme. Its aim is to engage with grant-funding organisations, philanthropic institutions, and corporate sponsorships and donations that enable our students to conduct even more important discovery.

This year, we **partnered with AWS** to provide **17 student teams** with the travel funds to be able to visit their government problem sponsor in person. These insightful visits allow our students to experience the problem first hand, **increase their discovery interviews**, and learn about the problem outside of the classroom. It is **fundamental to their experiential learning**, and in 2022 delivered vast rewards.

MAKE AN IMPACT WITH US!

Our goal in 2023 is to increase the number of sponsorships and grants.

Please contact Rachael Kelly if you would like to become a course sponsor or a partner in our Impact Fund.

SPOTLIGHT ON

EXPERIENTIAL LEARNING AND REWARD WITH THE IMPACT FUND

In Autumn 2022, a team of five computing students from Portsmouth University took up the challenge of identifying optimal helicopter landing spots for Army personnel.

The student team used the Impact Fund to travel to the Hampshire and Isle of Wight (IoW) Air Ambulance, which prompted a crucial pivot moment; the team amended their initial solution idea from a physical device that could be fitted onto a helicopter, into a software solution. Students were able to draw insight from the software based processes that were being utilised by Hampshire and IoW Air Ambulance, experiencing them first hand, which ultimately led them to validate their solution idea.





An ecosystem of innovative catalysts for change

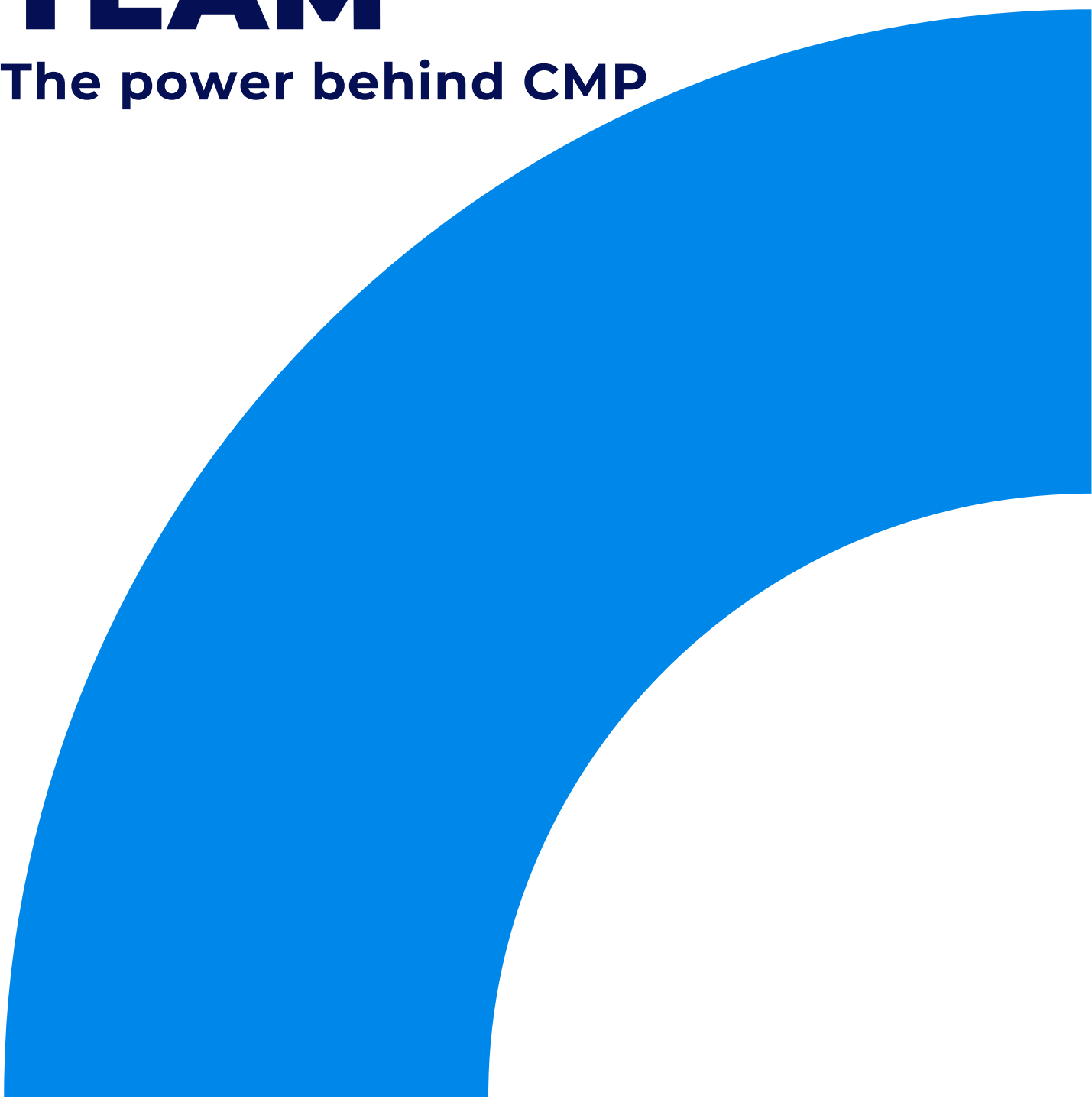
The stakeholder ecosystem that developed from the students' interviews is phenomenal - there were many parts of the military, industry, and wider academia that weren't on our radar, but now we can reach back into this broad network and carry on the conversation.

LT COL DOMINIC SPENCER, SPRING 2022



OUR TEAM

The power behind CMP



TEAM CMP

Guided by our Executive Director, Dr. Rachael Kelly, and benefitting from the insights of our esteemed Board of Trustees and Advisors, the CMP UK team continuously propels us forward. Collectively, we embody our core values: mission-driven, entrepreneurial, collaborative, problem-focussed, and innovative. As a start-up charitable organisation, we're making significant strides in disrupting conventional educational paradigms, promoting diversity in entrepreneurship, and lifting-the-lid on the national issues we face.



DR. RACHAEL KELLY
EXECUTIVE DIRECTOR



QING STEVENS
OPERATIONS MANAGER



BETH LLOYD-WRIGHT
MARKETING MANAGER



EMMA PARSONS
UNIVERSITY
PROGRAMME LEAD



KATRINA BRODER
GOVERNMENT
PROGRAMME LEAD



JULIA DOMAGALA
ALUMNI LEAD

OUR BOARD AND TRUSTED ADVISORS

Our Board of Trustees and Advisors, led by Dr. Ali Hawks, are a dynamic blend of defence experts, innovators, entrepreneurs, academics, and consultants. Their combined insights fuel our strategy and enable CMP UK to continue driving meaningful change.

BOARD OF TRUSTEES



DR. ALI HAWKS

CHAIR



ALAN ROAN



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DR. LUCY MASON



GARY STEWART



PAUL O'NEILL



SARA SHARKEY



BRAD PIETRAS



SPOTLIGHT ON

LEADING EDGE IN CREATIVITY AND INNOVATION

Dr. Ali Hawks was named winner of the Innovation & Creativity Award, during the Women In Defence UK Awards, November 2022.

Ali was awarded as a result of her Founding CMP UK. Ali was convinced that the charity's innovative education programmes could help UK Defence, and UK government more widely, to overcome entrenched problems and inefficiencies including buying solutions without properly identifying the problem, and failing to check desirability. Initially as Executive Director, and now as Chair of the Board of CMP, Ali has led and driven the organisation to achieve its core objectives, including to help defence to solve their most challenging problems in a rapid, repeatable and scalable way.

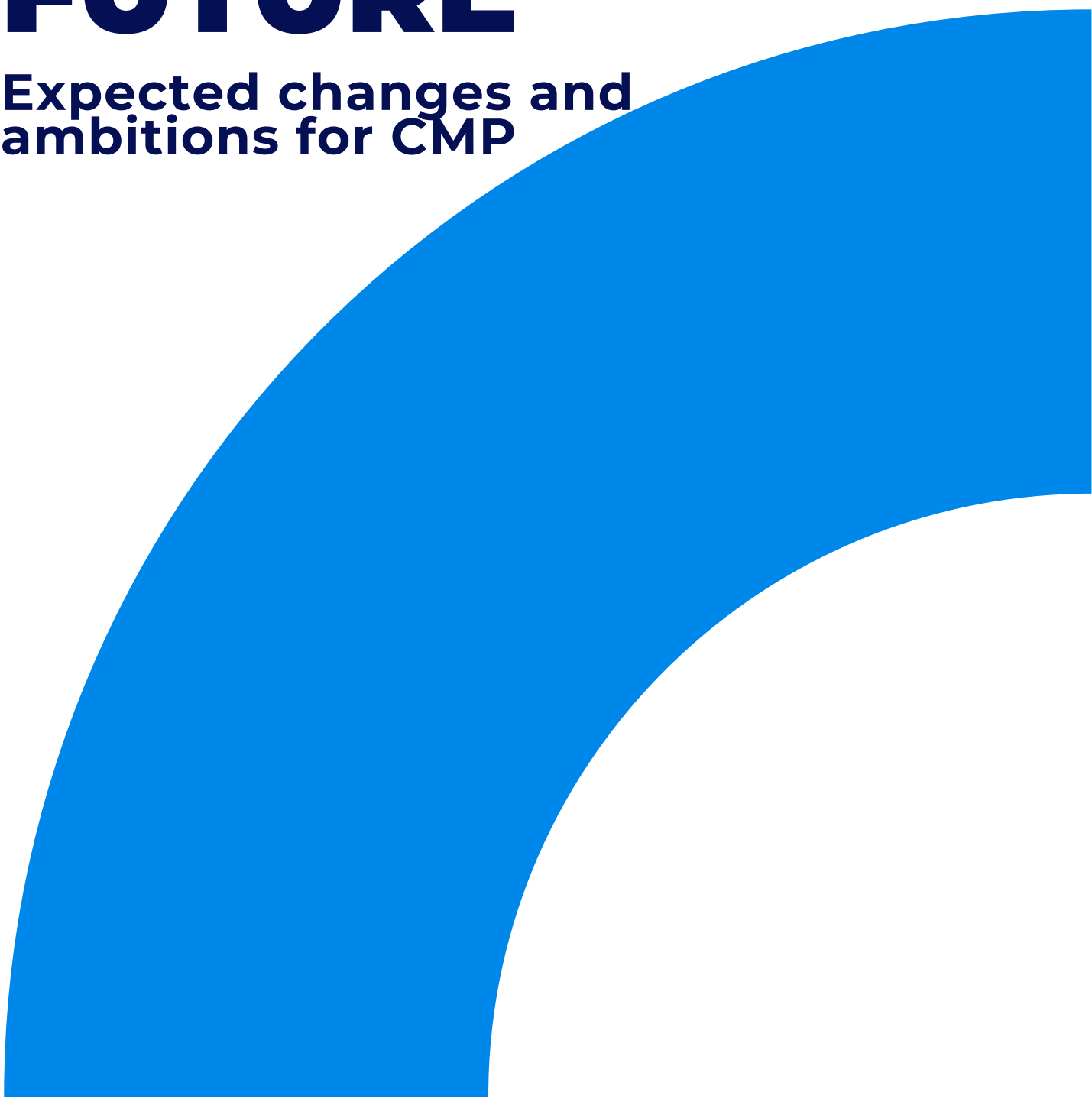
Ali is also UK CEO of Defence innovation consulting firm BMNT.





OUR FUTURE

**Expected changes and
ambitions for CMP**

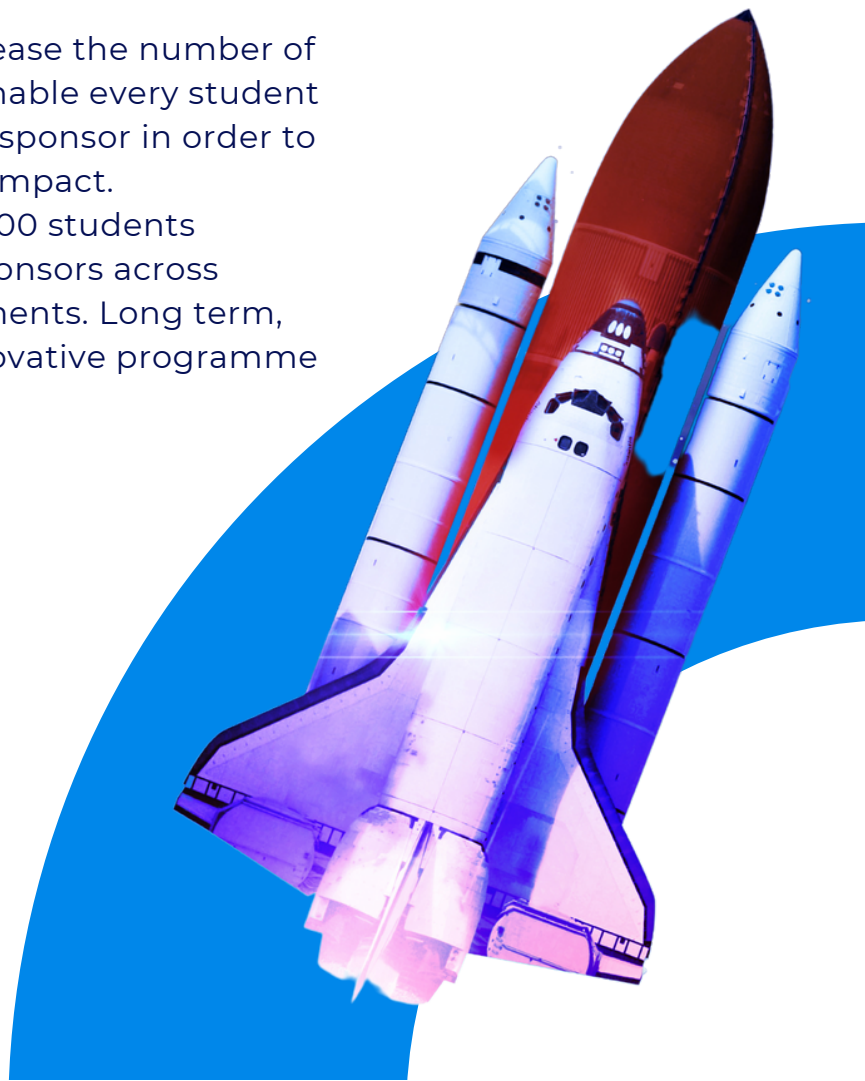


MAKING A MARK IN 2023 AND BEYOND

As we look forward, our aims remain the same, but we're scaling up. And we're excited to explore new sectors and offer a wider range of H4 courses, delving into emerging areas like Space, Sustainability, Health, and Local Communities. Collaboration with the MoD and government agencies will continue to be a crucial part of this expansion.

Below is a snapshot of some of the activities and goals we have on our radar.

- We're extending our reach within Professional Military Education. We are thrilled to announce that this summer we are running a condensed version of our H4MoD course at Sandhurst for University Officer Cadets. This is an opportunity to build up the innovation skill set of potential young officers before they even start their careers.
- In 2023, we are aiming to increase the number of sponsorships and grants, to enable every student team to travel and meet their sponsor in order to accelerate their learning and impact.
- By 2024, our goal is to reach 900 students engaged with government sponsors across multiple government departments. Long term, our vision is to deliver our innovative programme in every UK university.





WE THANK YOU

FOR YOUR CONTINUED SUPPORT IN

OUR COMMON MISSION

To our stakeholders, team, board and advisors, we thank you for your continued efforts and support in building CMP UK. Our partnerships with you ensure that we can continue to offer innovative education to inspire and equip the next generation of problem solvers, entrepreneurs and leaders for public good.

We look forward to working with you in 2023 and beyond.

CONTACT US

Common Mission Project UK

Summit House

12 Red Lion Square

London

[WC1R 4HQ](#)

commonmission.uk

info@commonmission.uk

