

2025 Annual General Meeting
2025-2026 Strategic Outlook Framework

Date:	Tuesday 18 November 2025
Time:	5.30 - 6.30 pm
Venue:	Alastair Swayn Theatre, 33-35 Brindabella Circuit, Brindabella Business Park

Aim

The aim of the Strategic Outlook 2025–2026 is to present members with the forward planning framework for seminars and lunches over the next 12 months.

This framework has been developed through:

- Outcomes from Board discussions,
- Strategic consultation and guidance from key military leaders and experts, and
- The early identification of influential speakers and topics.

An important outcome of the 2025 seminar series was to ensure that current air capability is not allowed to atrophy to the point where it no longer provides the sustainable foundations for future force structure planning and growth.

The 2026 program will continue with this strategic direction concomitant with emerging issues arising from the development of NDS26 and beyond.

Strategy Development

As previously detailed, the prevailing circumstances require the development of SRWF strategy to be agile and relevant. Getting too far ahead of the curve risks losing sight of the near-term challenges, while a focus on the near-term challenges and threats could fail to address the longer-term strategic risks. In short, a balanced view across NDS planning epochs is required:

- Epoch 1, end of 2025 – the Enhanced Force-in-Being will focus on immediate enhancements that can be made to the current force.
- Epoch 2, 2026 to 2030 – the Objective Integrated Force will see the accelerated acquisition of critical capabilities.
- Epoch 3, 2031 and beyond – the Future Integrated Force will see the delivery of an ADF that is fit for purpose across all domains and enablers.

Strategic Themes Remain

The strategy identified in 2024 remains extant within the four themes providing a focus for 2025 seminars, lunches and other activities including industry engagement; they cover mass, depth, agility, industry involvement, and redundancy. This will be expanded upon in the 2026 planning framework.

The intent of the themes is to provide an objective consideration of those measures which balance combat effectiveness with an increasing demand for efficiency in a fiscally constrained

national security environment. While all themes are relevant across the NDS planning epochs, prioritisation of near-term effort is in Epoch 1 and 2 and generating and exploiting depth in air power:

BUILDING COMBAT MASS AND DEPTH ACROSS DOMAINS: How can new technology be applied to the extant force structure to enhance a focussed force and achieve critical mass and depth. The ability to mass power, plus sustain and replace it includes consideration of force protection and generation requirements for sustained operations across multiple rotations in a high threat environment where success is by no means assured. This could involve reliance on international partnerships. The focus of this theme relates to Epochs 1 and 2.

GENERATING TEMPO ACROSS DOMAINS: How can the ADF respond at speed and scale across a vast geographical area in strategically relevant timeframes and remain survivable. The main focus is Epoch 2 and 3.

ENHANCING INDUSTRY CAPABILITY AND THE NATIONAL SUPPORT BASE: How can industry be more involved in planning to mitigate key replenishment, sustainment and preparedness risks not least in relation to cost, and the broader demand for increased capacity and workforce integration. Growing the industrial base to keep pace with the need for increased combat mass across domains will involve more detailed consideration of risk tolerance, and attritable equipment and weapon systems. The focus is Epoch 1 and 2.

SURVIVE TO OPERATE: How does the ADF build redundancy to sustain integrated operations across multiple domains and critical nodes in the face of an increasingly complex and lethal threat. Beyond the ADF there is the broader need for an objective assessment of industry competencies, workforce preparedness, and national will. Moreover, a central question emerges around whether the nation is ready for the realities of a future war? This is predominantly an Epoch 1 and 2 effort.

Agenda Development

Cutting across each of the strategic themes are policy, process, technology, basing / infrastructure, and workforce considerations including, but not limited to:

- Operational Risk Management: Balancing Lethality and Survivability
- Workforce: Management, Automation, and Development
- Training System Effectiveness & Mission Rehearsal
- Future Technologies and Collaborative Combat Systems
- Accelerating Capability Development
- Preparedness, Replenishment, Basing, Logistics & Supply Chains

2026 Program Development

Having promoted the near-term aspects of Epoch 1&2 in the 2025 seminar program, the 2026 will explore the themes that converge in Epoch 2 and 3.