



Ministry  
of Defence

# Global Strategic Trends Programme

DCDC Futures Team  
Paul Norman



# Introduction



DCDC is the  
MOD's  
impartial  
think-tank.

# Vision and mission



“

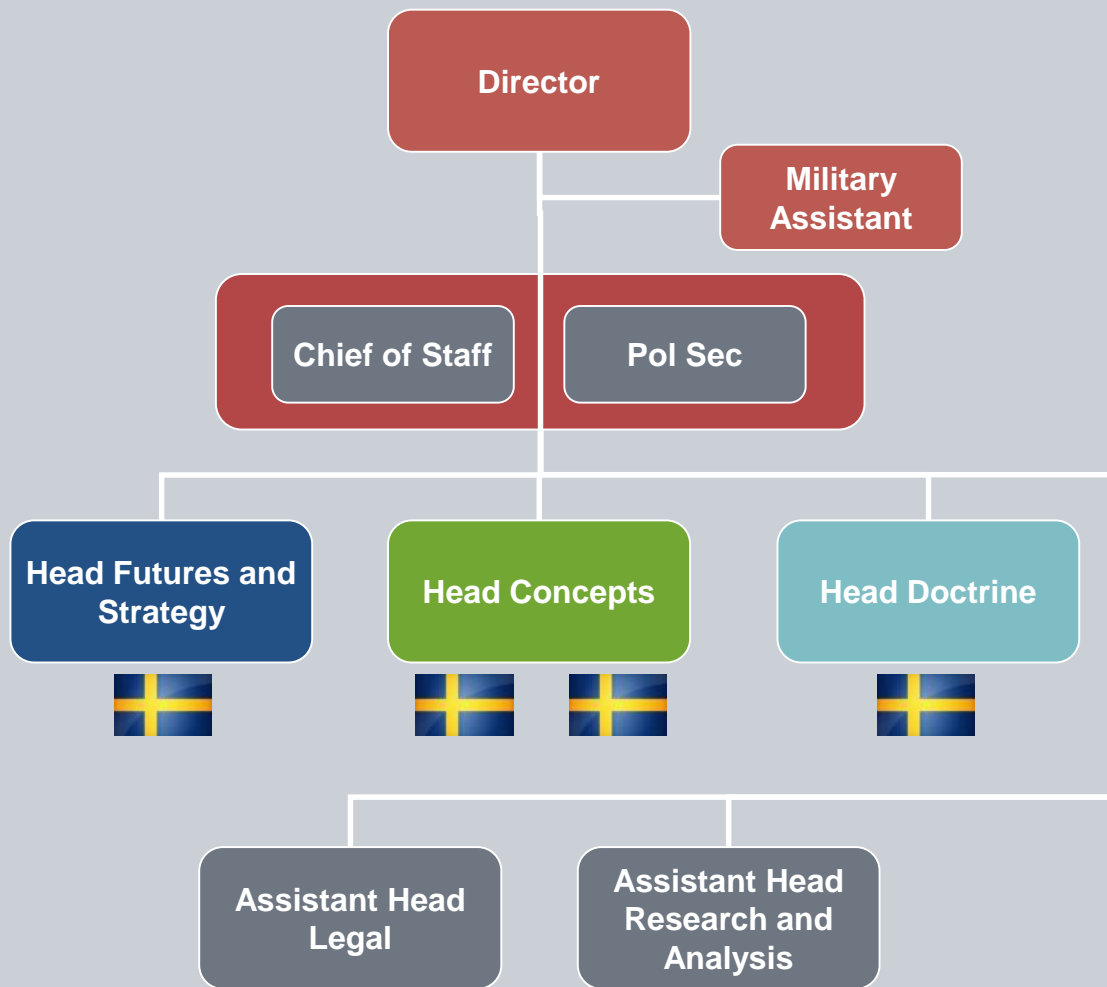
To be a leader in **innovative, impartial** and **respected Defence thinking.** ”

“

To develop, deepen and challenge the conceptual component of Defence's contribution to National Power in order to produce outputs that inform Defence Policy and Strategy and guide operational activity and joint and single service education. ”



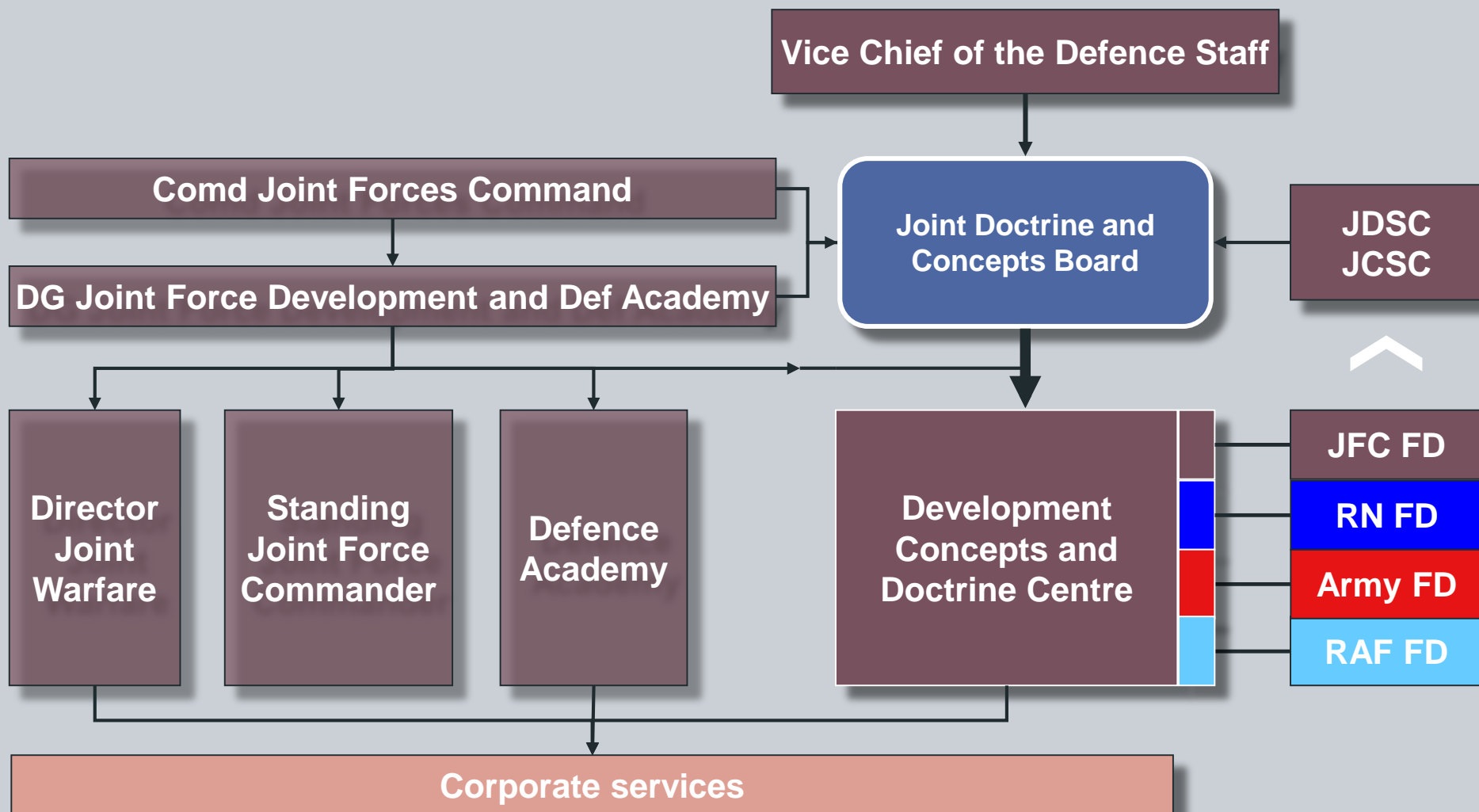
# A joint and integrated staff



- Total of **70 staff** (37 military and 33 civilian)
  - Director Concepts and Doctrine (2\* rotational)
  - 3 Heads of Department (1\* military)
  - Chief of Staff (OF-5 military rotational)
  - Policy Adviser (civil servant)
  - 8 Assistant Heads (OF-5 military and civil service)
  - 35 desk officers (OF-4 military and civil service)
  - 16 support team
- Swedish Centre (4 x officers)
- One Australian officer



# Direction, administration and reporting



# Part of a larger Network

- Aberystwyth University
- Academy of Military Science, Beijing
- Bespoke Industry Workshop
- Brazilian Ministry of Defence
- Brenthurst Foundation
- Bristol University
- British Geological Survey
- British Peace Support Team, South Africa
- BT Innovate
- Cabinet Office: Cabinet Secretary's Advisory Group
- Cabinet Office: Government Office for Strategic Horizon Scanning
- Centre for Strategic Futures, Singapore
- Centre Interarmées de Concepts, de Doctrines et D'expérimentations
- Cranfield University
- Department for Business Innovation and Skills: Government Office of Science
- Met Office Hadley Centre
- Department for Energy and Climate Change
- Department for Environment, Food & Rural Affairs
- Department for International Development
- Department of Health
- Department of Transport
- DRPM Group
- Economic and Social Research Council
- Energy Research Partnership
- ESKTN
- Explore Strategic Business Insights Inc
- Firm Futures
- Foreign and Commonwealth Office
- National Security Strategy Network
- Wilton Park
- French Directorate of Strategic Affairs
- Getulio Vargas Foundation, Brazil
- HM Ambassador, Republic of Korea
- HM Treasury
- Home Office
- Igarapé Institute, Brazil
- Imperial College London
- India Institute for Defence Studies and Analyses
- Institute of Applied Economic Research, Brazil
- International Energy Agency
- International Institute for Strategic Studies, Singapore
- International Institute of Strategic Studies
- IR Consilium Ltd
- JLT Speciality Ltd
- Joaan bin Jasim Joint Command and Staff College, Qatar
- Joint Committee for National Security Strategy
- Kings College London
- Lee Kuan Centre for Innovative Cities
- London School of Economics
- McKinsey and Company
- Microsoft
- Ministry of Defence
- Defence Academy of the United Kingdom
- Defence Science and Technology Laboratory
- Royal College of Defence Studies
- North Atlantic Treaty Organisation Allied Command Transformation
- Norwegian Ministry of Defence
- Now and Next
- Observer Research Foundation, India
- Overseas development Institute
- Oxfam
- Oxford Analytica
- Pandia Calogeras Institute, Brazil
- Potomac Institute for Policy
- PWC
- Rajaratnam School of International Studies
- RAND Europe
- Respublica
- Rio de Janeiro State University
- Risk Assessment and Horizon Scanning Office, Singapore
- Royal Holloway, University of London
- Royal Institute of International Affairs (Chatham House)
- Royal United Services Institute
- Saudi Arabia Armed Forces War College
- Saudi Arabia based Defence Attachés from Australia, USA, Japan, Romania and Poland
- Saudi Arabia National Guard Command and General Staff College
- School of International Futures
- Scottish Government
- Shell
- Singaporean Ministry of Defence
- Slovak Republic (Institute for Security and Defence Studies Ministry of Defence)
- Swedish Armed Forces Headquarters
- Swedish Defence Research Agency
- Swedish Institute of International Affairs
- Swedish National Defence College
- The Diplomatic Institute, Qatar
- United Arab Emirates based Defence Attachés from France, Italy, Australia, Canada and Netherlands
- United Arab Emirates Center for Strategic Studies and Research

And many many more...



# Development, Concepts and Doctrine Centre



Global Strategic Trends Programme



# Strategic trends programme

**Strategic  
context for  
planning and  
decisions**

**Continuous  
programme,  
running since  
2001**

**A programme  
looking out 30  
years**

**Not the Future  
– but an aid to  
thinking about  
the future**

**Our principal  
method is to  
identify robust  
trends and  
project these  
forward**





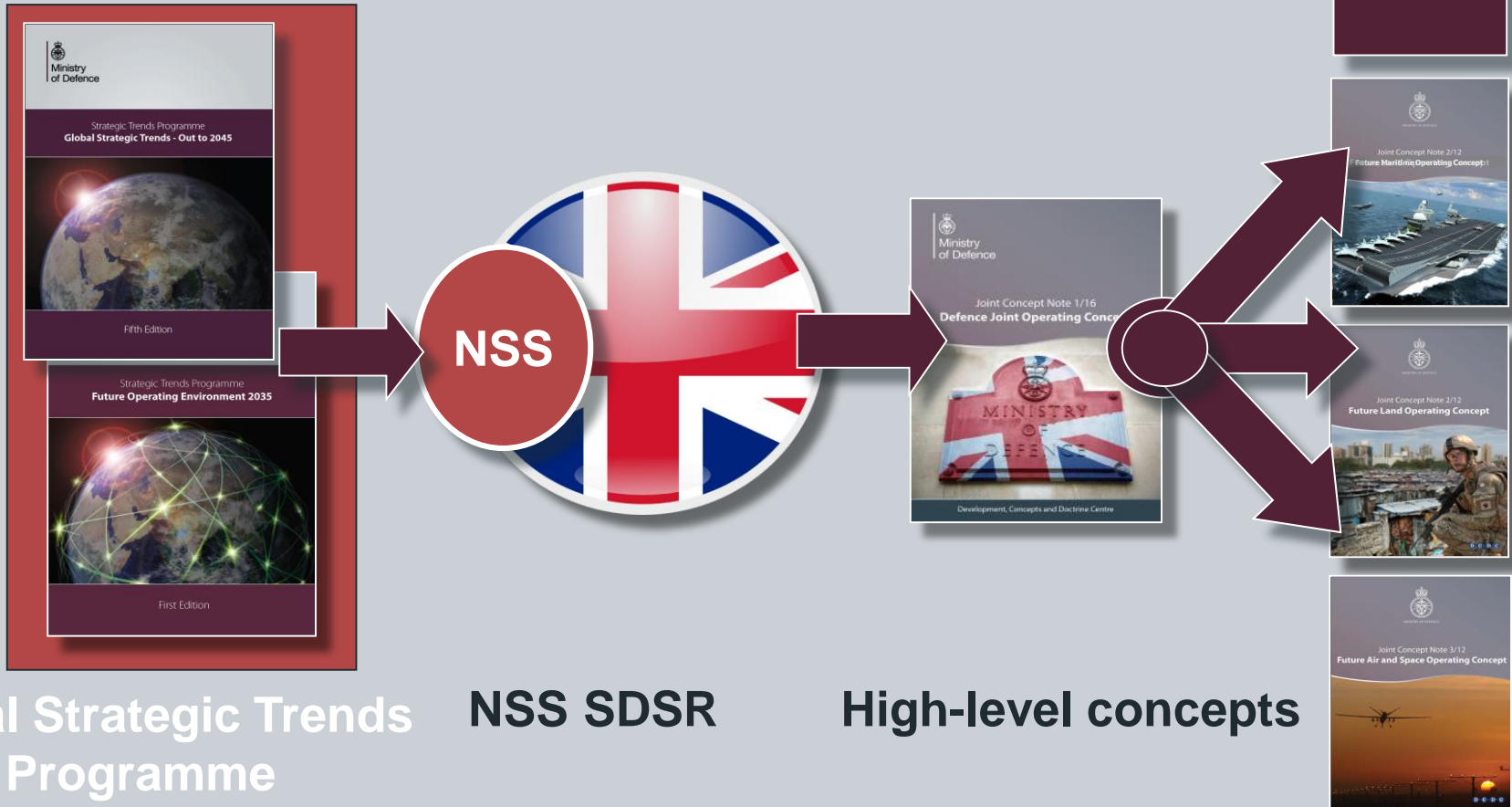
# Purpose of Global Strategic Trends Programme

- Long term strategic assessment for use in developing high level Defence and Security plans and policy (NSS / SDSR and the National Security Risk Assessment)
- Provide the strategic context from which to derive the Future Operating Environment, and other insights for policy making.
- Be a tool of influence, to support UK engagement overseas, and enable greater commonality in our concept and policy development among allies and partners.



# Futures and Concepts

JFOC



Global Strategic Trends  
Programme

NSS SDSR

High-level concepts

Future strategic context

Future themes and deductions

Strategic direction

Vision and tasks

Strategic concepts

How we will fight – capability insights



# Global Strategic Trends - Programme so far....

GST2 Published  
on Limited  
Internal  
Circulation



GST1

2003



GST3

2007



Arctic



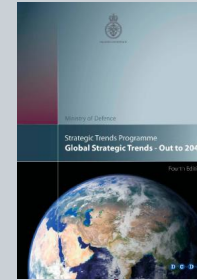
Europe

2008



GST4

2010

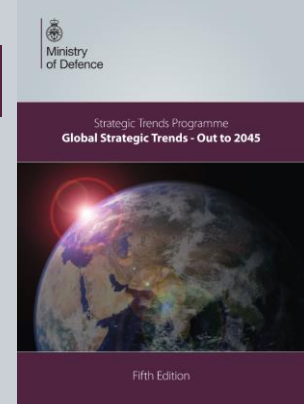


S. Atlantic



S. Asia

2012



GST5

2014

High North>

Asia Pacific >

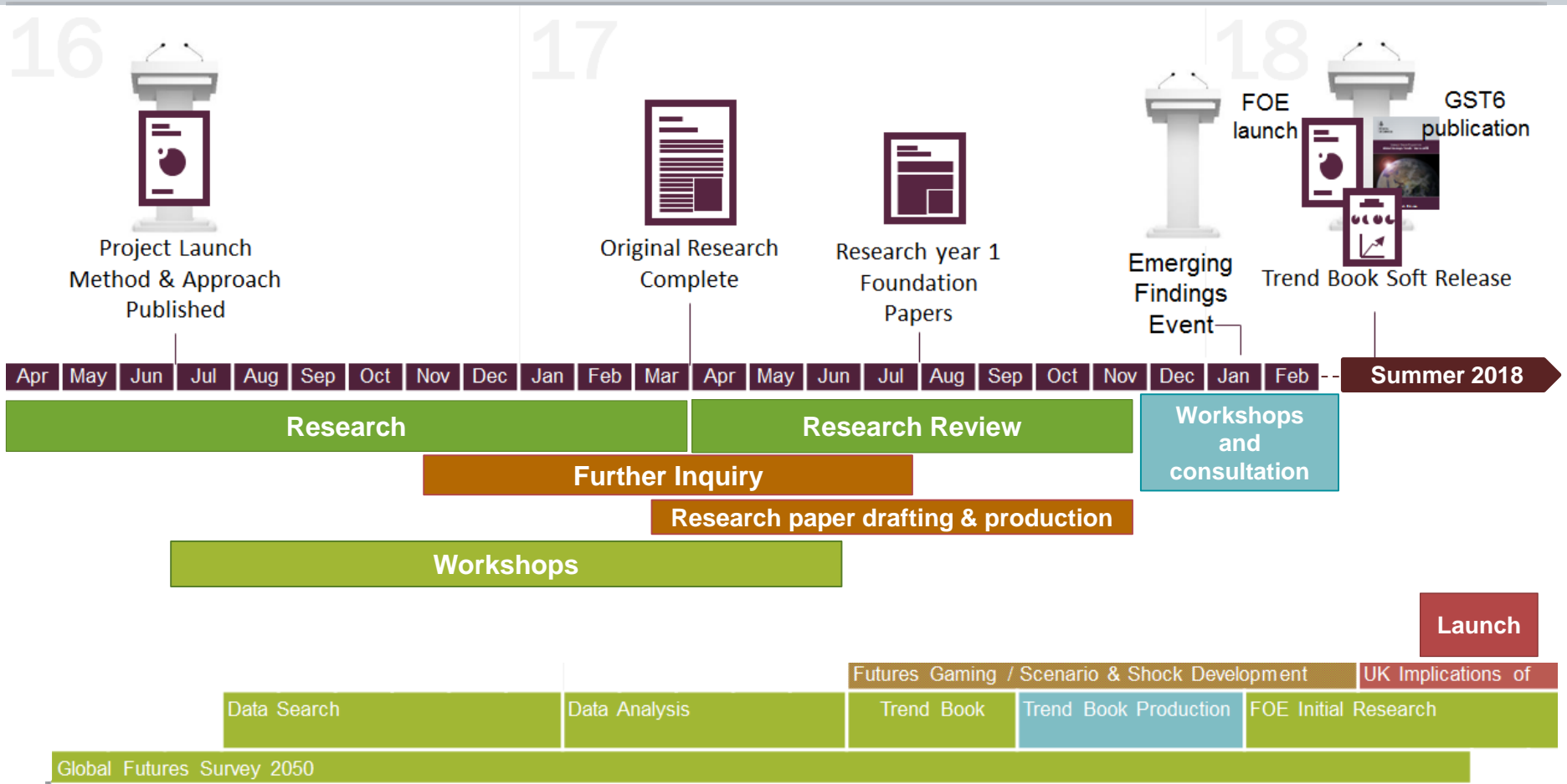
GST6 >

Africa 2016





# Global Strategic Trends- Programme going forward...



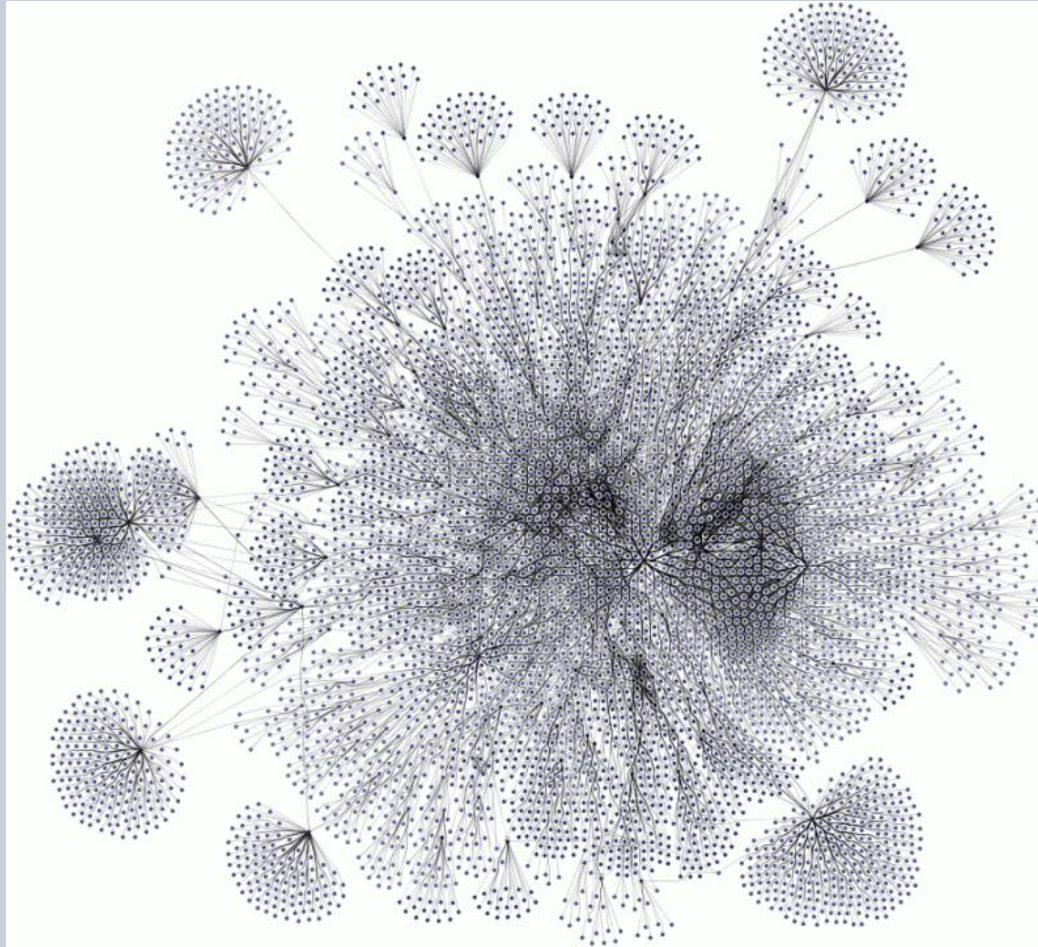
# Futures is a wicked problem



Cannot

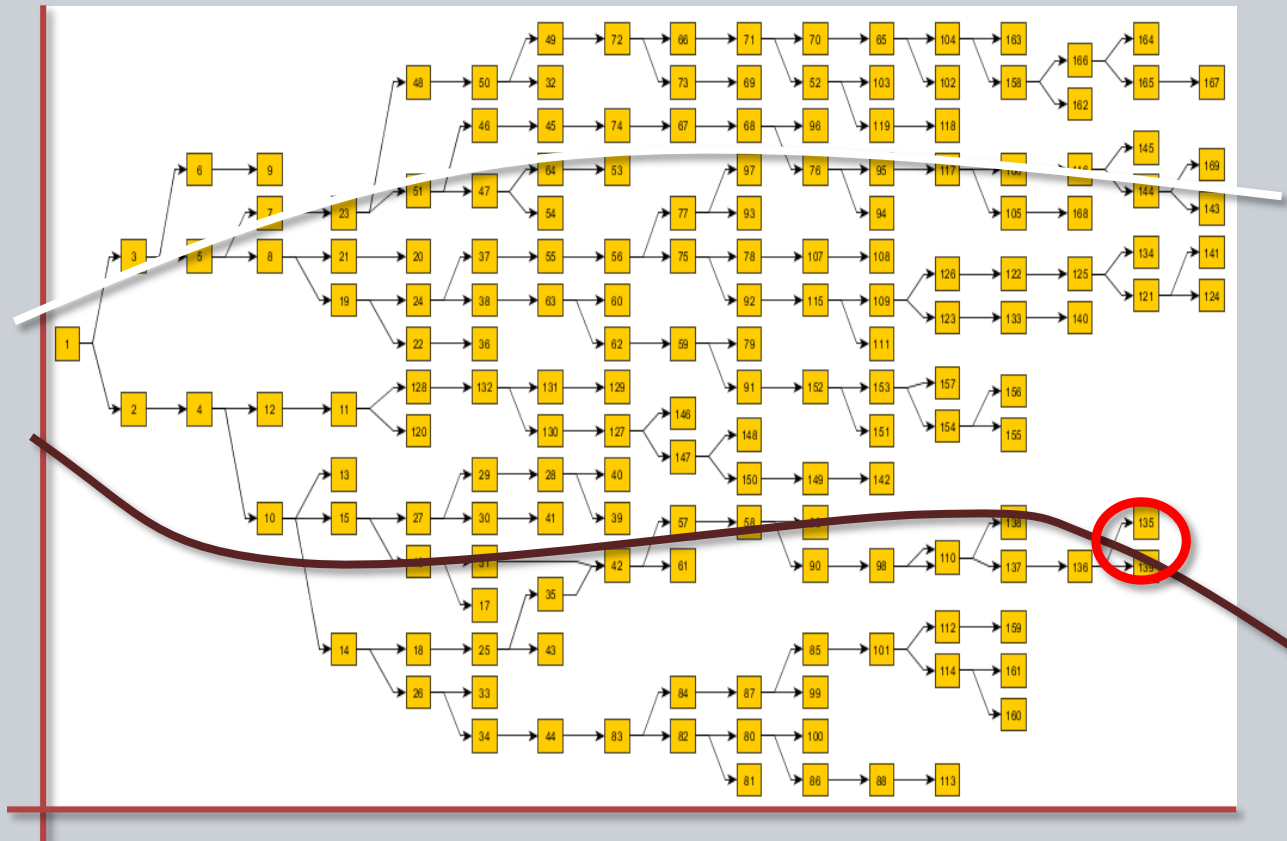
Can

# Events based approach





# Trends based approach



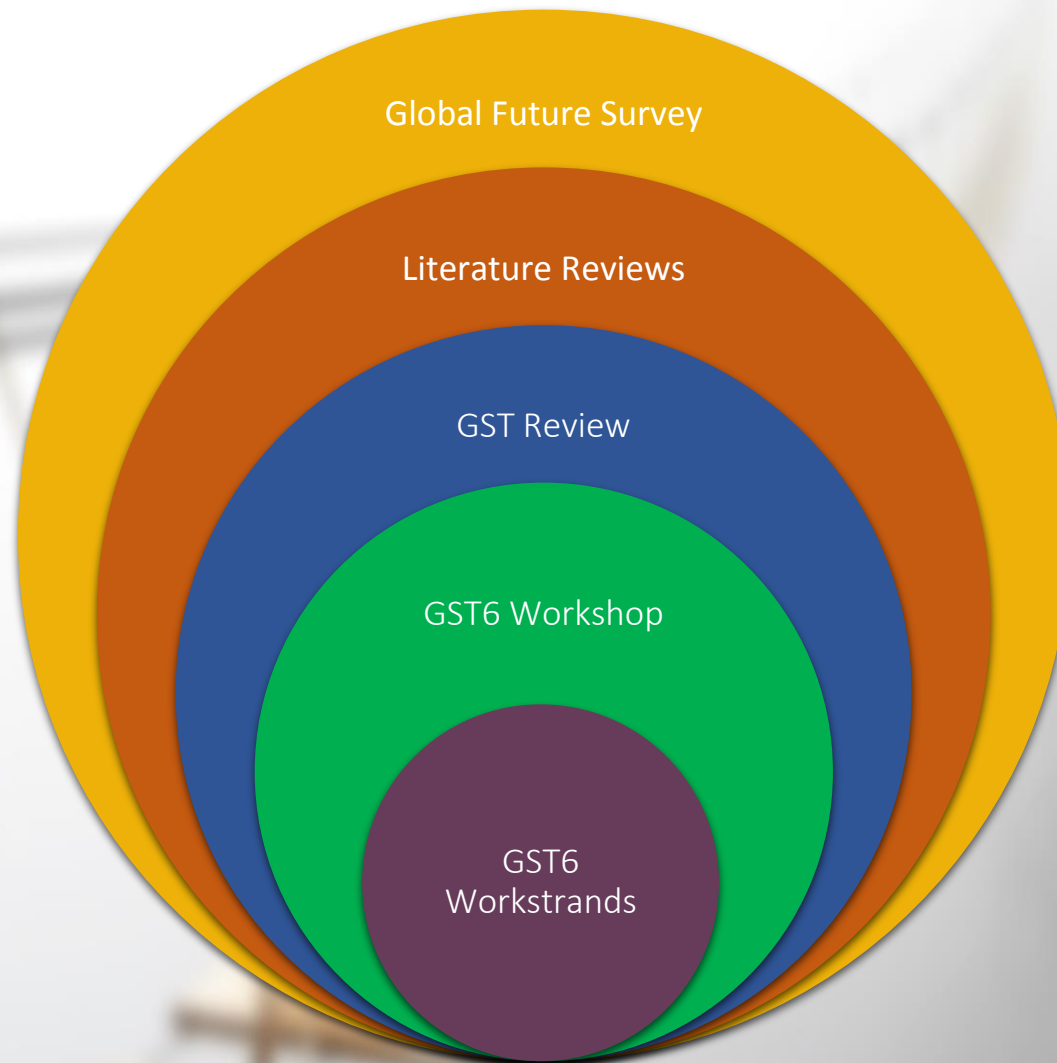
# Greater Data Driven and Academic Approach

**Qualitative**

**Quantitative Data Management**

**The book/database of trends**



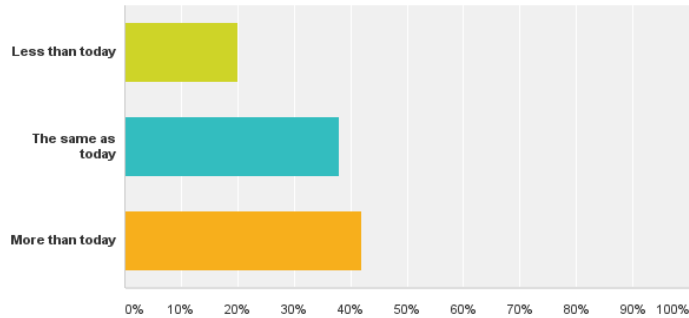






## Survey

**Q15** How much violence do you think you will experience in 2050?



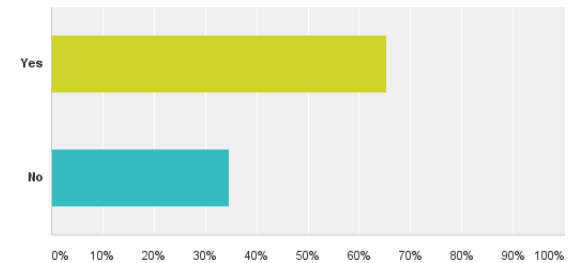
**Q20** What do you think the greatest impact will be from changes in the global climate?

Disasters Relocation Pollution Land Food Cost  
Flooding Warmer Water Energy  
Migration Regions Sea Levels  
Resources Extreme Weather CO2  
Droughts Loss Climate Biodiversity Global  
Habitable Temperature Movement Population

**Q29** What do you think the leading cause of death will be in 2050?

Antibiotic Resistance Lifestyle Infection Stupidity  
Old Age Natural Disasters Disease  
Climate Change Cancer Global Conflict  
Pandemic Water Obesity

**Q18** If good quality meat can be grown from stem cells, without a live animal in 2050, do you think you would eat artificial meat?

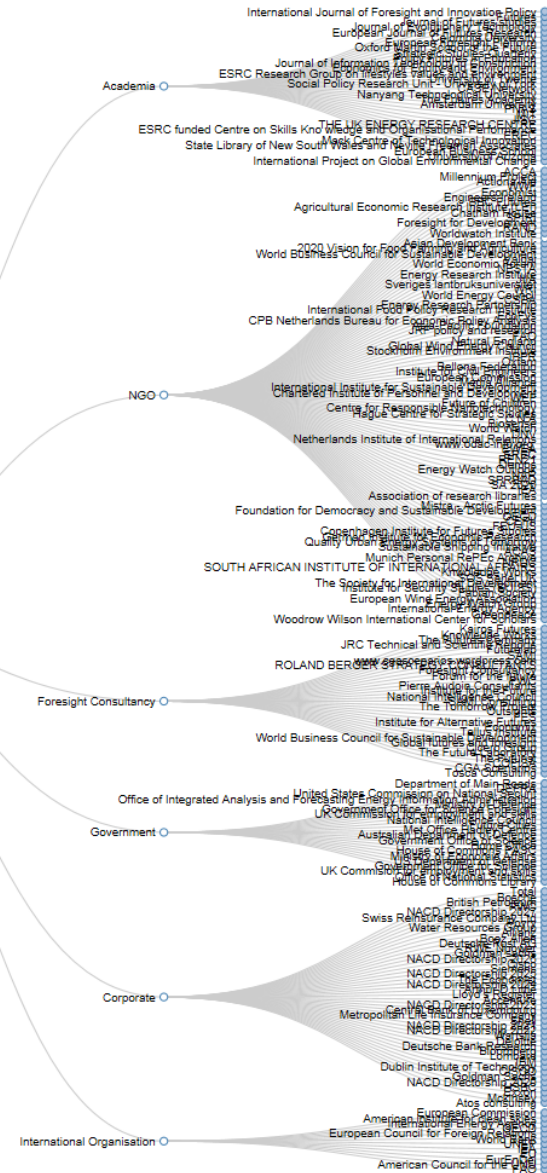


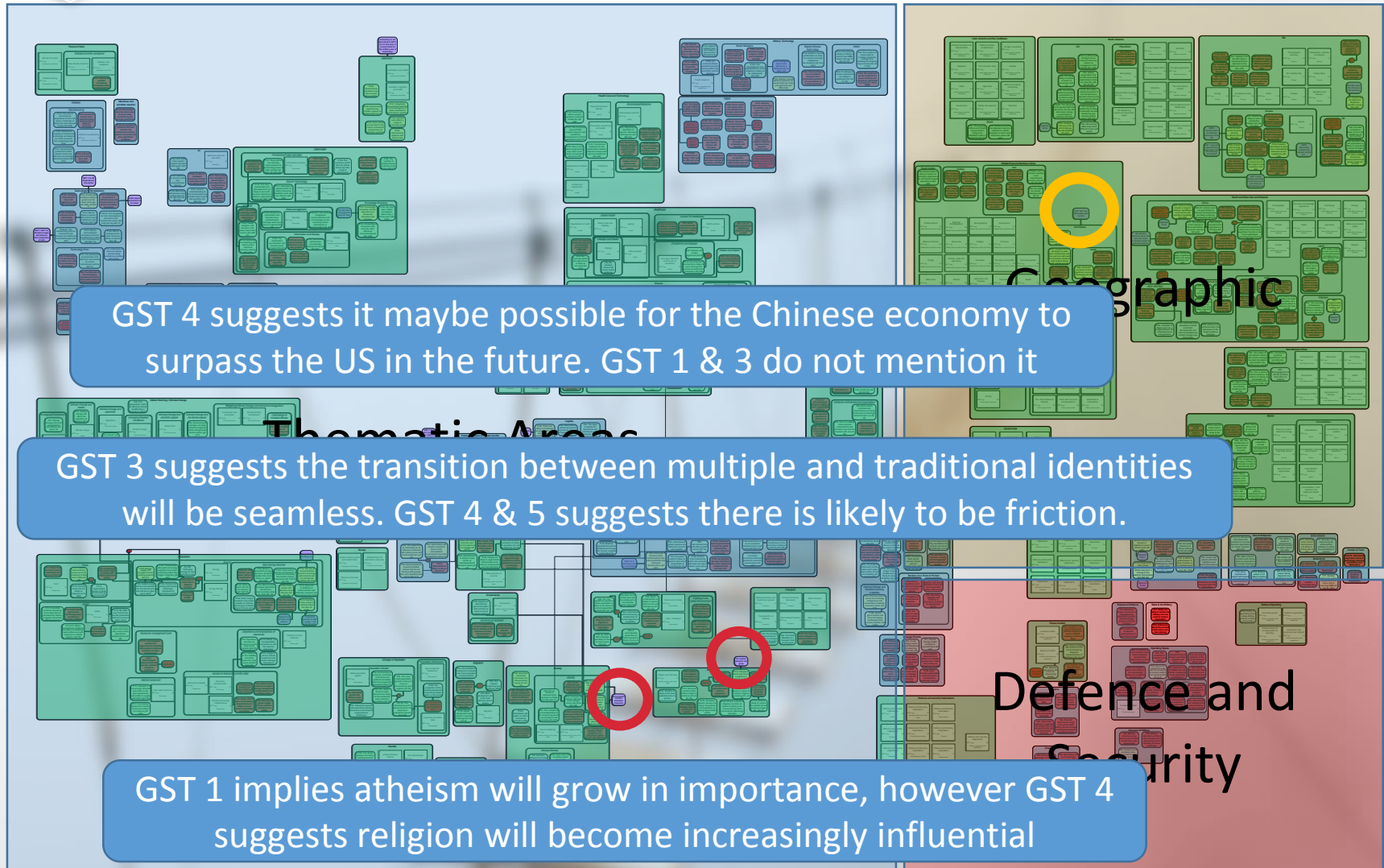


## Geopolitics and Governance

Energy and  
Environment

Technology,  
innovation and  
enhancement

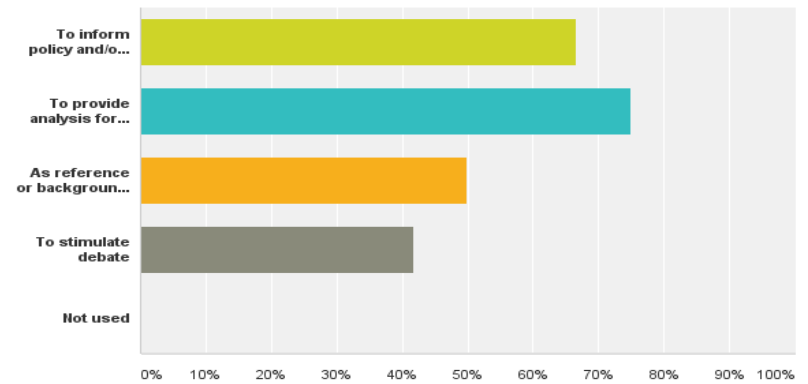




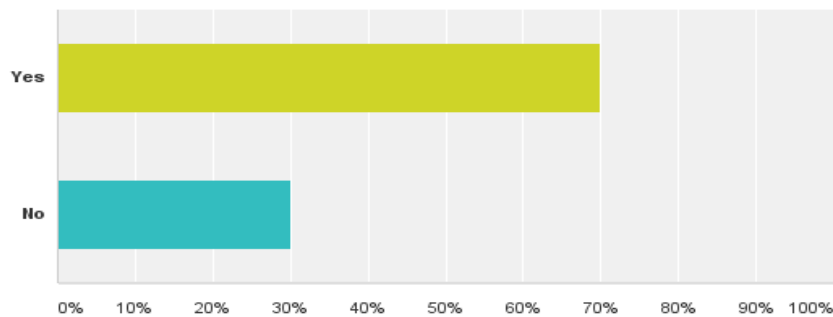




**Q6 How do you, or could you, envisage using Global Strategic Trends?**

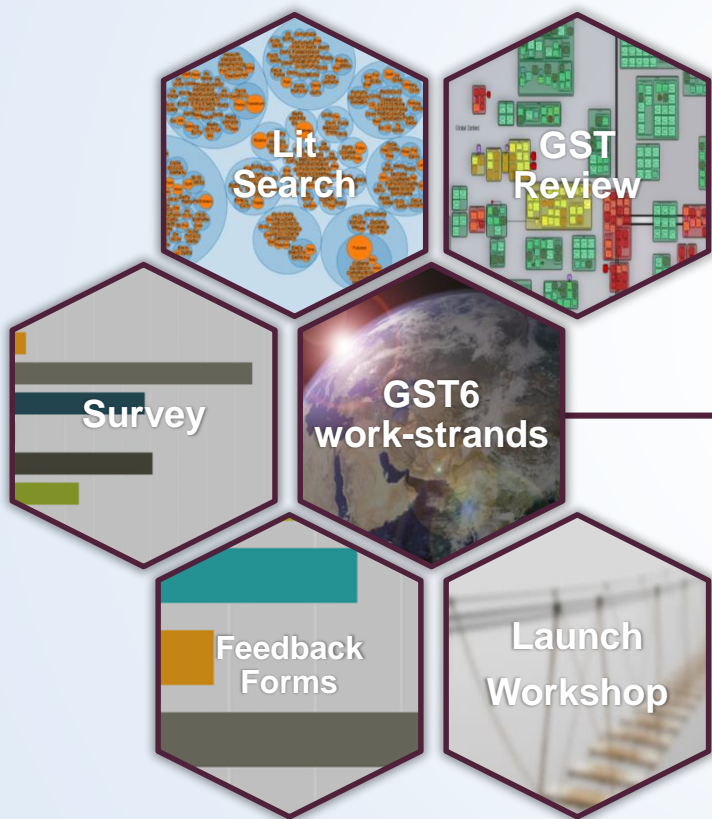


**Q9 Are there any judgements that you feel should be given greater emphasis, if so which ones?**





# Identifying GST6 work-strands



## Thematic

1. Environment (including climate change)
2. Resources, materials and waste
3. Food & water
4. Energy
5. Demography (ethnicity, migration & ageing)
6. The human habitat
7. The built environment (where we will live)
8. Globalisation & its impacts
9. The human race (health and augmentation)
10. Culture (identity, and cultural homogenisation)
11. Community & values (rights and relationships)
12. Work, lifestyle and leisure
13. Art, expression and design
14. Belief systems (including religion and ideology)
15. The global political order and governance
16. The role of the state, non-state actors and individuals
17. The global economic system (including money and value)
18. Inequality
19. Law, justice and ethics.
20. Conflict, violence and security
21. Crime and corruption
22. Artificial intelligence
23. Transport
24. Automation
25. Manufacturing
26. Education, knowledge and learning
27. Communications and information

## Geographic

28. Asia-Pacific (including Oceania)
29. The High North (including the Arctic)
30. Africa
31. Europe & Russia
32. Oceans
33. Space
34. North America
35. Latin & Central America and the Caribbean
36. Antarctica & southern islands





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# Questions

