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Strategic
Command

UK Strategic Command Conference 2021: Sharpening UK Defence's Edge in the 2020s

26 May 2021 Hybrid Conference at IET London & C+

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WELCOME

Dr Karin von Hippel
Director-General, RUSI



Friends,

I am delighted to welcome you to this year's Strategic Command Conference, whether you are joining us in person or virtually. Strategic Command has been instrumental to the fantastic support the Armed Forces have provided to society throughout the pandemic, and we thank them for all they have done.

The Integrated Operating Concept, published in September 2020, provides the conceptual basis for Integrated Force 2030, which is at the heart of delivering the recent Defence Command paper. The Operating Concept explains how Defence will work to integrate more effectively across the five warfighting domains (maritime, land, air, cyber and space), across government, and with allies and partners. Strategic Command plays a vital role in this as articulated in the Defence Command Paper, *Defence in a Competitive Age*. Strategic Command also has a central role to play in the Ministry of Defence's plans to modernise and transform the UK's armed forces for the challenges of today and tomorrow. I am delighted, therefore, that RUSI is partnering with Strategic Command for this important conference.

I am grateful to all of our panel chairs, speakers and members of the Star Chamber, whether they will be joining us physically or virtually! We are excited that our new platforms enable us to attract a much more diverse and international audience than ever before.

I am also grateful to our sponsors for supporting this event, including DXC, Palantir, Leonardo UK and Adarga, and to the Institute of Engineering and Technology for hosting us this year, given our building on Whitehall is being refurbished.

Finally, I am grateful to all of you for joining us. The event promises to be stimulating and informative, and we hope it helps Strategic Command in delivering the UK's ambition. I encourage you all to contribute to that debate, and please do provide us with any feedback!

Sincerely,
Dr Karin von Hippel
Director-General, RUSI

**General
Sir Patrick Sanders**
UK Strategic Command



Welcome to Strategic Command's second annual conference, which comes hot on the heels of publication of the Integrated Review and Defence Command Paper, both of which set out a bold and clear vision for UK Defence.

As the name of this conference suggests, that vision seeks to sharpen our competitive edge and deliver a substantially different defence posture, to deter and compete with our opponents, as revanchist powers increasingly seek to modify the international rules based system in their favour. Defence will extend UK influence through an enhanced global footprint enabling us to sense and understand threats and opportunities with greater fidelity and respond more rapidly in the information age.

We recognise the transformative change required within defence to compete in the 'grey zone', not least in developing new skills and capabilities, through investment in an increasingly diverse workforce, without losing sight of the fact that our military hard power underpins our deterrent credibility. I believe that we have set the stage for a frank and open exchange of ideas about the threats we face, how they are accelerating, and how we must change in order to meet them.'

I very much look forward to hearing from panellists and the audience and am grateful to all those that have made this event possible, not least RUSI, the IET and our sponsors.

Sincerely,
General Sir Patrick Sanders
Commander, UK Strategic Command



CONFERENCE PROGRAMME

UK Strategic Command Conference 2021: Sharpening UK Defence's Edge in the 2020s 26 May 2021 Hybrid Conference at IET London & C+

The UK Strategic Command Conference is the first major RUSI gathering in the wake of the recently released Integrated Review and Defence Command Paper. A key theme of the Review is the need to enhance integration, which the Integrated Operating Concept (IOPC) 2025, published on 30 September 2020, describes as being: across government; within the military, and with allies and partners. This strategic integration task is the central role given to UK Strategic Command, and the Command Paper places Strategic Command at the heart of the plans for modernising the UK Armed Forces. The Conference will consider the Integrated Review and what that means for the integration of the different parts of the UK's armed forces. It will explore how the UK will approach the challenges and opportunities of

persistent campaigning, at home and overseas, above and below the threshold for fighting. It will examine how multi-domain integration might be achieved within a military instrument that is routinely active in the homeland as well as abroad in what the IOPC calls the 'Operate' environment, rather than its traditional focus on pure 'Warfighting'. It will also reflect on the implications of a move towards 'information warfare' as Defence seeks to transform through investment in 'sunrise capabilities' at the expense of those described as 'sunset'. The Conference will address questions about how Defence can integrate across government in support of national interests, and work with allies and partners who are facing similar challenges of an increasingly dynamic operating environment.

0930 - 0935 CONFERENCE ADMIN

Speaker: **Paul O'Neill**, Senior Research Fellow, RUSI

0935 - 0940 IET BRIEFING

Speaker: **Martyn Westcott-Wreford**, Operations Manager, IET

0940 - 0945 WELCOME

Speaker: **Dr Karin von Hippel**, Director General, RUSI

0945 - 1005 OPENING REMARKS

Speaker: **General Sir Patrick Sanders**, Commander, UK Strategic Command

1005 - 1020 KEYNOTE MESSAGE

Rt Hon Ben Wallace MP, Secretary of State for Defence

1020 - 1045 BREAK

1045 - 1215 PANEL ONE: INTEGRATION AS A RESPONSE TO THE THREAT

This Panel examines integration in response to today's threats. It considers the integrated threats from adversaries, notably Russia, before looking at the UK approach as described in the IOPC and Defence Command Paper. The Panel then looks at the potential issues with such an approach and its delivery.

Chair: **Dr Louise Tumchewics**, Resident Fellow, Centre for Historical Analysis and Conflict Research

Speakers: **Professor Katarzyna Zysk**, Deputy Director and Head, Security Policy Centre, Norwegian Institute for Defence Studies

Air Marshal Ian Gale, Director General Joint Force Development, UK Strategic Command

Dr Sean McFate, Senior Fellow at the Atlantic Council, Professor of Strategy at the National Defense University and Georgetown University's School of Foreign Service, US

1215 - 1300 LUNCH

1300 - 1430 PANEL TWO: INTEGRATION WITHIN THE MILITARY AND ACROSS GOVERNMENT

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This Panel considers two aspects of integration: integration within the military and across government. It examines how the UK plans to integrate its own armed forces, and how the United States is approaching the same subject. It then considers integration with wider government, from the

perspective of government partners. Finally, it considers some of the issues commanders will face operating in the integrated environment.

Chair: **Dr Imogen Parsons**, Acting Director, Terrorism and Conflict Group, RUSI

Speakers: **Lieutenant General Rob Magowan**, Deputy Commander, UK Strategic Command

Lieutenant General Dennis Crall, Director C4/Cyber, UK Joint Chiefs of Staff

Lindy Cameron, Chief Executive, National Cyber Security Centre, UK

Professor Anthony King, Chair of War Studies, University of Warwick

1430 - 1455 BREAK

1455 - 1625 PANEL THREE: INTEGRATING WITH ALLIES AND PARTNERS

This Panel explores integration with allies and partners. NATO is central to UK defence policy, hence the ability to integrate with the alliance at the strategic, operational and tactical level is crucial. Reflecting the most important bilateral security relationship, the Panel will consider integration with the United States before exploring integration from the perspective of Sweden, a hugely important partner in the Joint Expeditionary Force following a unique security path that engages its whole society.

Chair: **Lieutenant General Roly Walker**, Deputy Chief of Defence Staff, Military Strategy and Operations

Speakers: **Sarah Tarry**, Director of Defence Policy and Capabilities, NATO.

Heather Conley, Senior Vice President for Europe, Eurasia and the Arctic Center for Strategic and International Studies (CSIS).

Lieutenant General Michael Claesson, Chief Joint Operations of the Swedish Armed Forces.

Brigadier Mark Pullan, Director DDA Implementation Group, SHAPE.

1625 - 1655 CLOSING REMARKS

Chair: **Professor Peter Roberts**, Director Military Sciences, RUSI

Speakers: **General Sir Nick Carter**, UK Chief of Defence Staff
David Williams, Permanent Secretary, UK Ministry of Defence

General Sir Patrick Sanders, Commander, UK Strategic Command

STAR CHAMBER MODERATORS: **Dr Sarah Morris**, (Defence Academy) Cranfield University; **Dr Kenneth Payne**, (Defence Academy) Kings College London



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BIOGRAPHIES

Lindy Cameron
CB



Lindy Cameron is the Chief Executive Officer (CEO) of the National Cyber Security Centre – a part of GCHQ. A proud Northern Irishwoman, she was previously Director General at the Northern Ireland Office during the negotiation of the UK-EU Northern Ireland Protocol and the most recent talks to restore the Executive. Before that she was Director General Country Programmes in DFID, responsible for the £4bn bilateral aid programme in Africa, Asia and the Middle East, and was appointed CB in the 2020 New Year's Honours List for her services to international development. She started her career in the private sector with McKinsey and has spent more than twenty years in government working at home and overseas, including Lagos, Hanoi, the Balkans, Baghdad and Kabul with DFID and Helmand for the FCO. She was in the Cabinet Office during the 2008 financial crisis and is a graduate of the Ministry of Defence's Higher Command and Staff Course and Royal College of Defence Studies.

General Sir Nicholas Carter
GCB CBE DSO
ADC Gen



General Sir Nick Carter is the Chief of the Defence Staff, the principal military advisor to the Prime Minister, Secretary of State for Defence and the National Security Council.

Prior to becoming Chief of the Defence Staff in June 2018, he served as the Chief of the General Staff, professional Head of the British Army. An infantryman by background, he has had the unique honour of commanding on operations at every level of command and in a variety of different contexts, including during the Troubles in Northern Ireland, peacekeeping with the UN in Cyprus, peace enforcement with NATO in Bosnia

and Kosovo, and commanding the UK-led Brigade in Iraq in 2003-04.

He was responsible early in the Afghanistan campaign for the initial design of Provincial Reconstruction Teams and the Afghan National Army. Latterly he commanded some 55,000 NATO troops in southern Afghanistan during the Obama 'surge' and played a key role in designing and implementing the new approach to countering insurgency with General Stan McChrystal. He returned as the Deputy Commander of the NATO mission under General David Petraeus, leading alongside the now President Ghani the transition of security responsibility from NATO to the Afghan authorities.

General Nick led the restructuring of the British Army following the national Defence Reviews of 2010 and 2015. As the Chief of the Defence Staff, he introduced the 'Integrated Operating Concept', the strategic design behind the Defence element of the most recent Integrated Review. He has led the design of the Armed Forces' support to the national COVID-19 response.

Lieutenant General Michael Claesson



Lieutenant General Michael Claesson is currently holding the position of Chief Joint Operations of the Swedish Armed Forces. A role to which he was appointed in September 2020. General Claesson started his military career 1984 in the Armor branch. Since then he has commanded the Norrbotten Armor Battalion, and also served as Deputy Brigade Commander of the Norrbotten Mechanized Brigade. He later on commanded the Armed Forces Land Warfare Centre in Skövde. Furthermore, he has gained substantial experience from the political, and policy making levels when working as Military Advisor within the Ministries of Defence, and Foreign Affairs. He also spent four years as Deputy Military Representative in the Swedish Mission to NATO in Brussels. During 2012-2013 he commanded the Swedish Contingent to ISAF Regional Command North, and also served as an operations planner in the early phases of the KFOR Mission in Kosovo. Before his present assignment, he held the position as Head of the Policy and Strategic

Plans Department of the Swedish Armed Forces HQ in Stockholm.

Heather A. Conley



Heather A. Conley is Senior Vice President for Europe, Eurasia, and the Arctic and Director of the Europe Program at CSIS. Prior to joining CSIS as a Senior Fellow and Director for Europe in 2009, Conley served four years as Executive Director of the Office of the Chairman of the Board at the American National Red Cross. From 2001 to 2005, she was Deputy Assistant Secretary of State in the Bureau of European and Eurasian Affairs with responsibilities for U.S. bilateral relations with the countries of Northern and Central Europe. From 1994 to 2001, she was a senior associate with an international consulting firm led by former U.S. Deputy Secretary of State Richard L. Armitage. Ms. Conley began her career in the Bureau of Political-Military Affairs at the U.S. Department of State. She was selected to serve as Special Assistant to the Coordinator of U.S. Assistance to the Newly Independent States of the former Soviet Union, and she has received two State Department Meritorious Honor Awards. Ms. Conley is frequently featured as a foreign policy analyst and Europe expert on CNN, MSNBC, BBC, NPR, and PBS, among other prominent media outlets. She received her B.A. in International Studies from West Virginia Wesleyan College and her M.A. in International Relations from the Johns Hopkins University School of Advanced International Studies (SAIS).

Lieutenant General Dennis A. Crall



Lieutenant General Crall serves as the Director of the Joint Staff J6 (Command, Control, Communications, and Computers/Cyber; and Chief Information Officer). His most recent, previous assignments include

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BIOGRAPHIES

serving as the Deputy Principal Cyber Advisor and Senior Military Advisor for Cyber Policy at the Office of the Secretary of Defense; and Director of Command, Control, Communications, Computers and the Chief Information Officer for the United States Marine Corps.

Lieutenant General Crall is a career Aviation Command and Control Officer who has commanded at the squadron and group levels. He deployed as the Direct Air Support Center – Airborne, Officer-In-Charge in support of Operation Iraqi Freedom, conducting 34 combat missions spanning over 350 flight hours. Earlier in his career he was the Joint Liaison Officer to the 7th Air Force, 607th Air Support Operations Group, in Osan, South Korea. He has extensive experience in cyber, information operations, development and concepts, strategic plans and recruiting across U.S. Central Command (USCENTCOM) and U.S. Special Operations Command (USSOCOM).

Lieutenant General Crall is a distinguished graduate of the U.S. Air Force's Air Command and Staff College, where he earned a Master of Science (MS) degree in Military Operational Art and Science. He is also a distinguished graduate of the National War College, where he earned an MS in National Security Strategy. He is a graduate of the Marine Corps Command and Control Systems Course, and completed the Harvard Kennedy School's Cybersecurity Executive Program. Lieutenant General Crall is a native of South Carolina and received his Bachelor's degree from the University of South Carolina.

**Air-Marshal
Ian Gale**
MBE



Air Marshal Ian Gale was appointed Director General Joint Force Development in April 2021, responsible for the conceptual element of UK fighting power: concepts & doctrine, training & education, exercise & experimentation, lessons learned & innovation. Before which he was the Assistant Chief of the Air Staff.

Ian has commanded at flight, wing and station level amassing over 3000 flying hours and 350 operational missions as a Tornado Weapons Instructor and in Operational Test

& Evaluation of Tornado and Typhoon. He was appointed MBE for his leadership in operations and the Sir Arthur Barratt Prize for developing the tactics / techniques for the 2003 Scud-hunting campaign. He led the deployment of Tornado to Afghanistan in 2009 and fought the 2011 Libya campaign as the Deputy Air Contingent Commander. Ian has served twice in MOD capability directorates.

Ian has completed the Civil Service Senior Leadership Programme and Higher Command and Staff Course. He holds an MA in Defence Studies and an MBA. He is a Chartered Manager, a graduate of the Major Projects Leadership Academy at Oxford University's Business School and is a mentor on the RAF's 'Rise Together' Scheme.

**Professor
Anthony King**



Anthony King is the Chair of War Studies at the University of Warwick. He has just completed a trilogy on western military transformation in the twenty-first century: *The Transformation of Europe's Armed Forces* (2011); *The Combat Soldier* (2013); and *Command* (2019), which won the British Military Book of the Year Award 2020. His new book, *Urban warfare in the Twenty-First Century*, will be published in July 2021. In September 2021, he will start a Leverhulme Major Research Fellowship, 'Urban warfare: past, present and future'. The project will look at the way in which disruptive technologies may transform urban warfare in the coming decade. He has been a mentor and adviser to the British Army and Royal Marines for nearly two decades.

**Lieutenant
General
Rob Magowan**
CB CBE



Lieutenant General Rob Magowan joined the Royal Marines in 1989 after reading chemistry at Southampton University.

His early command appointments included a tour of Northern Ireland. Returning from the US Marine Corps staff course, he was posted to HQ 3 UK Division, during which time he deployed to Afghanistan on the first International Security Assistance Force deployment. He returned to 42 Commando as Second in Command, deploying to Kuwait and Iraq for Operation Telic 1.

Subsequently, he worked in the Cabinet Office, the Foreign and Commonwealth Office and the Ministry of Defence, with a focus on intelligence. He assumed command of the Royal Marines 30 Commando Information Exploitation Group, deploying to Helmand province.

After Higher Command and Staff Course, as a Brigadier he was Chief of Staff to the National Contingent Commander in Kabul, Commodore Naval Personnel Strategy and then Commander Joint Forces Intelligence Group.

He became Commandant General Royal Marines and Commander United Kingdom Amphibious Forces in 2016. He also assumed command of the European Union Naval Force Somalia. His staff appointments as a Major General were Assistant Chief of Naval Staff (Capability) and Assistant Chief of the Defence Staff (Capability and Force Design).

He has been Deputy Commander UK Strategic Command since January 2020. He reassumed the position of Commandant General Royal Marines in April 2021, which he fulfils alongside his UK Strategic Command duties.

He is the Defence Buddhist Champion, chairs the Defence Mindfulness Steering Group and is President of the Council for Cadet Rifle Shooting. He is President of the Royal Marines Association and Royal Marines Charity, Royal Navy/Royal Marines Mountaineering Club, RN Netball Association and RN/RM Rifle Association. He is also President of the charity 65 Degrees North.

**Dr Sean
McFate**



Dr. Sean McFate is an expert on modern war and shifting international relations. Formerly a US Army officer, he served

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BIOGRAPHIES

under Stan McChrystal and David Petraeus, before becoming a private military contractor and paramilitary. He is a Senior Fellow at the Atlantic Council in Washington DC, a professor at Georgetown University's School of Foreign Service and the National Defense University and an Advisor to Oxford University's Centre for Technology and Global Affairs. He is a regular consultant to the Pentagon, CIA, and Hollywood, and has appeared on all major news networks.

He is the author of 'The New Rules of War: How America Can Win—Against Russia, China, and Other Threats' (Morrow), which was named a "Book of the Year" by The Economist. In the UK, it is titled: Goliath: Why the West Doesn't Win Wars. And What We Need to Do About It (Penguin). He also wrote 'The Modern Mercenary: Private Armies and What They Mean for World Order' (Oxford Univ Press). Also, a successful novelist, his fiction has been translated into multiple languages. The Tom Locke Series is based on his own military experiences.

He holds a BA from Brown University, MPP from the Harvard Kennedy School of Government, and a Ph.D. in international relations from the London School of Economics (LSE). He was also a Fellow at Oxford. McFate lives in Washington, DC. For more information, please visit: www.seanmcfate.com

Dr Imogen Parsons



Dr Imogen Parsons is Senior Research Fellow and (Acting) Director of the Terrorism and Conflict group, on secondment from the UK civil service. She brings around twenty years of experience of working in and on conflict, including Afghanistan, Libya, DRC and Sahel, and is focussing her current research on international intervention in conflict and fragile states as well as supporting the group's work on countering violent extremism.

Prior to joining RUSI, she was Head of the FCO/DFID Joint Sahel Department overseeing the UK's diplomatic and development engagement across Sahel. Previously she led DFID's humanitarian

research and innovation team covering conflict and protection, protracted displacement, innovation in conflict zones and resilience to natural disasters. She led DFID's Africa humanitarian and conflict unit and has worked in Afghanistan for both the UK Stabilisation Unit and Ministry of Defence. She holds a PhD in International Relations from the London School of Economics, focussed on Conflict and State Building in Angola. She also has a Masters degree in Development Studies from SOAS, and studied modern languages at Cambridge.

Brigadier Mark Pullan
MBE



Brigadier Pullan was commissioned into the Royal Artillery after reading Architecture at Hull University. His early military career includes regular operational deployments (Bosnia, Kosovo and Iraq), interspersed with overseas multinational exercises. As a Battery Commander and Regimental Second in Command he deployed on several operational tours to Afghanistan. His Regimental Duty culminated with Command of an Air Defence Regiment, supporting commitments to both Afghanistan and the Falkland Islands.

Staff appointments include the J3 Division in PJHQ and as the lead planner within Army Resources and Plans in Ministry of Defence. More recently he was Head of Joint Fires capability development within Army HQ, where he also graduated from the Major Programme Leadership Academy. On completion of the Higher Command and Staff Course he commanded 1st Artillery Brigade where he deployed on multiple NATO exercises. He led his team through the US validation exercise Warfighter, as part of the 3 (US) Corps. Brigadier Pullan is currently the Director of the Deterrence and Defence of the Euro-Atlantic Area (DDA) Implementation Group, and has led in the development of SACEUR's strategic plan

Awarded an MBE in 2011, he is the Director of the Armed Forces Para-Snowsport Team charity and the Champion for a Defence Faith Network.

General Sir Patrick Sanders
KCB CBE DSO
ADC Gen



General Sir Patrick Sanders was commissioned into The Royal Green Jackets in 1986 and spent his early career at Regimental Duty in Germany, Norway and the UK. He has commanded at company, battalion, brigade, and divisional level, including on operations in Northern Ireland (multiple tours), Kosovo (1999 and 2002), Bosnia (2001), Iraq (2007), and Afghanistan (2011-12).

His staff appointments have all been in operational and strategic roles. These have included Brigade Chief of Staff, Directing Staff at the Joint Staff College, Pol/Mil adviser for the Commander of Coalition Forces in Iraq in 2003-4, Colonel Army Strategy, a brief tenure as Chief of Defence Staff's Liaison Officer to the US Chairman of the Joint Chiefs of Staff, and more recently Head Operations (Military) and Assistant Chief of Defence Staff (Operations) in the MOD.

His previous two appointments were GOC 3rd (UK) Division and Commander Field Army. He was promoted to General in May 2019 and assumed the post of Commander Joint Forces Command, which transitioned to Strategic Command in December 2019.

He is Colonel Commandant of The Rifles and the Honourable Artillery Company. He speaks French and Norwegian, colloquial Spanish and can tell when he is being insulted in Arabic, Pashtun, Dari, Albanian and Serbo-Croat.

Sarah Tarry



Sarah Tarry has been the Director of Defence Policy and Capabilities within the Defence Policy and Planning Division of NATO's International Staff since November 2018.

Prior to this she was the Head of the Operational Preparedness Section within

Continued

BIOGRAPHIES

NATO's Operations Division. Previously, she held a variety of positions in the Canadian Ministry of Defence, including as the Deputy Director for Peacekeeping Policy, and the Deputy Director of NATO Policy. Her most recent position prior to returning to Brussels was in Canada's Privy Council Office, where she worked in the Secretariat responsible for providing foreign and defence policy advice to Canada's Prime Minister. Between 2008 and 2012, Ms. Tarry served in the Canadian Joint Delegation to NATO and subsequently in the Defence Policy and Planning Division of the NATO International Staff.

Dr Louise Tumchewics



Dr. Louise Tumchewics is a senior Research Fellow at the British Army's Centre for Historical Analysis and Conflict Research (CHACR). Her research focuses on technology, particularly unconventional weapons, and the economies of conflict. Louise has two books forthcoming with Lynne Rienner Publishers later this year.

Lieutenant General Charles R V Walker DSO



Lieutenant General Roly Walker was commissioned into the Irish Guards in 1993. He then exchanged his commission to the Grenadier Guards in 2009, before being promoted into the General Staff in 2011. He took up his current position as

Deputy Chief of Defence Staff (Military Strategy & Operations) at the MoD on promotion in April 2021.

His operational service includes numerous deployments and tours in Northern Ireland, Iraq, Afghanistan and Africa. On the staff he has served in – among others – brigade, divisional and Army HQs.

His honorary roles include being the Colonel Commandant of the Royal Veterinary Corps, the Regimental Lieutenant Colonel of the Grenadier Guards, a member of the Honourable Artillery Company's regimental council, and President of the UK Armed Forces Equestrian Association. He is a member of the Worshipful Company of Ironmongers.

David Williams
CB



David Williams became the Permanent Secretary at the Ministry of Defence in April 2021. David acts as the Accounting Officer for the Department, the Defence Secretary's chief policy adviser and, with the Chief of Defence Staff, leads the running of the Department.

David's previous role was as the Second Permanent Secretary at the Department for Health and Social Care, where he oversaw much of the Department's response to the COVID pandemic. In his six years at Health, David was also Director General, Finance and Operations where he was responsible for DHSC and NHS finance, strategy and system oversight.

The majority of David's earlier government career was in Defence. From 2012 to 2015 David was Director General Finance at the MOD, where his portfolio covered defence planning and programming, financial management and investment proposals and accountability

frameworks. Prior to this his roles included being Director Capability Development, especially on carrier strike and combat air, acting as senior responsible owner for the future Deterrent, operational planning support for Iraq, and Private Secretary to the Defence Secretary from 2000-2002.

Professor Katarzyna Zysk



Katarzyna Zysk is a professor of international relations and contemporary history at the Norwegian Institute for Defence Studies (IFS), which is part of the Norwegian Defence University College (NDUC) in Oslo. At the IFS, she also served as deputy director, head of the Centre for Security Policy, and director of research. In 2016, she was acting dean of the NDUC, where she teaches regularly. Prof. Zysk was a visiting scholar at the Center for International Security and Cooperation (CISAC) at the Stanford University and at the Changing Character of War Centre (CCW) at the University of Oxford. She also was research fellow at the Center for Naval Warfare Studies/Strategic Research Department at the US Naval War College, where she also cooperated closely with the War Gaming Department. Following her PhD (2006) on NATO enlargement, her research has focused on security, defense and strategic studies, including Russia's military strategy and warfare, the Russian Navy, military change, defense innovation and breakthrough technologies, maritime security and geopolitics in the Arctic. Her published research has appeared in SAIS Review of International Affairs, Bulletin of the Atomic Scientists, Journal of Strategic Studies, Asia Policy, RUSI Journal, Jane's Navy International, War on the Rocks, and other journals and books.



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Leonardo UK is one of the biggest suppliers of UK defence and security equipment, making a £2bn contribution to the UK economy around 50% of which is in export. The company employs more than 7,500 highly-skilled people across 7 major UK sites, covering sensing and detection, data analysis, force protection, command and information systems, targeting and precision guidance, cyber and rotary wing capabilities. Committed to the UK's future prosperity, Leonardo has some 500 young people at any one time developing in-demand skills through their early career apprenticeships and graduate schemes. Leonardo UK's annual R&D spend is nearly £200M, much of it concentrating on meeting the demands of multi domain integration. Two thirds of Leonardo's 2,100 UK suppliers are small and medium-sized enterprises (SMEs). Leonardo's workers are 80% more productive than the UK average. This economic activity directly supports 26,600 UK jobs.

Most recently Leonardo UK has been recognised by the British Chambers of Commerce as a UK Business Hero for supporting local communities during the Coronavirus outbreak.

Leonardo UK holds a Gold Award in the Armed Forces Covenant Employer Recognition Scheme and most recently has been recognised by the British Chambers of Commerce as a UK Business Hero for supporting local communities during the Coronavirus pandemic.

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DXC Technology is committed to supporting the UK armed forces and we are proud of our long-standing relationship with the Ministry of Defence. For over 40 years, our highly skilled staff and partners have provided large scale, highly secure IT systems that enable the MOD and our armed forces to operate effectively, wherever globally deployed.

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OUR RECOMMENDATIONS

Shaping Understanding

Competitive Advantage and Rules in Persistent Competitions

In a competition each state enjoys domain-specific asymmetric advantages. As such, Peter Roberts and Sidharth Kaushal propose that competitive advantage should be defined as structuring the rules of competition to enable the use of one's own comparative advantages and curtail those of one's opponents.

The Future Conflict Operating Environment Out to 2030

This Occasional Paper presents a collection of essays about contemporary trends in war and warfare, and how they will shape the actions of belligerents in future conflicts.

Multi-Domain Operations and Lessons from NSC 68 in the Competitive Space: A Framework for NATO and Western Democracies for Defence Against Russia

The Cold War United States Objectives and Programs for National Security (NSC 68) established goals for policy and promoted guidelines that both limited and authorised necessary acts that shaped an environment advantageous to Western democracies. Tyler Wesley argues that a new framework, inspired by examples drawn from NSC 68, is necessary to meet modern challenges.

Challenges for the UK

A Post Mortem of a Disintegrated Review

If the Integrated Review is to succeed, the government will need to demonstrate through actions, rather than words, that it is able to coordinate interdepartmental activities and support key programmes.

The Integrated Review: The UK as a Reluctant Middle Power?

Malcolm Chalmers assesses the Integrated Review. Despite attempts to craft a coherent narrative, references to the country's 'superpower' and 'leading' roles underplay the hard choices which, as a strong but vulnerable middle power, it needs to make.



A New Direction for the Ministry of Defence's Budget? Implications of the November Spending Review

The government has chosen to devote the additional £24 billion for defence almost entirely to increasing defence investment, while simultaneously reducing real-terms running costs. It will therefore have to make difficult decisions on where to reduce day-to-day spending.

Is Defence's Latest Operating Model Fit for Purpose?

The Ministry of Defence has published a new version of its operating model – 'How Defence Works' – its first update for almost five years. Given the major changes to Defence ways of working in that time, and the forthcoming Integrated Review's potential for further disruption, is it, and how long will it remain, fit for purpose?

Management of Defence After the Levene Reforms: What Comes Next?

For more than a century, governments have recognised that the different services needed to be more effectively coordinated and, in some respects, integrated. The high-level organisation of defence has been a regularly changing picture. This paper is a reminder of the major steps that have been taken and the drivers behind them.

Performing Information Manoeuvre Through Persistent Engagement

For all the promise that standoff capabilities such as computing power, technical networks and algorithms bring to the IOPC, human relationships are still key. Nick Reynolds' Occasional Paper analyses the contemporary information domain and its consequences for the British Army.

The Missing Link in Britain's Forces

Dr Jack Watling similarly argues that if the British Army is to achieve the digital integration that underpins its Information Manoeuvre concept, then its recce platforms need Link-16.



RUSI

RUSI Land Warfare Conference 2021

Integrating for Operations Today
and Warfighting Tomorrow

2 JUNE 2021 0900-1700

What does the Army need to do to ensure that it is prepared for any immediate conflict, and what does the Army need to be looking at to ensure it retains an asymmetric advantage?

Held annually on behalf of the Chief of the General Staff, the RUSI Land Warfare Conference is the UK's pre-eminent gathering of the land forces community.

This conference will allow partners and allies to explain how they are modernising their forces, calibrating their force posture, and pursuing technological advantage. This will enable us to consider how we can balance maximising the effectiveness of the next generation of combat systems with being able to interoperate.

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“RUSI Land Warfare Conference provides a crucial opportunity for land forces to share their ideas, discuss emerging threats and challenge one another.”



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