

## The Williams Foundation in Review

### OVERVIEW AND ACTIVITIES: REPORT TO MEMBERS

January 2019 – October 2020

AGM 28 October 2020

## ABOUT THE WILLIAMS FOUNDATION

### Purpose

The Foundation aims to strengthen Australia's national security by advocating the need for forward-looking policies which take full advantage of the potential for air power to shape and influence regional security; and by promoting constructive debate regarding the implementation of such policies.

The Sir Richard Williams Foundation is an independent member based organisation whose primary purpose is to strengthen Australia's national security by shaping and influencing policy decisions regarding Australia's defence with an emphasis on air power.

The Foundation promotes national security policies that:

- promote the generation of coherent and sustainable combat power by Navy, Army and Air Force; particularly in a joint context, including through the wider Australian national scientific and support base.
- influence the evolving regional strategic environment in a manner favourable to Australia's security.

### Objectives

The Foundation aims to stimulate awareness, understanding and constructive debate on national security policies by conducting research, publishing papers, consulting with senior defence officials and industry representatives and hosting conferences and workshops.

### Governance

The Sir Richard Williams Foundation is incorporated under the legislation contained in the ACT Associations Incorporations Act 1991 and is subject to the Act.

The Foundation is governed by a Board led by the Chair AIRMSHL Geoff Brown AO, (Retd) and Deputy Chair, Air Chief Marshal (Retd) Mark Binskin AC. The Board is currently comprised of senior retired military personnel, former senior Defence officials, industry leaders, Communications and a Government Relations consultant, and Defence specific media representatives. *See appendix for full list of Board members*

### Strategic Outlook

The *Strategic Outlook* defines the basis for exploration of ideas over the next two years for the Williams Foundation. It provides a thematic framework for conferences, lunches, blogs and other forms of communication. *See appendix for the Williams Foundation Strategic Outlook 2021-2023.*

## COVID-19 Pandemic Impact

The COVID-19 pandemic has, like many organisations, has impacted on the Foundation's ability to run events. With the ongoing uncertainty, in July 2020, the Board made the decision to move the 2020 program of events into 2021 with the view to monitor and resume earlier if possible.

Programs are designed to enhance networking opportunities and stakeholder engagement with strong support from key Senior Military, Defence Officials, Government officials, sponsors and supporters. Unable to deliver on our usual benefits, all individual and corporate memberships were extended by 12 months.

The Foundation has received overwhelming support from members and sponsors to suspend activities until it is feasible to resume.

## MEMBERSHIP AND ACTIVITIES Jan 2019-Oct 2020

In 2019/20, until the pandemic, the Williams Foundation continued to grow and develop programs to promote policy discussion around the challenges of integrating 5<sup>th</sup> generation technologies. In that time

In that time the Foundation saw an increase in the number of individual and corporate members, participants registered for conferences and lunches, and articles submitted to *The Central Blue* forum.

It is anticipated that the Foundation will be able to resume activities late 2020 or 2021. See appendix for more details on Williams Foundation activities.

## 2019-2020 Snapshot

Events	2020*	2019	2018
Events	1	10	9
Total number of participants	88	931	918
Membership	2020*	2019	2018
Individual members (includes individual corporate)	257	219	195
Database contacts -Members and event registrants	1441	1239	981
Corporate Members and Sponsors	2020*	2019	2018
Corporate partners – Platinum, Gold, Silver and Bronze	6	5	1
Annual Corporate Members	7	5	7
Publications and forums	2020*	2019	2018
<i>The Central Blue</i> – articles	30	41	36
<i>The Central Blue</i> - contributors	25	31	22
Conference presentations on website	-	12	2
Conference reports (Dr Robbin Laird)	-	2	2
PhD Scholars Program	2020*	2019	2018
Scholars on the program	5	5	5
PhDs submitted		1	0
Multimedia / online forums	2020*	2019	2018
Video interviews	1	-	-

\*at October 2020

## Rebranding and Website Upgrade

In 2020, the Sir Richard Williams Foundation undertook a major refresh of the logo and website. The aim of the branding/logo refresh and website upgrade was to meet current website standards to maximise engagement with stakeholders and accurately represent the work of the Williams Foundation. The new website is easier to navigate and enables access to traditional print publications as well as new formats such as videos and podcasts.

## Funding

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The Williams Foundation sources funding through grants, membership and sponsorship.

### Grants

Royal Australian Air Force has provided a multi-year funding grant since 2014. A new funding application for the next three years was submitted in June 2020.

Grants	
2019	Royal Australian Air Force
2020 (TBC)	Royal Australian Air Force

### Membership

The Foundation offers a range of individual and corporate member benefits including complimentary access to conferences and lunches. Corporate membership packages include event sponsorship.

**Individual membership** is open to anyone with an interest in the work of the Foundation. Membership includes Australian and International military, Australian public servants (in particular Defence), Industry, Embassy and Government officials. Organisations can bundle individual memberships.

**Annual Corporate membership** Benefits include networking opportunities, flexible attendance to conferences and lunches, and an invitation to the Annual Sponsor and Supporters Dinner.

**Annual Corporate membership plus.** Building on the Annual Corporate membership package, Corporate membership plus offers flexible tiered levels of membership and tailored opportunities. Additional benefits include more networking opportunities, sponsor acknowledgement of conferences and verbal acknowledgement at lunches.

Corporate Membership 2019	
Platinum	Lockheed Martin
Gold	Northrop Grumman, Raytheon
Silver	460 Degrees, CAE
Annual Corporate	Hawker Pacific, Kongsberg, Milskil, Bell, BAE Systems
Corporate Partners 2020 - Current	
Platinum	Lockheed Martin
Gold	Northrop Grumman, Raytheon
Silver	CAE, Bell
Annual Corporate	Hawker Pacific, Kongsberg, Milskil, BAE Systems, SPA

## Sponsorship

The Williams Foundation offers a range of sponsorship opportunities. Benefits include: verbal and logo acknowledgement on all conference or event material and website; complimentary attendance to the event; invitation(s) to VIP dinners; and annual corporate membership for one year.

Sponsors 2019		
Conference1	Gold	Lockheed Martin, Northrop Grumman
	Bronze	L3 Harris, General Atomics, MBDA
Conference 2	Platinum	Lockheed Martin
	Gold	Boeing, Northrop Grumman
	Silver	Raytheon
	Bronze	CAE, L3Harris, 460Degrees
Lunches		CAE, Bell, BAE Systems
Sponsors 2020		
Conference 1	Gold	Lockheed Martin, Northrop Grumman, Raytheon, Boeing, Thales
	Silver	Bell
	Bronze	L3 Harris, General Atomics, CAE
Lunches		SPA, Boeing

## Programs

The Foundation achieves its objectives through innovative programs, lunches and conferences with the support of sponsors and leading experts from Australian and international military, government, academia and industry.

### Attendance 2019-20

Event	Attendees	Topic / speaker
Lunch: Feb 2019	60	AIRCDRE Geoff Harland AM CSC DSM, DG Personnel – Air Force
Conference: Apr 2019	260	<i>Hi-Intensity Operations and Sustaining Self Reliance</i>
VIP Dinner: Apr 2019	34	<i>Hi-Intensity Operations and Sustaining Self Reliance</i>
Lunch: May 2019	72	MAJGEN Kathryn Toohey, AM, CSC , Head Land Capability, Army
VIP Supporters Dinner: Jul 2019	30	Dinner only
Lunch: Jul 2019	85	VADM Michael Noonan AO, RAN, Chief of Navy
Lunch: Aug 2019	60	LTG Michael Oates (Ret'd)
Conference: Oct 2019	220	<i>The Requirements of Fifth Generation Manoeuvre</i>
Conference VIP Dinner: Oct 2019	38	<i>The Requirements of Fifth Generation Manoeuvre</i>
Lunch: Nov 2019	72	LTG George J. Trautman, III USMC (Ret.)
Lunch: Feb 2020	88	AIRMSHL Warren McDonald, AM, CSC, Chief of Joint Capabilities
Conference: Mar 20 (postponed)	260	<i>Next Generation Autonomous Systems</i>
VIP Conference Dinner: Mar 20 (postponed)	40	<i>Next Generation Autonomous Systems</i>

## Conferences (two per year)

Since 2013 the Sir Richard Williams Foundation conferences have focused on building an integrated fifth generation force. Recent conferences have evolved from the acquisition of new platforms to the process of shaping and better understanding the environment in which that integrated force will prepare and operate. Highlighted have been the challenges of making the strategic shift from counterinsurgency operations in Iraq and Afghanistan to higher tempo and higher intensity Joint operations involving peer competitors.

Within this context, the 2020 conferences further develop the ideas associated with an increasingly sophisticated approach to Joint warfighting and power projection as we face increasing pressure to maintain influence and a capability edge in the region. The Williams Foundation continues to look at the evolution of the Australian Defence Force from the perspective of the sovereign lens and setting the conditions for future success.

## Errol McCormack Members Lunches (min 4 per year)

Lunches are complimentary to individual and corporate members and always very popular. Expert speakers from across the military, industry and government are invited to present on topical issues. Williams also aims to link lunch topics to the two major conferences themes.

In 2019 founding Chair AIRMSHL Errol McCormack AO (Retd) stepped down from the Board. In recognition of his contribution and leadership, Chair, AIRMSHL Geoff Brown AO (Retd) announced that the lunches would be renamed the “Errol McCormack Lunches”.

## Annual Sponsor and Supporters Dinner

Williams hosts an Annual Sponsors and Supporters VIP Dinner. The smaller dinner is attended by senior military personnel, industry and Williams Board members. Corporate Members receive an invitation to attend.

## Networking

Williams engages with key stakeholders across the highest levels of the Australian military, senior public servants, operational military personnel, industry and government.

## Publications and forums

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### Conference proceedings

Dr Robbin Laird, Williams Foundation Fellow, and contributor for *Second Line of Defense*, covers the conferences, generating an online report highlighting innovation, challenges and policy implications presented. Dr Laird also interviews a number of senior Defence personnel on the issues in a series of smaller articles to compliment the main report. With permission from speakers the Williams Foundation also makes presentations available on the Williams website.

A selection of presentations available on Williams Foundation Website

<http://www.williamsfoundation.org.au/conference-presentations>

Report by Dr Robbin Laird on Williams website and Second Line of Defense

<https://defense.info/category/williams-foundation/>

Central Blue – tweets and blogs

<http://centralblue.williamsfoundation.org.au/>

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## The Central Blue

<http://centralblue.williamsfoundation.org.au/>

*The Central Blue* forum is designed to promote informed discussion and debate about air power issues affecting Australia and to develop the next generation of strategic thinkers. Behind the success of *The Central Blue* is a voluntary team of highly skilled current serving members. Their contribution is highly valued. Supporting the team is a part time contractor with expertise in the subject matter and social media.

The scope is broad, covering topics from tactical integration to strategic theory; and from historical lessons to future capabilities. Submissions are welcome from any source, and in particular serving military practitioners. *The Central Blue* supports Williams conferences, focusing on the conference theme. Using hashtags for Twitter, Facebook and LinkedIn, the editorial team live tweet during the conference and encourage participants to do so also. Past discussions are available on *The Central Blue* forum.

In December 2019, *The Central Blue* had published over 170 posts since it was established. A total of 41 articles were published in 2019 from 31 authors. About half of the articles were by RAAF authors, with the other half being made up of Army and Defence civilians. As of October 2020 *The Central Blue* has 1547 followers on Twitter and 275 followers on Facebook. This continues the steady increase in followers, illustrating engagement with the wider Defence social media community.

In 2020, The Central Blue team is working towards a continued increase in high quality articles from contributors both within the Australian Defence organisation, and from throughout the world; and to continuing support to the Williams Conference Series.

## On Target

The Williams Foundation is a regular contributor for the *On Target* column. On Target was initially published in the monthly publication, *Australian Aviation* and more recently moved to the bi-monthly *Australian Defence Business Review* (ADBR).

In 2019-2020 *On Target* columns published in the Australian Defence Business Review publication, are as follows:

- March/April 2019 – *Who was Richard Williams* (AVM Brian Weston AM (Retd))
- May/June 2019 – *The birth of an Australian air force* (AVM Brian Weston AM (Retd))
- July/August 2019 – *Williams and the defence of Australia* (Dr Alan Stephens);
- September/October 2019 – *Themes from 1925* (AVM Brian Weston AM (Retd))
- November/December 2019 – *A Message from Beijing* (AVM Brian Weston AM (Retd))
- January/February 2020 - *Australia's 'First Island Chain: Part One* (AVM Brian Weston AM (Retd))
- March/April 2020 - *Australia's 'First Island Chain' Part Two* (AVM Brian Weston AM (Retd))
- July/August 2020 - *Go hard, or go home* (AVM Brian Weston AM (Retd))

Articles are published in the ADBR and subsequently reproduced on the Sir Richard Williams website [www.williamsfoundation.org.au](http://www.williamsfoundation.org.au)

## The Air Power Scholars Program

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The Air Power Scholars program is a cooperative endeavour between the Sir Richard Williams Foundation and the Air Power Development Centre. It aims to develop a small group of Air Force Officers with the intellectual skills, theoretical knowledge and practical experience to engage credibly in the global air and space power dialogue. Currently 5 PhD candidates are supported by the Air Power Development Centre and the Williams Foundation. \$20,000 can be accessed by each PhD candidate over the course of their research.

In December 2019, GPCAPT Jarrod Pendelbury was the first to complete his PhD with the support of the program. The PhD was titled *The Dawn Horizon: Constructing an Air Force Identity During Initial Officer Training in Australia, The United States and The United Kingdom*.

## Multimedia and online

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In response to the COVID-19 pandemic the Williams Foundation is exploring a range of ways to deliver member benefits. In June 2020 The Foundation produced a video interview with the Chief of Air Force and was distributed through our website and social media platforms.

In 2021 the Williams Foundation plans to produce further video interviews with key senior military and Defence personnel.

## APPENDIX 1: BOARD MEMBERS (as at October 2020)

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The Sir Richard Williams Foundation conducts its operations independently and has no political or industry ties.

The Foundation's activities are governed by its Board. The current Board is comprised of 11 former military leaders and security strategists. Members' business affiliations are listed in their biographies. Members are required to absent themselves from any discussion which might create a conflict of interest.

### **Air Marshal Geoff Brown AO (Ret'd)**

#### **Chair**

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Geoff Brown AO retired from the Royal Australian Air Force in July 2015 as Air Marshal in the position of Chief of Air Force. In a 35-year career, he commanded at all levels in the Air Force and flew Chinook helicopters, F-111s and F/A-18 as well as being a flying instructor and a member of the Roulette Aerobatic team. His operational service included Operation Iraqi Freedom where he was the operational commander for all RAAF assets.

Among his qualifications, he holds a BEng (Mech), a Master of Arts (Strategic Studies), Fellow of the Institute of Engineering Australia and is a Fellow of the Royal Aeronautical Society.

Since leaving the Air Force he has been appointed as a Director of Lockheed Martin (Australia), a Director of Electro Optic Systems, Chairman of the ACT Defence and industry Board, Chairman of the Sir Richard Williams Foundation, Chairman of the Advisory Board of CAE Asia Pacific and Middle East, Director on the Governing Council for the Temora Air Museum and a Director of GCB Stratos Consulting. He also mentors in Leadership and Strategic Studies at the Australian Defence College.

His honours and awards include his appointment as an Officer in the Order of Australia, the United States Legion of Merit and the Meritorious Service Medal from Singapore.

### **Air Chief Marshal Mark Binskin AC (Ret'd)**

#### **Deputy Chair**

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Air Chief Marshal Mark Binskin AC (Retd) is a highly decorated and respected senior executive and leader in the national security, defence and aerospace sectors, most recently as Chief of the Defence Force of Australia from 2014-2018, and earlier as Vice Chief of the Defence Force (2011-2014) and Chief of Air Force (2008-2011). He is currently Chair of the Australia Pacific Security College Advisory Board, Deputy Chair of the Airlines Board, Deputy Chair of the Sir Richard Williams Foundation, on the Boards of the Western City and Aerotropolis Authority and the Australian International Military Games (Invictus Games Sydney 2018), a member of the Governing Committee of the Temora Aviation Museum and is Non-Executive Director Defence and National Security Policy with BAE Systems Australia.

As Chief of Defence, Air Chief Marshal Binskin (Retd) successfully led the Australian Defence Force, comprising 80,000 permanent and reserve personnel, to significantly improve capabilities and responses to major global events and championed organisational change across areas of national security, culture, diversity and leadership performance. He oversaw the First Principles Review of Defence and delivered the successful implementation of the One Defence approach.

Air Chief Marshal Binskin (Retd) has provided specialist advice to the highest levels of governments, industry leaders and international stakeholders and his aerospace knowledge and expertise is extensive. He has over 3,500 hours in single seat fighter aircraft including the A-4G Skyhawk, Mirage 111O, F-16C and F/A-18 Hornet, and continues to be active in general aviation, is a warbird owner and holds Commercial, Remote and Recreational Aviation Australia pilot licences.

Air Chief Marshal Binskin (Retd) has completed the Harvard Business School Advanced Management Program, is a graduate of the Australian Institute of Company Directors and a Fellow of the Royal Aeronautical Society.



## **Ken Moore**

### **Treasurer**

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Ken had an extensive career in the Australian Public Service with the Department of Defence. His last appointment was as the Defence Chief Finance Officer (Deputy Secretary level). Prior to the CFO position, Ken held a number of other senior management appointments in Defence including Head of National Operations Division that was responsible for the management and delivery of a large range of services to all Defence bases across Australia.

After leaving the APS, Ken worked for a number of years with the ACT Government as the Chief Executive Officer of Rhodium Asset Solutions (the Government's vehicle leasing company) and Executive Director Shared Services ICT.

Ken holds a number of appointments:

- Independent Member, Client Services Committee, Department of Veterans Affairs
- Independent Chair, Audit Committee, Commonwealth Director of Public Prosecutions
- Independent Member, Audit Committee, Transport Canberra and City Services, ACT Government
- Board Member and Treasurer Sir Richard Williams Foundation

Ken has tertiary qualifications in economics and accounting. He is a Fellow of CPA Australia and a Fellow of the Australian Institute of Company Directors. Ken is also a graduate of the Advanced Management Program at the INSEAD Business School in France and the Senior Defence Resource Management Program at the US Navy Postgraduate School in California.

## **Nicole Quinn**

### **Secretary**

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Nicole Quinn is the principle of Quintessential GR, a government relations advisory firm based in Canberra. She has with over 20 years' experience in advocacy and stakeholders engagement including working for federal ministers/parliamentarians. Prior to establishing her own firm Nicole was Director of Government Relations for Parker and Partners (part of opr Agency) and headed up the Canberra office. Her advocacy clients included American Express, Roche, MARS, 3M, Caltex, Seeing Machines and Tresillian. She also provided communication/stakeholder advice for the ATO, Digital Health Agency, Queensland government and DVA. Nicole was the General Manager of the regional security think tank the Institute for Regional Security, National Convenor for Defence Families of Australia and has held communication, marketing and membership roles in both the private and public sector.

Families of Australia and has held communication, marketing and membership roles in both the private and public sector.

Nicole is also a board member of the Australian Chiropractors Association.

## **VADM Tim Barrett AO, CSC (Ret'd)**

### **Director**

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Vice Admiral Barrett joined the Royal Australian Navy in 1976 as a Seaman Officer and later specialised in aviation. He assumed command of the Royal Australian Navy on 1 July 2014 and remained in this position until 6 July 2018.

A dual-qualified officer, Vice Admiral Barrett served in Her Majesty's Australian (HMA) Ships Melbourne, Perth and Brisbane and HMS Orkney as a Seaman Officer and then as Flight Commander in HMA Ships Stalwart, Adelaide and Canberra. His staff appointments include Deputy Director Air Warfare Development, Director Naval Officer's Postings and Director General of Defence Force Recruiting.

Recruiting.

Vice Admiral Barrett has served as Commanding Officer 817 Squadron, Commanding Officer HMAS Albatross, Commander Australian Navy Aviation Group, Commander Border Protection Command and as Commander Australian Fleet.

Vice Admiral Barrett was awarded a Conspicuous Service Cross in 2006 for outstanding performance as Commanding Officer HMAS Albatross and as Chief of Staff Navy Aviation Force Element Group Headquarters. Vice Admiral Barrett was appointed as a Member of the Order of Australia in 2009 and subsequently promoted to Officer of the Order of Australia in 2014 for his leadership of Border Protection Command and the Australian Fleet.

Vice Admiral Barrett holds a Bachelor of Arts in Politics and History and a Masters of Defence Studies, both from the University of New South Wales, and has completed the Advanced Management Program at Harvard Business School.

He recently published 'The Navy and the Nation: Australia's Maritime Power in the 21st Century' in which he outlines the extensive opportunities for Navy and Australia as steps are taken to implement the planned investment in naval capability outlined in the Defence White Paper 2016 and the National Shipbuilding Plan over the coming decades.

Vice Admiral Barrett and his wife, Jenny, have two daughters.

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**John Conway**  
**Director**

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John is the Managing Partner of Felix, a Not-for-profit company providing specialist decision support services to the Australian Defence community. He is the Publisher of the Australian Defence Business Review (ADBR), an independent platform established to enable communication across Defence, industry, academia, and Government. He was previously a business development and strategy executive with Raytheon Australia specialising in air combat integration, electronic warfare, advanced weapons systems, test and training ranges, and integrated air and missile defence.

John retired from the Royal Air Force as a Group Captain in 2010 having served 24 years in a number flying, staff and senior command roles. His operational experience on F4 Phantom and Tornado F3 aircraft included Cold War Europe, the South Atlantic, the Balkans, and the Middle East. He commanded the United Kingdom's largest Permanent Joint Operating Base at RAF Akrotiri in Cyprus between 2005 and 2008 enabling the airbridge into Iraq and Afghanistan, and supporting strategic ISR operations in the eastern Mediterranean. He attended the United States Marine Corps Weapons and Tactics Instructor Course and the Australian Advanced Command and Staff Course.

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**Air Vice-Marshal Chris Deeble AM CSC (Ret'd)**  
**Director**

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Chris Deeble is Chief Executive, Northrop Grumman Australia.

Deeble is responsible for supporting the company's longstanding programs in Australia, as well as exploring new business pursuits. He reports to the company's chief global business officer.

Prior to joining Northrop Grumman, Deeble worked for Airservices Australia as the program executive for OneSKY, responsible for delivering the Civil Military Air Traffic Management System for Australia. As the program executive, he led a joint Airservices and Defence team in managing the acquisition and delivering the infrastructure of the most complex, world-leading air traffic management system.

Previously, Deeble served for 37 years in the Australian Defence Force, most notably as an Air Vice-Marshal. As a senior program manager in the Capability Acquisition and Sustainment Group, he managed over \$25 billion of complex acquisition and sustainment programs. These programs included the Joint Strike Fighter, Wedgetail Airborne Early Warning and Control, Multi Role Tanker Transport and Collins Class Submarine. His performance in leading these significant programs was recognized in 2016 when he was awarded the Officer of the Order of Australia (AO).

Prior to serving as Air Vice-Marshal, Deeble undertook senior roles in Air Force capability management and aerospace development. As the Director General Aerospace Development, Deeble was responsible for leading the development of submissions to the Australian government for all joint aerospace capability. As a result of his efforts, he was awarded the Conspicuous Service Cross (CSC) in 2007.

Deeble earned a bachelor's degree in mathematics from the University of Sydney, New South Wales.

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**Antony Martin**  
**Director**

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A retired Royal Australian Air Force Officer, Antony joined the Global Sales and Marketing Team of Boeing Defence Australia in February 2019 and is based in Canberra. In this role, Antony focuses on all aspects of ADF air power and is the business development lead for Air Battle Management and AEW&C.

Antony commenced his career in the RAAF as a fighter controller and also undertook training as a United States E2C Hawkeye Naval Flight Officer. Antony was extensively involved in the formative years of the RAAF 'Wedgetail' project and had a long association with the capability throughout his career, including assuming command of No. 42Wing in 2014.

Antony served in Joint Task Force 633 Headquarters in Baghdad, Iraq and also commanded the Australian Air Task Group as part of Operation OKRA in the Middle East.

Antony retired from the RAAF in January 2019 after 31 years' service, his last posting being the Air Force Advisor London. Antony's personal interests include road and mountain biking, reading and Porsche motor cars.

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**Air Marshal (Retd) Errol McCormack AO**  
**Director**

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Errol McCormack joined the RAAF as an aircrew cadet in March 1962 after completing an apprenticeship as a fitter and turner.

On graduation he was assigned fast jet and completed tours in South East Asia (Malaysia, Singapore, Thailand and Borneo) on the F-86 Sabre, Vietnam on the Canberra bomber, US on the F-111A and US on the RF-4C Reconnaissance Phantom.

As a senior officer he completed two tours in Operational Requirements, two tours at staff college (RAAF and Joint), one tour in Operational/Air Command and two tours in diplomatic posts (Air Attache Washington and Commander IADS, Malaysia/Singapore).

He has commanded at squadron, wing and Air Force levels.

Errol McCormack retired from the RAAF as Chief of Air Force in May 2001. Since then he has sat on local company boards and consulted for many local and foreign companies dealing with Defence. In October 2019 he divested himself of all commercial commitments and now conducts pro bono activities only.

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**Major General Fergus "Gus" McLachlan AM (Retd)**  
**Director**

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Gus McLachlan commenced his career at the Royal Military College, graduating with a Bachelor of Arts Degree in 1985. He completed his 37-year career with the Australian Army, retiring as a Major General in December 2018.

On leaving the military, Gus McLachlan was appointed Adjunct Professor at Monash University where he advises on Defence research. He is a Director of the Williams Foundation, a National Security "Think Tank" and is on the Board of US and Australian Defence technology companies.

Gus McLachlan has been responsible for generating Australian Defence capability in cyber space, electronic warfare and command and control systems. He completed two years as Head of Army Modernisation, during which time he worked closely with industry to commence a major recapitalisation of Army equipment and to network the systems of the Army.

Gus McLachlan's military career concluded after he led Land Forces Command where he was responsible for 35,000 women and men of the Army. He led a major structural transformation of the command in order to field new cyber and electronic warfare capacity.

In January of 2020 he commenced his current role as Head of People for Boral Australia.

Gus was made an Officer in the Order of Australia (AO) for his contribution to Army Modernisation.

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**Air Vice-Marshal Brian Weston AM (Retd)**  
**Director**

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Brian Weston underwent flying training in the UK on the Jet Provost and the Hawker Hunter. He flew with Nos 3, 76 and 77 Squadrons and is a graduate of the fighter combat instructor course. He commanded No 75 Squadron, commanded Base Squadron, RAAF Base Richmond and was Commander, Tactical Fighter Group, having flown three generations of RAAF jet fighters - the CAC Sabre, Mirage 1110 and F/A-18.

A graduate of the USAF, Air Warfare College, and the Royal College of Defence Studies, London, he conducted the Post Implementation Review of the Defence Regional Support arrangements of the Australian Defence Force in 1993. In July 1997, on completion of his appointment as Assistant Chief of Defence Force for Operations, he transferred to the RAAF Reserve.

Following the Black Hawk mid-air collision, he and John Faulkner - Deputy Chair of Air Services Australia - conducted an Independent Review of ADF Airworthiness.

Subsequently, his appointments have included: Executive Director Defence Industries of Australian Business Limited; Executive Director of the Association of Australian Aerospace Industries; inaugural 'Industry Chair' of the Defence Capability Advisory Forum; and a member of the Defence and Industry Advisory Council.

He has worked with Northrop Grumman, Lockheed Martin, P&O Services and with Allied Technology Group; and was a non-executive director of National Air Support, operating the Coastwatch fleet of aircraft. He chaired the SAI Global Certification Board from 2002 to 2014.

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He has written a range of commentaries which have been published by the Australian Strategic Policy Institute, the RAAF Aerospace Centre, the Sir Richard Williams Foundation and the RAAF Air Power Development Centre. He was a visiting fellow at the Aerospace, Mechanical and Civil Engineering School at UNSW@ADFA from 2005 to 2012.

### **Katherine Ziesing** **Director**

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Katherine Ziesing is Managing Editor, Australian Defence Magazine Group

Katherine joined the ADM team in 2006 as a staff writer and was appointed editor in Canberra at the beginning of 2008. She took on the expanded role of Managing Editor of Yaffa Media's ADM Group at the beginning of 2018 upon the retirement of ADM's founder and publisher Judy Hinz.

While she has a background in business journalism and economics, she has also completed a Masters of Strategy and Policy at the University of New South Wales at the Australian Defence Force Academy, graduating in 2010. She was a member of the Defence Industry Study Course (DISC) in

2017.

Katherine is also a board member of the Sir Richard Williams Foundation, a strategic think tank on Air Power and Defence issues and has served as a committee member of the Submarine Institute of Australia. She is a founding member of the Defence and National Security Media Association, a group of Australia's leading Defence and National Security journalists.

## APPENDIX 2: WILLIAMS STRATEGIC OUTLOOK 2021-2023

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### Strategic Directions - Proposed Conference Outline For 2021-2023

28 October 2020

#### Lead Directors

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Tim Barrett  
Mark Binskin

#### Preamble

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On 7 May 2019 the board accepted a proposal for the strategic direction of future conference topics over a two year period, building on the existing theme of fifth generation warfare and culminating in a conference in late 2021 which challenged the arrival of six generation warfare. The board agreed to a program of 2 major conferences a year with a disciplined approach to relate six lunches per annum around the conference themes.

Since that decision, the COVID 19 pandemic has prevented mass gatherings and the board agreed in August 2020 to postpone the current program of conferences until 2021, assuming a lifting of the health directives on mass gatherings. Concurrent with that decision was a stated desire to accelerate a discussion of space through a dedicated conference.

Accordingly, the following revised thematic conference program is proposed.

#### Proposed Program 2021

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##### *Conference 1: Autonomous Systems – Maximising the Fifth Generation Effect*

**Note:** *The initial conference for 2021 would be the postponed conference on Autonomous systems following the same format as previously advertised. To summarise:*

##### **Aims**

- Get the broader community looking at the near/far future with regards to Autonomous Systems; to promote an understanding of the potential and the issues
- Give capability managers the chance to set the direction
- Shape the discussion for the next WP/FSR

##### **Topics for Related Lunches**

- Loyal Wingman Program (Boeing)
- Review of current autonomous projects (HJC)
- Opportunity for new CAF to speak and tie in UAS development in RAAF

##### *Conference 2: The Space Domain – Its Challenge to Fifth Generation Warfare*

##### **Aims**

- Get the broader community looking at the space domain; to promote an understanding of the effect of space in future warfare (and not as an endstate in itself)
  - Give capability managers the chance to set the direction
  - Shape the discussion for future Defence contributions to the wider national security discussion on space
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*Session One* would set the scene by providing context on why space is the emerging frontier in next generation warfare. It would cover a brief history of the development of the military's use of space, contemporary space policy (as much as exists), space access and congestion, the reliance on dominant players and their importance as an enabler of next generation warfare and targeting. Speakers would include CJC (as space lead), ASPI and a relevant US official.

*Session Two* would consider the current ADF capabilities. Discussion of the foundational capabilities in terms of system, infrastructure and C2. Consider the Air Command view of 1RSU, SATCOM, GNSS, 5<sup>th</sup> Generation dependencies, and the Air Space Operations Centre concept. Relevant Navy and Army operational commanders provide their perspective of space-based capability and the inter-dependencies required. Provide an opportunity for industry reflection on contemporary products and services.

*Session Three* would look to the future and discuss what more is needed – more ISR/enhanced situational understanding from and to space, enhanced Defence contribution to national security, sovereign industry requirements and opportunities. Speakers from industry, National Security agencies and CJOPS

#### **Topics for Related Lunches**

- The Space Agency perspective (CEO)
- Review of current space projects (HJC)
- The National Security perspective (Secretary Dept Home Affairs?)

### **Program 2022**

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#### **Conference 1: *Cyber Warfare – The Challenge to Fifth Generation Warfare***

##### **Aims**

- Get the broader community looking at cyber warfare; to promote an understanding of the potential and the issues
- Give capability managers the chance to set the direction
- Shape the discussion for the next WP/FSR

*Session One* will set the scene, investigate the challenges and potential of cyber warfare in the Fifth Generation environment. Examine the Service perspective with senior representation giving personal views. Service Chiefs or their nominated senior representation (ie Deputy).

*Session Two* examines the operational aspects of cyber, C2 and the legal and social aspects that affect their use. CJC, CJOPS and Legal reps.

*Session Three* examines current research and development agenda and allows an industry perspective. DST? DG ASCA? And relevant industry reps?

##### **Topic for Related Lunches**

- Cyber and Airpower – Lessons from Okra (JOC)
- Impact of Cyber on the industrial support base (Telstra rep)
- Maintaining integrity in the cyber environment (460 Degrees?)

#### **Conference 2: *Strategic Enablers in 5<sup>th</sup> Generation Warfare***

##### **Aims**

- Examine the current limits to strategic access in our regional of interest
  - Describe the logistic/sustainment challenges in meeting this
  - Describe the future workforce challenges in a 5<sup>th</sup> Gen context
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*Session One* sets the scene, introducing current understanding of the problem (DEPSEC SPI, DFAT, Legal Rep)

*Session Two* examines presents the logistic and sustainment challenges and potential solutions (CJLOG, CJOPS)

*Session Three* examines the future workforce challenges and potential in a 5<sup>th</sup> Generation Force (Service Chiefs)

**Topics for Related Lunches**

- FSR or MSC Directions (VCDF)
- Example of recent operations in Fifth Generation sustainment (CJOPS)
- The Australian demographic and its challenge to Defence (Bernard Salt?)

## **Program 2023**

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### **Conference 1: *Beyond 5<sup>th</sup> Generation Warfare***

**Aims**

- Revisit the tenets of 5<sup>th</sup> Generation Warfare (a construct based on
- Pose the question – 6<sup>th</sup> Gen Warfare: Is there such a thing?
- Shape the discussion for the next WP/FSR

*Session One* will describe the basis for 5<sup>th</sup> Generation Warfare from an Australian perspective. Examine the premise that it has been evolved from a particular set of equipment acquisitions. (Heads of Service Capability branches; RAAF led discussion)

*Session Two* examines the concept of 6<sup>th</sup> Generation Warfare. Is there such a thing? Is it already here? (Head Joint Capability, Service Chiefs)

*Session Three* examines whether we have validated its existence and direction – closes out the future strategic direction of Williams Foundation thought.

**Topics for Related Lunches**

- CAF: His perspective of 5<sup>th</sup> Generation Warfare – midway through his role)
- US/UK military invite: A perspective of future (6<sup>th</sup> Generation?) warfare
- Academic invite: Hugh White? Future strategic outlook?