

20160216-Strand Group CDI Outline

16 Feb 16

STRAND GROUP, KING'S COLLEGE LONDON: DEFENCE INTELLIGENCE: CONTEXT AND CHALLENGE: PRESENTATION OUTLINE

Event:

- Strand Group, King's College London (KCL): Defence Intelligence seminar.
 - Routine KCL/MoD event
- Audience: Serving and retired military/civil servants, plus industry and academia; media also likely
- CDI Keynote address, plus Q&A

Keynote Outline - 'Defence Intelligence: Context and Challenge'

- Preamble
- Context: Complexity and Competition
- The Defence Intelligence Response

- Duration: 60 mins (30 mins plus Q&A)

Venue:

- MoD Main Building Conference Room.

KCL Strand Group: Defence Intelligence Seminar 'Defence Intelligence: Context and Challenge'

Preamble

Thank you:

- KCL
- Organisers
- Industrial sponsors - HP

Pressure:

- Attended last Strand event as CDI Designate – making 50th Anniversary of formation of DI - frightened the life out of me!

Intro:

- Background and current responsibilities: self and panel
- Twelve months in role; inevitable that I would reflect a little as one of DI's most junior analysts ...
- Lucky enough to be a part of and lead some great organisations on the RAF and Defence ... squadron, station and Group
- But this last 12 months:
- Rare privilege to lead such a unique group of people; without doubt some of the most talented and motivated people in Defence.
- Rare privilege to be a part of such a unique set of relationships: with Defence; with partners across the Intelligence community; with Allies
- Rare privilege to be CDI at such a unique time; both globally and organisationally, within a Defence and Government machine that vales the role that intelligence can play

Aim:

- Give you my perspective on Context, both today and tomorrow, underlining that our context is both Complex and Competitive ...
- Then how we in Defence Intelligence are responding ...
- Focus mainly but not solely on Intelligence, happy to take questions around other parts of the DI role in Q&A ...

Context: Complexity and Competition

- Any analysis of today and tomorrow probably starts with a glance backwards ...

Past performance has been variable ...

- Look at DI, broader government and allies, and the broader commentariat ...

- Most of us were clear on: trajectory of China's economy, along with the BRICS and others; growth of tension between China and Japan; emergence of an increasingly authoritarian Russia - willing to use force to exert its will - subsequent pressure on states of the former Soviet Union region.
- However ... we tended to underplay the scale and intensity of extremism, and the risk appetite of Russia ... tended to overplay the economic challenges faced by China.
- Most of us got the pressures that contributed to the Arab Spring ... but did not predict accurately either the scale or velocity of the subsequent events ... or the follow-on instability on Syria.
- Al Qaeda was singled out, but the rise and barbarism of Daesh as missed.
- Also missed was the confluence of factors that has accelerated greatly a long-held view on the likelihood of migration.
- And the list goes on ... some events called well, others not ... evidence of blinding ...

What do we learn?

- **Predicting the future is an inexact science** - variable performance across all intelligence orgs, influenced by linear thinking and revisionist history ...
- **Pace of change is particularly challenging** ... Good anticipation of some events, but perhaps not the pace of consequent change ...
- **Surprise is inevitable** ... Our inability to perfectly predict the future tells us that, regardless of the efficacy of our foresight, we are more likely than not going to be surprised at some point ...
- **A lack of governance = instability** ... Lack of governance brings instability ... is this always bad?
- **Mass movements = unpredictable consequences** ... Mass political or social movements can be self- synchronising and immensely influential ... but almost always create unintended consequences ...
- **Autocracies are personal** ... Dominant personalities and autocracies tend to go hand-in-hand ... and those dominant personalities can be both extraordinary constructive and wantonly destructive ... therefore, how often are clashes between states actually a conflict between of egos and a sense of self projected onto a nation? In other words, the enduring mystery of personality-based grand strategic decision-making will endure ...
- **Alliances will endure** ... In our rules-based, inter-connected society, we will almost always act in alliance ... even if strategic aims are different ... our

'allies' may be our enemies enemy one day, and then something quite different the next ...

- **Decision-makers may not have the appetite to make decisions** ... can predict accurately events or trends – but can predictions be sufficiently hard-edged and compelling to drive decisions ... even if decision-makers are able to, or want to, act on that knowledge ...

Looking to the future context, the SDSR and the National Security Strategy helps us ...

- **Terrorism and Extremism will endure** ...
- **There will be a continued resurgence of state-based threats**, including from Russia ...
- **There will be a continued clash of different rules-based systems** ...
- **Instability will remain prevalent** and centred on social inequality, demographic change and pressures, rapid and unplanned urbanisation, climate change and economic shocks.

Looking at future capabilities ...

- **The proliferation of higher-end capabilities will likely accelerate**, especially in the arena of anti-access and area-denial, thereby eroding traditional Western advantage and manoeuvre space.
- **The continued growth of increasingly sophisticated hybrid warfare** will endure.
- **The dominance and proliferation of information technologies and the explosion of cyber** will accelerate, as will routine access to space and the demand for high-end crypto, along with increased pressure across the electromagnetic spectrum.

So, what is the overall 'so what'?

- **Wicked complexity will endure** ... it is probable that the complexity of Syria and Iraq, of Libya, of a shifting melange of state and non-state organisations, of tribes and gangs, of warlords and chieftains, this complexity will be more the norm ...
- **Competition – and Hybrid – are the norm** ... The rub and friction between different rules-based systems will endure and escalate ... constant competition will increasingly dominate ... and the co-ordinated use of all of the levers of national and organisational power in this constant competition will also increase ... and the difference in rules-based systems will mean that the playing field may never be level ... it may even be in a different park ...

- **Allies of the now** ... And the impact on our reliance on alliances is that some of our allies will have shifting and, to our eyes, contradictory objectives ... my enemy's enemy may be my friend today, but not tomorrow ... which, as we have seen, sets diplomacy a wicked challenge ...
- **Understanding opportunity and risk is everything** ... especially in a full spectrum approach and when risk appetites are so obviously different ...
- **And, with a riskier calculus, miscalculation is more likely** ... All of this introduces more variables, with more at stake, and hence the risks around miscalculation are likely to increase ...
- **Extreme extremism will endure** ... extreme extremism is too successful to whither any time soon ...
- **And we will be surprised** ...

The Defence Intelligence Response

Described a Future which is:

- More unpredictable
- More competitive
- More contested
- More complex
- More high-stakes
- And as surprising and demanding of intelligence ...

In military terms, the requirement in this future is simple ...

- From strategic to tactical, from Prime Minister and CDS to sailor, soldier or airman, this more complex and inter-related operational context demands:
- Knowledge of what is happening in real time ...and insight into what others think is happening
- Foresight into the range of possibilities of what might happen ... and how our actions, and the actions of others, might influence that future as it becomes the present ...
- And an ability to influence and, where possible, dominate the full range of operating environments – maritime, land, air, space and electromagnetic - physical, virtual and cognitive ... both alone and with allies ...

What is the DI response?

Looking at our intelligence role ...

- More of the same would be OK – we are good at what we do - but ...should be as we wish to be ... to be tailored to this new environment and opportunities, rather than as we have ended up ...
- We will want to encourage decision-makers who at every level think about how they want to make decisions, and who then proactively shape and welcome decision-support ...
- A fundamental human process which can be far better supported by technology but will always be enabled by humans ...
- More decision support than intelligence ...which means more accessible intelligence, as decision makers need it ... not just product-based but continual support to high priority decision makers ...

Leading to ...

- We must also be able to lay out the likely futures, and the potential variations, dependent on our and others actions ... and in this the boundary between intelligence, planning and mission rehearsal will become increasingly and deliberately blurred ...
- In all cases, we can see that our ability to predict the future will be variable and hence we must plan on being surprised ... mastering situational awareness and crisis response is therefore arguably non-discretionary if we are to avoid surprise becoming shock ...

What does this mean?

- Integrated mission teams, with the full range of expertise and disciplines available to them ...
- With routine access to openly available data and open source intelligence ...
- Looking at the more dangerous outcomes as well as the more likely ... with the associated I&W ...
- Enhanced by the provision of probabilistic and predictive views of the future through embracing big data analytics ...
- A better focus on Early Warning ...
- And dedicated 24/7 situational awareness capability, able to provide global monitoring and analysis, and deep inspection ...

- And all in concert with trusted allies ... the whole is better than sum of the

Looking at our Cyber and Electromagnetic Activity role ...

- Our Cyber and Electromagnetic capability will be delivered as a partnership with the SIA, and will be integrated across Defence and Offense ...
- It will be both operationally pulled and opportunity led ...
- And full integration with other military effects will be second nature ...

What does this mean?

- The stand-up of a military Joint Cyber and Electromagnetic Group ...
- Integrated and working in partnership with the SIA ...
- Delivering deployable Cyber Protection Teams and [Cyber Support Teams] ...

Not really talked about other potential needs and opportunities ...

Requirements such as ...

- **Interoperable** with enduring and more fleeting partners ...
- **Ultra-persistent** in understanding and effects
- **Ubiquitously connected** across the battlespace ...
- And, **secure enough** in an age of cyber insecurity ...

Opportunities such as ...

- **Commercial space** ...
- **Advances in automation and AI** ...
- **Changes in acquisition and delivery strategies**

Conclusion

- **Perhaps best to conclude with a representative and speculative way of working** ... a near future concept of operating, with Understanding and Information at its heart ...
- Let's take a snapshot of a UK operation against a demonstrably hostile state harbouring an aggressive extremist organisation ...

- The deployed commander and his staff are developing the extant Operational campaign plan; their thinking is supported by the combination of an up-to-date, interactive picture of the theatre, with predictive, probabilistic predictions of blue and red capabilities and prospective CoAs, along with visualisations of the 2nd and 3rd order effects of those CoAs ...
- This interactive planning process is informed and then adapted by real-time, real-world assessments of blue and red effectiveness ... updated through reach-forward assessments of tactical effectiveness, and on-the-fly logistic updates ... the desired CoA is then amended while in play ... in effect, a continuous Q4 ...
- In parallel, both deployed and at home, real-time awareness of what is happening now, both in the theatre and more widely, is provided by a 24/7 situational awareness capability, providing continual monitoring across all information feeds and initial analysis ...
- Advised by his assigned integrated MoD/SIA team, the deployed commander has combined the full range of cyber and electromagnetic effects with JEF maritime, land, air and space capabilities, thereby allowing him to deceive and overwhelm his opponent, pre-emptively negate an imminent cyber-attack on his deployed network, and unlock key parts of the highly contested battlespace.
- Across that battlespace, force elements are simultaneously using and updating the shared real-time picture of the opposition's capability and likely intent. Responding to the updated, real-time ATO, an F-35 has left the tanker and run a final end-game mission rehearsal utilising the same real-time picture of the opposition, before precisely striking a mobile high-value target, aided by in-cockpit cueing from a land formation, instantaneous collateral damage analysis and then, post-strike, battle damage assessment.
- A few minutes later, back in London and co-ordinated with other coalition members, senior decision makers have authorised disclosure to key nations and international organisations of the evidence of opposition support to extremists, and the aim, legal validity and all-source pre- and post-strike assessment of the recent operational strike. Simultaneously, the existing multi-platform communications campaign steps up a gear, explaining the UK's actions and emphasising legality, proportionality, and the parallel diplomatic and economic activity ...

All this is possible ... and DI is at the forefront of making it a reality ...

Ladies and Gentlemen, thank you ...