

TOMORROW'S ADF

A small team within the Joint Concepts and Futures Directorate is looking at what the ADF may look like in years to come

THE Joint Concepts and Futures Directorate is part of the Force Analysis Branch within the Force Design Division of ADF Headquarters and is staffed by a mix of APS and ADF personnel.

The Directorate produces a detailed narrative of a plausible future, identifying issues and opportunities for the ADF and assists in testing these ideas to inform force design.

The Director Joint Concepts and Futures, Group Captain David Banham, says that as the name implies, the futures team looks at what the future ADF might look like.

"The team focuses on understanding the potential operating environments the ADF may face in 2035-50," David says.

"This is not about trying to read a crystal ball and predict the events that might occur on a given day in 2045.

"Rather, the team assesses and analyses current day activities and trends, as well as research and development occurring worldwide, to understand the likely trajectory of society and technology.

"Using this information, we are able to extrapolate plausible and probable future scenarios as well as make informed judgements about Australia and the ADF's strategic interests in those scenarios."

The primary document produced by the Futures Team is the Future Operating Environment (FOE). The FOE is the outcome of the team's assessments and analyses and examines those future contexts and our enduring strategic interests.

This understanding allows the team to identify areas of competition and define operational dilemmas and opportunities for the ADF.

The Deputy Director Futures and Assessments, Dr Drew Ninnis, says the FOE provides the context for force exploration activities conducted by the Joint Concepts team.

"The Joint Concepts team links strategy to the development and employment of future force capabilities by developing alternative models of capability and testing their effectiveness in supporting Defence's strategic objectives and missions," Drew says.

Using the information provided by the Futures team, as well as guidance from Strategic Policy Division and Government, the team develops and describes potential models of Joint Force capability.

The Deputy Director Future Concepts, Commander Stephen Newing, says potential models are rigorously tested.

"In order to understand which models are more



The Joint Concepts and Futures team, from left, Commander Stephen Newing, Squadron Leader Robert Vine, Tobias Turello, Kate Goodridge-Griffiths, David Banham, Dafydd Jones, and Drew Ninnis.

effective in different operational environments, the potential models of capability undergo testing through joint experimentation," Stephen says.

"All of this provides Defence and government with the confidence to enable investment decision making."

The Concepts team's primary document is Australia's Joint Operating Concept (AJOC), which provides the warfighting narrative, central idea, characteristics and abilities for the force. All of this identifies the uniquely Australian way in which the ADF achieves operational success.

"In doing so, Joint Concepts drive transformation for a more capable and potent Joint Force," Stephen says.

The Integrated Investment Program (IIP) is the practical means through which Defence develops, procures and sustains the various capabilities that makes up the Joint Force.

The Director General Force Analysis Branch, Air Commodore Richard Lennon, says the Joint Concepts

and Futures Directorate cannot achieve all its outcomes in isolation.

"The Directorate works closely with Defence Science and Technology and the Joint Experimentation Directorate to test potential options that address operational dilemmas and opportunities," Richard says.

"It's truly a collaborative effort with our colleagues from across the Department – and we achieve success together."

While the future cannot be predicted with certainty, the Joint Concepts and Futures Directorate identifies and examines the most plausible future environment in which the ADF will operate.

"Assumptions and conclusions are regularly reviewed as events occur and new information becomes available, to better shape Defence's understanding of the future," David says.

"This assists in the development and employment of future force capabilities to increase the warfighting effectiveness of the Joint Force." **D**