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Subject: CDF MESSAGE - IMPLEMENTING THE DEFENCE HEADQUARTERS REVIEW - UPDATE AND CDF INTENT [SEC=UNCLASSIFIED]

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IMPLEMENTING THE DEFENCE HEADQUARTERS REVIEW UPDATE AND CDF INTENT

What you know

Through First Principles Review (FPR) updates you are aware that the key outcome of the Defence headquarters review is to integrate the existing Single Service headquarters and VCDF staff into a single headquarters, to be known as ADF Headquarters (ADFHQ). The integrated ADFHQ – one of a number of reforms delivering the One Defence approach of FPR – while providing simpler and more productive arrangements, will also enable more strategic management of the ADF.

Better differentiation in the management of the many capabilities labelled “joint” will also be introduced. This will ensure consistent management and appropriate resourcing and prioritisation. Importantly, the changes will address the need for more distinct and consolidated management of capabilities in the information environment to better support future joint operations, as an extension to the current joint structure built around sea, land and air capabilities.

The Chief of Service Committee (COSC) endorsed the integrated ADFHQ model with establishment to be phased from early 2017. The subsequent business process modelling, conducted with staff from Service Headquarters and a number of Groups, is complete and informing implementation planning.

My intent

My intent for the implementation of ADFHQ is to drive strategic, integrated and joined-up thinking for advice and outcomes—ie optimising a Joint and whole-of-enterprise approach to ADF capabilities and operations that builds on Single-Service abilities and achievements. The integrated arrangements will better support command of the ADF, will ensure accountabilities and responsibilities are clear and aligned within the One Defence approach, and support the enhanced productivity necessary to adapt the ADF to new capabilities and priorities.

The ADFHQ raising is more than just an organisational structural adjustment. It represents a significant opportunity to improve the Australian Defence Force's reputation as a Joint Force and will support a culture of high performance driven by its leaders. The implementation program will require significant support from ADF and Defence leaders to contribute to the One Defence approach, to inspire and positively influence those with a stake in the outcomes.

What's next?

The work to raise the integrated headquarters has now shifted squarely to detailed planning and implementation, with efforts focused on three major streams of activity:

- i. changes to ADFHQ functional arrangements, including roles and responsibilities***
- ii. establishment of capability management for a range of joint capabilities, and***
- iii. management consolidation for military capabilities in the information environment.***

Headquarters Joint Chief of Staff

From January 2017, the role of Director General Sensitive and Strategic Issues Management will be known as the Joint Chief of Staff (JCoS) for the headquarters. This expanded role will ensure a more coordinated approach across the different headquarters components, and be responsible for incidents and issues tasking. Further, the JCoS will be authorised to create tasking and reporting across the headquarters, and to coordinate senior ADF forums and committees.

ADFHQ stand up

From March 2017, the formal stand-up of the integrated ADFHQ is expected to occur. This will entail role charter revisions across the headquarters and rebadging some existing positions.

Two other changes associated with the ADFHQ stand up will occur at this time:

- ***the Vice Chief of the Defence Force role will be redefined to be the Joint Force Authority (replacing previous roles) and accountable for the generation and preparedness of Joint Forces; and***
- ***the Strategic Joint Staff will be redefined (ensuring a more integrated approach to directing ADF activity across Force Development, Force Generation and Force Employment).***

ADFHQ Implementation Team

An Implementation Team has been formed to oversee the ADFHQ program implementation. It comprises embedded staff to oversee the program of strategic headquarters changes, and a planning staff element developing the detail of the management of military information capabilities. The Team will report to Air Vice-Marshal Hart, supported by Service representatives and business redesign and change management experts. The Team will commence broad consultations with Services and Groups from early 2017.

In consultation with Service Chiefs, this work, along with reviews of the command arrangements for Joint Enablers, and new tasks from the White Paper and Integrated Investment Program will support decisions on specific organisational changes to be put to the First Principles Review Implementation Committee in March 2017.

Other related changes

A core task from the White Paper is the development of more advanced and resilient Defence capabilities for operating in the Information Environment. As such, I intend to establish a structure to support the consolidated management of military capabilities in the information environment. This will include the transfer of accountability for Military Information and Military Enabler capabilities.

I will create a new role to be known as the Chief of Joint Capabilities (CJC) from mid-2017 to advise on capability in the information environment, as well as military enablers, complementary to the current sea, land and air environmental advice of the Service Chiefs. A Deputy Chief for Information Warfare position will also be created, to train and sustain military information capabilities against directed preparedness settings within the CJC. These capabilities will include

military and operational aspects of:

- ***information activities and cyber***
- ***Electronic Warfare and spectrum***
- ***Intelligence***
- ***the Targeting system, and***
- ***Operational Space capabilities.***

Staying informed

Progress on this program will be regularly updated to the Chiefs at my CDF Weekly and more broadly as a part of First Principles Review updates. Broader communication planning is underway to support this program of work, along with appropriate and continuing consultation as details develop.

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