

Williams Foundation Conference Enhancing the Lethality and Survivability of the Integrated Force

28 September 2022
National Gallery of Australia

Updated 25/9/22

Aim

The aim of the September 2022 seminar is to examine specific measures which enhance both the lethality and survivability of an integrated Australian Defence Force. It will examine gaps and opportunities in the 5th generation force and identify priorities which accelerate preparedness for complex, sustained, high intensity operations.

Background

Since 2013 the Sir Richard Williams Foundation seminars have focused on building an integrated 5th generation force. Recent seminars have evolved from the acquisition of new platforms to the process of shaping and better understanding the environment in which the integrated force will prepare and operate. Moreover, they have highlighted the challenges of acting independently at an accelerated tempo and in sustained, high intensity, complex operations across all domains.

Almost a decade later, the 2022 seminars reflect on the journey towards a 5th generation force and identify gaps, opportunities, and priorities for the development of next generation capability in the face of new threats and new risks, paving the way for the 2023 seminars.

Despite the operational challenges, the framework and apparatus of the 5th generation force is substantially in place. And while there is still plenty of work to be done, the shift from a focus on platforms to a broader appreciation of an integrated 5th generation system of systems represents an important milestone.

As identified in the March 2022 seminar, there is a shared understanding of the scale of the challenges ahead for both defence and industry, and across coalition partners, too. However, the strategic circumstances continue to deteriorate at an alarming rate, driving the need for prioritisation in both what and how we acquire new capabilities.

On top of that, there is the challenge of progressing integration with the force-in-being as well as the future force. The need to balance the requirement to 'fight tonight' with the ability to meet future threats is vitally important, noting that the force we will have in 20 years' time will contain 80% of what we have today based upon a series of major systems with an upgradeable software core.

Towards a Lethal, Survivable, and Affordable Force

The September seminar will develop the ideas identified in March and expand on the theme of an increasingly sophisticated and time-sensitive 'lethality-survivability-affordability' trade-off necessary to build a balanced and relevant force. A trade-off which is set within the context of a need for

increased deterrence, decision-making advantage, and a commercial reality that we no longer have the time to establish the competitive tension the acquisition system has traditionally demanded to demonstrate best value for money.

The seminar will focus on the gaps and opportunities as they relate to the broader requirements of the Australian Defence Force, notably in terms of enablers and integration priorities. Above all, it will focus on preparedness and the need to focus on outcomes which improve training throughput and performance at the force level, backed up by enhanced fuel, infrastructure, weapons, basing, and supply chain resilience.

A core consideration will be the need for an increasingly integrated relationship between Defence and system providers to develop the industrial depth and responsiveness necessary for future operations. A relationship which works towards a better understanding of our industrial production capability needs, while recognising that competition in some areas has the unintended consequence of reducing overall sovereign production capability and capacity.

Another area of interest is the need for greater exploitation of technology to enhance human performance and decision making at the force level to complement training systems associated with individual platforms and weapon systems. Improving training system effectiveness and efficiency, described in terms of 'Mission Rehearsal' at the March seminar, not only increases throughput but also ensures the enterprise is ready to operate across the spectrum of conflict while being disrupted, deceived, and degraded.

To introduce different perspectives from elite, high performance sport, the Seminar also includes former Australian test umpire Mr Simon Taufel. For five years he was formally recognised as the world's best cricket umpire based upon his consistent ability to make accurate decisions under pressure and his ability to integrate technology into real time decision-making.

In the final session, Service chiefs will provide insight into their thoughts about the future operating environment and key observations and lessons from the transition to a networked integrated force.

Industry Perspectives

Industry participants are invited to contribute to the discussion about accelerating and enhancing lethality, survivability, and affordability of the integrated force. Industry is encouraged to provide a perspective which addresses policy and process improvements, as well as the future opportunities provided by the exploitation of new technology and an increasingly integrated defence and industry workforce management model. Topics for industry consideration are:

- Platform Survivability
 - Training System Effectiveness & Mission Rehearsal
 - Communication and Network Resilience
 - Decision Superiority
 - Future Weapons
 - Basing, Logistics & Supply Chains
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Program (updated 25/9/22)

Time	Topic	Speakers
0800-0830	Registration and light breakfast	
0830-0835	Welcoming Remarks	AIRMSHL Geoff Brown AO (Retd), Sir Richard Williams Foundation
0835-0840	Introduction and MC	SQNLDR Sally Knox, Sir Richard Williams Foundation
0840-0900	Managing Strategic Risk in a Disrupted World	Dr Alan Dupont AO, CEO, The Cognoscenti Group
0900-0920	Thinking Through Tradeoffs	Chris McInnes, Sir Richard Williams Foundation
0920-0940	ACAUST Priorities	AVM Darren Goldie AM, CSC, Air Commander Australia
0940-1000	Mission Rehearsal (Pre-recorded video)	Gen. Kenneth S. Wilsbach, Commander, Pacific Air Forces
1000-1020	Research and Analytic Support to the Integrated Force	Dr Andrew Dowse AO, Director, RAND Australia
1020-1050	Break – Morning Tea	
1050-1110	Title TBA	Gen. (Ret) John William "Mick" Nicholson Jr, Lockheed Martin
1110-1130	Resilient Communications in Contested Environments	AIRCDRE Jason Begley CSM, Director General Joint C4, Joint Capabilities Group
1130-1150	Delivering on the Promise of Joint All Domain Command and Control	Bill Lamb, Director of the Multi-Domain Mission Command Operating Unit, Northrop Grumman Defense Systems
1150-1210	RAF - Decision Superiority	AVM Ian Duguid CB OBE MA RAF, Air Officer Commanding No 1 Group, Royal Air Force
1210-1240	Decision Making – You and Technology	Simon Taufel, Integrity Values Leadership
1240-1340	Lunch	
1340-1400	Defence Intelligence Enterprise	RADM Stephen Hughes CSC, RAN, Head Intelligence Capability
1400-1420	Chief of Army Perspective	LTGEN Simon Stuart AO, DSC, Chief of Army
1420-1440	Force Design Considerations	MAJGEN Anthony Rawlins DSC, AM, Head of Force Design
1440-1500	Chief of Navy Perspective	VADM Mark Hammond AM, RAN Chief of Navy
1500-1520	Chief of Air Force Perspective	AIRMSHL Robert Chipman AM, CSC, Chief of Air Force
1520-1530	Formal Close	AIRMSHL Geoff Brown AO (Retd), Sir Richard Williams Foundation