



Royal United Services Institute of New South Wales

Incorporated

A constituent body of the

Royal United Services Institute for Defence and Security Studies Australia Limited

Promoting defence and national security since 1888

ABN 80 724 654 162

COUNCIL'S REPORT ON THE ACTIVITIES OF THE INSTITUTE FOR THE YEAR 2015-2016

Executive Summary

Seeking to inform the defence and national security debate in Australia and to bring an Australian perspective to that debate internationally, during 2015-16, the Institute continued its research, education and social programmes, which were underpinned by its library and communication services.

Research Programme: This programme, undertaken through special interest groups on strategy and military history, published a summary of the 2016 Defence White Paper; continued research on China's rise and its implications for the Indo-Pacific region; and informed the Institute's seminars on cyber and space warfare and Australia's contribution to the 1916 Somme Campaign.

Education Programme: This programme delivered 13 lectures: two on defence policy; four on grand strategy; five on current operations; and two on military history. Two seminars – one on military strategy; the other on military history – were also delivered. An evening lecture and a joint RAN/RUSI staff development event were conducted for the first time. Continuing professional education credits were introduced for defence professionals who attend our educational activities. The lecture and seminar proceedings were published in the Institute's journal, *United Service*, and concurrently on the Institute's website. Institute historians led battlefield visits to France for the centenary of the 1916 Somme Offensive and Vietnam for the 50th anniversary of the Battle of Long Tan.

Seminar on Military Strategy: This seminar, held on 31 May 2016, examined 'The Strategic Significance of Cyber and Space'. An expert panel discussed the likelihood and effects of war in cyberspace and space and Australia's response to the threat.

Seminar on Military History: This seminar, held on 26 September 2016, examined 'Australia's Contribution to the 1916 Somme Offensive'. An expert panel outlined the Australian contribution to the campaign, including the battles at Fromelles, Pozières, and Mouquet Farm, and exposed some associated myths.

Social Programme: This programme delivered the Christmas Luncheon, an evening reception following the Military Strategy Seminar, the 128th Anniversary Dinner, and a visit to the Historical Aircraft Restoration Society Museum at Albion Park.

Supporting Services: These services were vital to the success of these programmes. They consisted of:

- the Ursula Davidson Library, which was used principally for research;
- the Institute's website, which gives the Institute global reach;
- the Events Notices, e-notices of forthcoming Institute events, issued twice monthly;
- the Defence and Security Newsletter, a monthly e-newsletter, which keeps members and non-members abreast of current defence, national security and Institute news; and
- the quarterly professional journal, *United Service*, our principle education tool, which, mainly through its online editions, enjoys a global readership.

Governance

Our national body was reconstituted as a company limited by guarantee and renamed the Royal United Services Institute for Defence and Security Studies Australia Limited. It negotiated a lease of Defence premises for 5 years which will enable us to continue to maintain our office and library on Level 20, Defence Plaza, Sydney, until 30 June 2021, should we so wish.

Separately, we have negotiated a memorandum of understanding with the Trustees of the Anzac Memorial in Hyde Park South, Sydney, to transfer the Ursula Davidson Library to a new education centre under construction at the Memorial after the new centre opens in November 2018. This move will be a 'game-changer' for the Institute and will help ensure its survival for the foreseeable future and beyond.

We have begun reforming our own constitution to take account of the changes at the national level.

The 15-person Council met six times, with the work between meetings undertaken by the Executive Committee, other Council committees and specific-issue co-ordinators.

We welcomed 27 new members, but lost 56 (23 deceased) for a net loss of 29. We now have 535 members.

We recorded a trading surplus of \$18,638, made possible by an unbudgeted bequest of \$20,000 and an unbudgeted government grant of \$12,000. Otherwise we would have recorded a loss of \$13,362. We will carry forward \$301,960 in accumulated funds, \$197,876 of which, invested in exchange-traded funds, generate income vital to funding our programmes, and \$100,000 represents the estimated value of the book collection. The Library Fund had a surplus of \$4,079 on 30 June 2015. Our financial position remains sound.

The principal item of expenditure was Office Manager/Librarian employment costs (\$36,644). As government salary support for the position had ceased on 30 June 2015, we drew down our reserves in 2015-16 to fund the position. Doing so on an ongoing basis, however, would not be sustainable, so from 1 July 2016, we have adopted a new business model under which we are employing Mrs Theodora Fox as Office Manager for two days per week and are using volunteers to manage the Library. The position is being kept under review.

Introduction

During the 2015-2016 Council Year (1 October 2015 to 30 September 2016), the Council of the Royal United Services Institute of New South Wales Incorporated (the Institute) continued to manage the affairs of the Institute largely in accordance with established policies and priorities. Highlights of this, the current Council's third year, included:

- running nationally-acclaimed seminars on military strategy and military history;
- successfully pioneering evening lectures;
- forging a partnership with the Office of the Chief of Navy to deliver a professional development programme for naval officers and our members;
- introducing continuing professional education credits for defence professionals who attend our educational activities;
- hosting a lecture by the Director-General of the Institute for Defence Studies and Analyses, New Delhi;
- further increasing the involvement of our members, particularly our younger members, in the delivery of the Institute's research and education programmes;
- working with other united services institutes nationally to reform our national body; and
- ensuring the medium-term security of the Institute by entering a lease with the Commonwealth for the continued use of Level 20, Defence Plaza Sydney, until 2021, and separately negotiating with the Trustees of the Anzac Memorial Sydney to move the Ursula Davidson Library to the Memorial in late 2018.

Among other activities, we also conducted a most enjoyable social programme culminating in the 128th Anniversary Dinner.

The Institute

The Institute is an independent, apolitical, not-for-profit, public education association, incorporated in New South Wales.

- Its focus is the defence of Australia and its interests, within the broader context of national, international and global security concerns.
- It provides educational and related professional services to its members who are drawn from the defence and security community, government, academia and the wider Australian public.
- It promotes informed understanding of contemporary defence and security issues within the wider Australian community.
- Membership of the Institute is open to any interested person or organisation that is in sympathy with its purpose.

Aim

The Institute seeks to promote informed debate on, and to improve public awareness and understanding of, defence and national security.

Functions and Services

The Institute:

- assists its members to maintain their awareness of contemporary defence and security issues;

- contributes to the continuing professional education of those members who are professionally active in the defence and security community [which includes: public officials; academics; defence, intelligence, customs and police service personnel; and defence science and industry personnel];
- promotes, within the wider Australian community, informed understanding of contemporary defence and security issues;
- investigates and analyses significant issues of contemporary public policy related to Australia's defence and national security and informs government, the defence community and the wider Australian community of its findings; and
- encourages and facilitates the study of, and research into, contemporary and historic wars and military campaigns, issues related to defence and security policy, and military art, science and technology, with a view to better informing present and future policy and practice.

To this end, the Institute:

- maintains and operates a comprehensive library of military literature, which includes books, maps and other manuscripts dating from 1799 up to the present day and which is open to both members and the public for study and research;
- publishes a quarterly professional journal, *United Service*, both in hard copy and online, which seeks to inform the defence and security debate in Australia and to bring an Australian perspective to that debate internationally – it is available to members (at no additional charge) and the public (free online, by subscription in hard copy and via RMIT *Informit* Collections, and through libraries);
- maintains a highly attractive and informative website – www.rusinsw.org.au;
- issues Event Notices by e-mail twice a month to inform members and non-members of forthcoming Institute events;
- issues a monthly Defence and Security Newsletter by e-mail to inform members and non-members of defence and security news and Institute news;
- stages regular public lectures on contemporary defence and security issues and occasionally on an aspect of military history;
- stages periodic conferences and seminars which examine specific issues in depth;
- conducts a biennial international defence and security dialogue specifically aimed at informing the Australian Government's 'white paper' policy development process;
- conducts visits to defence-related establishments and facilities;
- fosters occasional tours of historic battlefields; and
- holds social and networking functions periodically for members and their guests.

Research Programme

Special Interest Group on Strategy

The Special Interest Group on Strategy (Strategy SIG), led by David Leece, this year has had seven active members (including three recent post-graduates who have joined the SIG this year), one corresponding member from India, eight external collaborators from Defence and academia, and six associate members who are kept informed of the SIG's work. A key focus has been on enhancing SIG members' knowledge of strategy and this has been assisted greatly by corresponding member Vice Admiral A. K. Singh of the United Service Institution of India, who sends us opinion pieces regularly on the contemporary international strategic situation, and members Chris Skinner and Ian Wolfe, who also update us regularly on strategic, operational and technical matters. We have also benefited from the input of external collaborators who have worked with us on specific research projects. Some of the research has been a team effort, and some has been by members undertaking individual projects. Ongoing SIG research projects include:

- defence and security policy relevant to the 2016 Defence White Paper;
- relative strengths of the nation-states in the Indo-Pacific region, which underpins the other work;

- China 's rise and associated implications for the Indo-Pacific region; and
- new frontiers of warfare – cyber, space and climate change.

While some of this work is still at an early stage, outputs have included:

- a summary of the 2016 Defence White paper (*United Service* 67 (2), 21 – 24);
- a book review on China (*United Service* 67 (2), 29);
- a lecture by James Brown on China's activities in the South China Sea (*United Service* 66 (4), 21 – 24);
- a lecture by Tom Switzer on the changing nature of Australia's alliance with the United States in view of China's rise (*United Service* 67 (2), 9 – 12);
- 2016 Seminar on Military Strategy focused on cyber and space held on 31 May 2016 (*United Service* 67 (3) September 2016) – see details in Education Programme below; and
- a lecture by Admiral Chris Barrie on climate change (*United Service* 67 (2) 13 – 16).

Special Interest Group on Military History

The Special Interest Group on Military History has attracted 16 members this year. The members have worked on the following projects:

- finalising a project led by Ken Broadhead on the 1914 Australian Naval and Military Expeditionary Force;
- finalising a project led by Paul Irving on the 1915 Gallipoli August Offensive; and
- conducting a project led by Paul Irving on Australia's contribution to the 1916 Somme campaign.

The main outputs have been:

- publication of a summary of the 1915 Gallipoli August Offensive Centenary Commission of Inquiry (*United Service* 66 (4), 25 – 29); and
- 2016 Seminar on Military History focused on Australia's contribution to the 1916 Somme campaign – see details in Education Programme below.

Research has begun on a project on the Australia's contribution to the Sinai-Palestine-Syria Campaign of the Great War (1916 – 1918), with a view to informing a centenary seminar which the Institute plans to hold in September 2017.

Special Interest Group on Defence Industry

In recognition of the contribution industry makes to defence operations and capabilities, the Institute also has established a Defence Industry Special Interest Group under the chairmanship of Doug Roser. However, as participation in this SIG from the Institute's membership was limited, the Chairman has used his association with two other organisations to ensure the role of defence industry is recognised and fostered. These are the Sydney Aerospace and Defence Industry Group (SADIG) and the Australian Society for Defence Engineering (ASDE), a technical society of Engineers Australia. Doug Roser is the Chair of the Supply Chain Committee of SADIG and the Immediate Past National Chair of ASDE both of which work to benefit the defence industry. Doug Roser's membership of these bodies ensures that the Institute has an influence on defence industry matters.

Education Programme

The Education Programme in 2015-16 delivered 13 lectures, covering a range of contemporary and historic issues, and two seminars, which enabled two topics to be examined in depth (Appendix 1). Of the lectures, two were on defence policy; four on grand strategy; five on current operations; and two on military history, albeit with lessons of contemporary relevance. One of the seminars focused on military strategy – cyber and space warfare; and the other, on military history, commemorated the 1916 Somme Offensive in its centenary year.

At the request of our younger members, we successfully pioneered the holding of evening lectures.

Also at the request of our younger members, Continuing Professional Education (CPE) credits were introduced for defence professionals who attend our educational events – lunchtime and evening

lectures, 1 CPE credit hour; half-day seminars, 4 CPE credit hours; and all-day seminars, 6 CPE credit hours. A separate CPE certificate, signed by the Secretary, is issued for each attendance.

In conjunction with the Office of the Chief of Navy, a programme of continuing professional development for naval officers and our members was initiated, with the first lecture by Commodore Mike Clapp CB RN (Ret'd), who had commanded the Amphibious Task Force in the Falklands War in 1982. The focus was on leadership at all levels illustrated by examples from the Falklands Campaign.

The lunchtime lectures were ably co-ordinated by Ken Broadhead; our first ever evening lecture by Dominique Spoelder; the collaboration with Navy by Michael Hough; the military strategy seminar by David Leece; and the military history seminar by Paul Irving.

Lunchtime & Evening Lectures

The lunchtime and evening lectures are listed at Appendix 1. Edited versions of the lecture presentations were subsequently published in *United Service* or online at www.rusinsw.org.au where space limitations did not permit journal publication. All publications are listed at Appendix 3.

2016 Seminar on Military Strategy

The seminar was held on Tuesday, 31 May 2016, from 1.00 – 6.00 pm at Parliament House, Sydney. Australia's 2016 Defence White Paper placed increased emphasis on cyber and space, which are now recognised, along with sea, land and air as domains in and through which warfare may be conducted. The seminar was officially opened by His Excellency General the Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales and Patron of the Institute. An expert panel explained the strategic significance of cyber and space, including the likelihood and effect of warfare in each domain and Australia's response to the threat. The expert panel comprised:

- Mr Steve Meekin, AM, Deputy Secretary of Defence, Australia, who delivered the 2016 Blamey Oration "The cyber and space domains in 21st century warfare";
- Mr Cline Lines, Co-ordinator, Australian Cyber Security Centre;
- Air Commodore Stephen Osborne, CSC, Director-General, Strategy and Planning – Air Force;
- Professor Jill Slay, AM, Director, Australian Centre for Cyber Security, University of New South Wales, Canberra; and
- Brigadier Marcus Thompson, AM, Chief of Army's Special Adviser on Cyber Security and Cyber Warfare.

The Dialogue proceedings were published in *United Service* **66** (3), September 2016.

2016 Seminar on Military History

The seminar was held on Monday, 26 September 2016, from 10.30 am – 5.00 pm in the Mitchell Theatre, Sydney Mechanics' School of Arts. The Institute's Special Interest Group on Military History presented a seminar on Australia's contribution to the 1916 Somme Campaign. Drawing on evidence from both sides which has come to light since the official histories were written, the expert panel placed the campaign in its grand strategic context then examined the battles in which Australian formations fought, including Fromelles, Pozières and Mouquet Farm, and exposed some of the associated myths. The expert panel comprised Paul Irving, Bryce Fraser, Peter Sweeney, Ron Lyons, and John Hitchen. The seminar summary will be published in *United Service* **67** (4) December 2016.

Battlefield Tours

Institute historians led battlefield visits to France for the centenary of the 1916 Somme Offensive in July and Vietnam for the 50th anniversary of the Battle of Long Tan in August.

Social Programme

The social programme was designed by the Events Committee, under the able leadership of Ken Broadhead, to foster and maintain the camaraderie for which the Institute has traditionally been renowned and to provide an opportunity for professional networking.

Historic Aircraft Restoration Society Museum, Albion Park – Tuesday, 13 October 2015

Some 30 members travelled by train from Sydney to Albion Park to visit this excellent museum – an outstanding collection of historic military and civilian aircraft. The visit was arranged by Michael Hough. It was educational and most enjoyable.

Christmas Luncheon – Wednesday, 2 December 2015, Victoria Barracks Officers' Mess, Sydney

This informal luncheon held in the historic setting of Victoria Barracks was an opportunity for members to enjoy one another's company and celebrate a successful year for the Institute. It was arranged by Norm Symon and was attended by some 50 members and guests.

President's Reception – Tuesday, 31 May 2016, Adam Room, Masonic Club, Sydney

This reception from 6.15 – 8.00 pm was held immediately following the 2016 Seminar on Military Strategy in the presence of His Excellency the Governor and Mrs Linda Hurley. The purpose was to thank the Military Strategy Seminar speakers; and to provide an opportunity for the outgoing and new RUSI-Australia National Presidents to meet the RUSI-New South Wales Council, Past Presidents and Councillors Emeritus. It was arranged by the President and was attended by 50 members and guests, including most of the RUSI-Australia National Executive and five of the seven presidents of the RUSI-Australia Constituent Bodies (the Australian state/territory united services institutes).

128th Anniversary Dinner – Friday, 19 August 2016, Grand Dining Room, Masonic Club, Sydney

This dinner celebrating the 128th anniversary of the Institute's founding on 20 August 1888 was arranged by the President. Guests of Honour were His Excellency the Governor and Mrs Linda Hurley. While a formal dinner in accord with military tradition, it was nevertheless a relaxed, enjoyable occasion attended by 57 members and guests. The Patron, in presenting the occasional address, spoke of the life of our founder, Major General J. S. Richardson, CB, discussed his own role as Governor and as Patron, and spoke of what he hopes to achieve in both roles.

Supporting Services

Library

The Ursula Davidson Library is a public library containing a nationally-significant collection of military books, journals, maps and other artefacts. Today, it is a research facility, used by both persons undertaking long-term projects and others on an *ad hoc* basis. Its former primary function as a lending library has become minor function, reflecting changing client demand.

The library has been ably managed this year by our part-time Librarian, Theodora Fox, until 30 June 2016 and subsequently by acting Library Manager, David Leece, under the guidance of the Library Committee: Peter Court (chair), John Hutcheson, Tony Hunt, Barry Collins, and Tony Walker.

The Library Volunteers included Jeremy Beecher, Jim Braid, Robert Crawford, Louis Ehrler, Trevor Fahey, Don Faithfull, Michael Flynn, Helena Fox, George Franki, John Glenn, Priscilla Leece, Paul Nolan, Rhea Matthews, and Bob Wall.

The principal management activities during the year ending 30 June 2016 follow:

- one member undertook long-term research in the Library;
- there were 145 visits to the Library for study/research, browsing or borrowing;
- 37 publications were borrowed by members;
- 40 new acquisitions or donations were added to the collection;
- no works were removed from the collection; and
- 903 books were converted to barcode in preparation for stocktaking.

Library management priorities for 2016-17 will be:

- to prepare the library collection for refurbishment of the Library accommodation in December-January and the collection's later move to the Anzac Memorial in 2018;
- to have a formal preservation needs assessment undertaken by an accredited assessor – funded by a National Library of Australia (NLA) grant for which an application has been lodged;

- to complete the bar-coding project;
- to update the Institute's catalogue and the NLA TROVE online catalogue;
- to verify our holdings by conducting a 100 per cent stocktake.
- to continue to build the collection in the priority area of Australian military history, including New South Wales unit histories, as opportunity arises;
- to develop the collection in areas valuable to our special interest groups, particularly in grand strategy, amphibious operations, the Indo-Pacific Region with a focus on China, cyber and space warfare, security aspects of climate change, the Australian Naval and Military Expeditionary Force, the Gallipoli offensives in August 1915, the First Battle of the Somme in 1916, and the Sinai-Palestine-Syria Campaign of 1916 -1918; and
- to actively market the library to relevant academic institutions, think tanks and the like as a research collection of national significance.

Journal

Our quarterly professional journal, *United Service*, now in its 69th year of continuous publication, remains our flagship service and the one by which we are best known. It is published in hard copy and is distributed in this form to Institute members and leaders of government, the Defence Force and defence industry throughout Australia. It is also published concurrently online, both on our website and in the RMIT University *Informit* Collections which are accessed by academic and like institutions worldwide. Papers from the journal are regularly downloaded from our website by people in more than 50 countries each month. Consequently, we believe that, through the journal, we are succeeding in informing the defence and security debate in Australia and in bringing an Australian perspective to that debate internationally. As an indication of the range and scope of the papers published:

- the December 2015 issue focused on *defence policy, grand strategy and military history*;
- the March 2016 issue focused on *grand strategy and current military operations*;
- the June 2016 issue focused on *defence policy and grand strategy*; and
- the September 2016 issue focused on *military strategy*.

Keys to the journal's success continue to be positioning it as a professional rather than academic journal, maintaining a balance of topics [defence policy, grand strategy, military operations, and military history], and keeping the articles short, readable and free of jargon, without compromising academic rigour.

David Leece has continued to edit the journal as he has for the last 12 years. A search for a successor to enable him to focus on his duties as President of the Institute has so far been unsuccessful.

The Editor thanks his Editorial Advisory Committee – Bob Treloar, Marcus Fielding (RUSI Victoria) and Ian Pfennigwerth; the journal's many authors and book reviewers; the publisher, Pinnacle Publications Pty Ltd; the advertisers, without whom the journal could not be produced; the journal's excellent typesetter, Marilou Carceller of Galloping Press; Galloping Press, which prints and mails out the journal to subscribers; John Howells, who puts the journal on the Institute's website; the production team at RMIT Publishing, who load the journal on *Informit*; and Theodora Fox, the journal's business manager.

Website

The Institute's excellent website at www.rusinsw.org.au was developed by John Howells, under the guidance of James Oglethorpe and Jan Titcombe over a period of five years. Over the last two years, John, in his role as webmaster, has maintained and fine-tuned the site, guided by Doug Roser and Theodora Fox.

The website has become indispensable to our operations. Most new members join via the website and it has given us an international presence which we did not enjoy pre-website.

Over the period July 2015 to June 2016, the website averaged 1,469 visitors per month, with October 2015 recording the highest at 2,143. On average, the visitors accessed 4,059 pages per month. Australians and Americans were the most frequent visitors, but visitors from 51 other

countries spread across Europe, Asia, the Americas, Africa and the Pacific Island regions have been represented in the 25 top countries per month to access the website.

A new national website has been launched by the Royal United Services Institute for Defence and Security Studies Australia Limited. We are evaluating it at present. Should it meet our needs, we may transfer our web-pages to it and phase out our own separate site before the end of 2016.

Defence and Security Newsletter

Our Defence and Security Newsletter issued by e-mail each month continues to be very popular and is mailed to all Institute members for whom we have an e-mail address and to non-members who request to receive it. It is also published on our website and on the RUSIA national website. The newsletter includes defence and security news, details of recent and forthcoming Institute activities, upcoming conferences organised by others that may be of interest to our members, and information about new members, deceased members and the like. Doug Roser sources the material for it, and Theodora Fox designs and distributes it.

Events Notices

Twice a month, we send announcements of forthcoming lectures, seminars, visits, battlefield tours and social events by e-mail to all members for whom we have an e-mail address; and to non-members who have attended previous events and have indicated that they wish to be informed of our activities. This announcement is also sent to persons on the Defence network in the Sydney area. A separate special invitation to attend selected events is sent to the news media. Theodora Foxe compiles and issues the Events Notices.

Corporate Governance

The Council

The Council elected in September 2015 was:

President	Brigadier David Leece PSM RFD ED (Ret'd)
Immediate Past President	Group Captain Doug Roser (Ret'd)
Vice President 1	Colonel John Hutcheson MC (Ret'd)
Vice President 2	Major General Paul Irving AM PSM RFD (Ret'd)
Secretary	Mr John Rudd
Treasurer	Mr Graham Brown
Councillor 1	Mr Jim Braid
Councillor 2	Lieutenant Colonel Ken Broadhead RFD (Ret'd)
Councillor 3	Lieutenant Colonel Peter Court RFD ED (Ret'd)
Councillor 4	Commodore Michael Flynn RANR (Ret'd)
Councillor 5	Lieutenant Colonel Michael Hough AM RFD ED (Ret'd)
Councillor 6	Miss Dominique Spoelder
Councillor 7	Captain Matthew Seabrook
Councillor 8	Colonel Kim Turner RFD
Councillor 9	Lieutenant Colonel Lyall Wood AM RFD (Ret'd)
Public Officer	Colonel Kim Turner RFD
Auditor	Mr R. C. G. Grace JP FCPA FCIS FGIA

The Council met bi-monthly and focused on the strategic management of the Institute, delegating to the Executive Committee oversight of the day-to-day administration of the Institute's programmes.

The Council has also benefitted from the sage advice of its Councillors Emeritus – Stuart Doyle, Geoffrey Ellison, Tony Hunt, David Leach, Gordon Maitland, and Bob Treloar – who continue to keep in close touch with the work of the Council. We thank them for their ongoing support.

Membership

During the year ending on 30 June 2016, we welcomed 27 new members. We were saddened, however, to receive notification of the deaths of 23 members and the Institute extends its sympathy to the relatives of the deceased. In addition, 33 members either resigned or allowed their membership to lapse. Overall, there was a net loss for the year of 29 members, resulting in a total membership now

of 535. The membership at 30 June 2016 compared with that at 30 June 2015, 30 June 2014 and 30 June 2013 is tabulated below:

	2016	2015	2014	2013
Honorary Life Members	5	5	5	5
Life Members	65	66	69	72
Honorary Members	9	14	10	13
Ordinary Members	430	459	467	550
Family Members	16	13	17	20
Corporate Members	<u>10</u>	<u>7</u>	<u>9</u>	<u>11</u>
Total	535	564	577	671

Special thanks are due to our Membership Officer, Jim Braid, who has worked diligently with Theodora Fox, our Office Manager, to implement selected recommendations emerging from the membership workshop he conducted in 2014.

Finance

While the 2015-16 Council year was from 1 October 2015 to 30 September 2016, the Institute's financial year was from 1 July 2015 to 30 June 2016. Key features of the audited financial statements for the 2015-16 year compared to the three preceding financial years follow.

General Fund

	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Accumulated funds at the beginning of the year	187,356	188,042	177,855	170,466
Surplus/(Loss) for year	18,638	12,087	(12,863)	(13,906)
Revaluation of investments	(703)	(12,773)	23,050	21,295
Library revaluation	<u>96,670</u>	<u>0</u>	<u>0</u>	<u>0</u>
Accumulated funds carried forward	301,961	187,356	188,042	177,855

The Institute recorded a trading surplus for the financial year ending 30 June 2016 of \$18,638. This is the second surplus recorded after six years of trading at a loss. It can be attributed to:

- Council's policy, introduced 18 months' ago, that each event conducted (lecture, seminar and social activity *etc.*) is to fully cover its costs – indeed, there was an overall events surplus of \$5,368;
- the continuing support of our events by our members, despite the increased attendance costs;
- a bequest from the estate of the late Russell Robertson of \$20,000 “to be used for the upkeep of and repairs to the Institute's library collection”;
- the continuing in-kind (accommodation) and grant-in-aid (\$12,000) support of the Australian Government, through the Department of Defence;
- continuing, albeit declining, income totalling \$9,591 from our investments; and
- donations from members totalling \$12,552 [General Fund \$6,461; Library Gift Fund \$6,091] – a full list of donors is at Appendix 2.

Our trading surplus of \$18,638 was made possible by an unbudgeted bequest of \$20,000 and an unbudgeted government grant of \$12,000. Otherwise we would have recorded a loss of \$13,362. We will carry forward \$301,960 in accumulated funds, \$197,876 of which, invested in exchange-traded funds, generate income vital to funding our programmes, and \$100,000 represents the estimated value of the book collection. Our financial position remains sound.

The principal item of expenditure was Office Manager/Librarian employment costs (\$36,644). As government salary support for the position had ceased on 30 June 2015, we drew down our reserves in 2015-16 to fund the position. Doing so on an ongoing basis, however, would not be sustainable, so from 1 July 2016, we have adopted a new business model under which we are employing Theodora Fox as Office Manager for two days per week and are using volunteers to manage the Library. The position is being kept under review.

Your Council greatly appreciates the continued support of our donors and the continued attendance of both members and non-members at the lectures and seminars, despite the introduction of attendance fees. Such ongoing support is vital to our viability.

Library Gift Fund

The Library Gift Fund began the year with \$55. It received donations and interest income totalling \$6,091 and made a payment for Library maintenance of \$2,097. It carries forward \$4,079.

Additional Acknowledgements

This year we have been honoured and most fortunate to enjoy the patronage and active support of:

Patron: His Excellency, General The Honourable David Hurley, AC, DSC (Ret'd), Governor of New South Wales

Vice-Patrons: Rear Admiral Stuart Mayer, CSC and Bar, RAN, Commander Australian Fleet
Major General 'Gus' Gilmore, AO, DSC, Commander Forces Command
Major General Stephen Porter, AM, Commander 2nd Division
Air Vice-Marshal Gavin Turnbull, AM, Air Commander Australia
Mr Christopher Jenkins, Chief Executive Officer, Thales Australia & New Zealand

The Department of Defence has again provided accommodation in the centre of Sydney for our office and the Ursula Davidson Library at no cost to the Institute; and, in addition, has provided a grant-in-aid of \$12,000 which has been applied to funding certain services for our lectures and seminars and the Special Interest Group on Strategy.

Theodora Fox, our Office Manager/Librarian, has done a sterling job in organising and publicising our lectures, seminars and other functions, administering the office and operating the library. She has introduced several successful innovations since her appointment, including the fortnightly Events Notices; and she collaborated on the introduction of the monthly Defence & Security Newsletter. Always very friendly and approachable, she has established a warm rapport with all members with whom she has come in contact. Indeed, she has become invaluable to our operations and we are fortunate indeed to be able to retain her services two days per week now as our Office Manager.

Special thanks are also due to John Howells, our Website Manager; our research staff, particularly Michael Thurston, Rhea Matthews, Dominique Spoelder and our military history research team; and our many Institute volunteers who assist with the staging of our events and with Institute management from time to time.

Conclusion

Over the past decade we have been reinventing the Institute for the 21st century. We now undertake research programmes in strategy and military history through member-based special interest groups. Based on this research, we now make submissions to government on defence policy; and the research underpins our nationally-acclaimed education programme. This programme is now based on monthly lunchtime lectures, supplemented with additional lectures as opportunity offers, plus two seminars a year. It culminates in a biennial international dialogue on grand strategy. These research and educational activities are supplemented by a most enjoyable programme of social and networking activities.

We have also greatly enhanced and expanded our supporting services. Our journal, *United Service*, is now a quarterly professional journal of international standard and impact. The Ursula Davidson Library is now recognised as a specialist military collection of national significance; it is used principally for study and research; and its catalogue, now digitised, is available publicly through the National Library of Australia Trove online system. We have adopted contemporary means of communication, including a website which gives us a global reach, fortnightly e-notices of events, and a monthly defence and security e-newsletter. The lecture and seminar proceedings are published in the Institute's journal, *United Service*, and concurrently on the Institute's website.

During 2015-16, our younger members have played an increasing role in our research programme. Evening lectures were introduced; a joint RAN/RUSI staff development event was conducted for the first time; and continuing professional education credits were introduced for defence professionals

who attend our educational activities. Indicative of our international standing, we were chosen by the Indian High Commission to host a lecture in Sydney by the Director-General of the Institute for Defence Studies and Analyses, New Delhi. Institute historians led battlefield tours to France for the centenary of the 1916 Somme Offensive and Vietnam for the 50th anniversary of the Battle of Long Tan.

Our national body was reconstituted as a company limited by guarantee and renamed the Royal United Services Institute for Defence and Security Studies Australia Limited. It negotiated a lease of Defence premises for 5 years which will enable us to continue to maintain our office and library on Level 20, Defence Plaza, Sydney, until 30 June 2021, should we so wish.

Separately, we have negotiated a memorandum of understanding with the Trustees of the Anzac Memorial in Hyde Park South, Sydney, to transfer the Ursula Davidson Library to a new education centre under construction at the Memorial after the new centre opens in November 2018.

We have initiated action to revise our constitution with a view to adapting it to the changes at the national level and to modernising our Council.

Our membership numbers, which had slowly declined over several decades to a fifth of their peak in the 1950s, appear to be stabilising at around 500 – 550. Also, for the second year in a row, after six years of losses totalling \$98,000, we have returned a modest surplus (General Fund: \$18,638; Library Fund: \$4,079); and we have adopted a new volunteer-based business model for 2016-17 designed to ensure continued surpluses in following years. Our medium-term future appears assured.

David Leece

David Leece

President

26 September 2016

Appendices

1. Lecture Programme 2015-16
2. Sponsors & Donors 2015-16
3. Institute Publications 2015-16

Appendix 1

Royal United Services Institute New South Wales

Education Programme October 2015 – September 2016

Date	Speaker	Topic
October [lunchtime lecture]	Professor Clive Williams MG Australian National University	The conflict in Syria, the involvement of Islamic State, and the refugee crisis in Europe
November [lunchtime lecture]	Mr Peter Hartcher Foreign Editor, <i>The Sydney Morning Herald</i>	The Sir Herman Black Lecture: 2015 – the year in review
December [lunchtime lecture]	Brigadier Phillip Bridie AM Headquarters 2 nd Division Australian Army Afghanistan Deployment 2014	From mountaineer to dog-face soldier: an Australian's perspective of operations with the United States Army in Afghanistan in 2014 as Deputy Commanding General in Regional Command – East
January [lunchtime lecture]	Mr Neil James Australian Defence Association & Royal United Services Institute of Australia	Constraints on the formulation of Australian Defence policy
February [lunchtime lecture]	Mr Tom Switzer United States Studies Centre at the University of Sydney	Future challenges for Australia's alliance with the United States
March [lunchtime lecture]	Admiral Chris Barrie AC RAN (Ret'd) Global Military Advisory Council on Climate Change	Climate change, national security and the Australian Defence Force
April [lunchtime lecture]	Professor Clive Williams MG Australian National University	The conflict in Syria and Iraq – an update
May [evening lecture] [half-day seminar]	Dr Bob May Department of Government and International Relations, University of Sydney Military Strategy Seminar	The strategic outlook for Australia and Australia's national security The Strategic Significance of Cyber and Space
June [morning lecture] [lunchtime lecture]	Commodore Mike Clapp CB RN (Ret'd) Amphibious Task Group commander, 1982 Falklands War Major General 'Gus' Gilmore AO DSC Commander Forces Command	Leadership at all levels – the Falklands experience Raising and training the Australian Army
July [lunchtime lecture]	Colonel Joseph Matthews, Indian Army (Ret'd)	The untold story: 29 th Indian Infantry Brigade at Gallipoli in 1915
August [lunchtime lecture] [lunchtime lecture]	Ambassador Jayant Prasad Director-General, Institute of Defence Studies and Analyses, New Delhi Major General Stephen Porter AM Commander 2 nd Division	Asian security challenges: as seen from South Asia The contribution of ADF Reserves to Australia's defence
September [all-day seminar]	Military History Seminar	Australia's contribution to the 1916 Somme Campaign

Appendix 2

ROYAL UNITED SERVICE INSTITUTE OF NEW SOUTH WALES

SPONSORS & DONORS 2015-16

The Institute acknowledges and sincerely thanks the following benefactors, sponsors and donors for their support in 2015-16. The list aggregates donations to both the General Fund and the Library Fund.

\$20 000

The Estate of the Late Mr R. O. Robertson

\$12 000

Department of Defence

\$3 000 +

Brigadier D. R. Leece PSM RFD ED (Ret'd)

\$2 500 +

Major General R. P. Irving AM PSM RFD (Ret'd)

\$1 000 +

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\$300 +

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\$250 +

Mrs Isabel Andrews

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Wing Commander H. R. Thomas AM (Ret'd)

Captain P. H. B. Tingwell

Mrs L. F. Totman

Mr V. R. Totman

Mr Anton Yuswak

Appendix 3

Royal United Services Institute New South Wales

Publications 2015-16

- Ayliffe, James P (2016). Dhofar insurgency: lessons not too late for learning. Online only at www.rusinsw.org.au.
- Barrie, Chris (2016). Climate change, security and the Australian Defence Force. *United Service* 67 (2), 13 – 16.
- Bridie, Phillip (2016). From mountaineer to dog-face soldier: an Australian's perspective of operations with the United States Army in Afghanistan in 2014 as Deputy Commanding General in Regional Command – East. *United Service* 67 (1), 21 – 24.
- Broadhead, Ken (2016). Book review: “Battle winners: Australian artillery in the Western Desert 1940 – 1942” by Alan H. Smith. *United Service* 67 (1), 31.
- Brown, James (2015). China's activities and interests in the South China Sea. *United Service* 66 (4), 21 – 24.
- Crawford, Ian (2015). An Australian position on East Asia. *United Service* 66 (4), 7.
- Ellis, John W. (2016). Book review: “John Jess, seeker of justice: the role of parliament in the HMAS *Voyager* tragedy” by Elizabeth McCarthy. *United Service* 67 (3), 35.
- Fielding, Marcus (2015). Book review: “Monash: the soldier who shaped Australia” by Grantlee Kieza. *United Service* 66 (4), 31.
- Fielding, Marcus (2015). Book review: “East Timor intervention: a retrospective on INTERFET” edited by John Blaxland. *United Service* 66 (4), 31.
- Fielding, Marcus (2015). Book review: “Gallipoli” by Jenny Macleod. *United Service* 66 (4), 33.
- Fielding, Marcus (2015). Book review: “The Ottoman defence against the ANZAC landing: 25 April 1915” by Mesut Uyar. *United Service* 66 (4), 33, 35.
- Fielding, Marcus (2016). Book review: “Anzac Cove to Afghanistan: the history of the 3rd Brigade” by Glenn Wahlert. *United Service* 67 (1), 29.
- Fielding, Marcus (2016). Book review: “The unravelling: high hopes and missed opportunities in Iraq” by Emma Sky. *United Service* 67 (1), 33, 35.
- Fielding, Marcus (2016). Book review: “Winning the peace: Australia's campaign to change the Asia-Pacific” by Andrew Carr. *United Service* 67 (2), 28.
- Fielding, Marcus (2016). Book review: “The Western Front: an Australian perspective” by Phil Dwyer, Helen Duffy and Bruce Postle. *United Service* 67 (2), 31.
- Fielding, Marcus (2016). Book review: “Stepping into a minefield: a life dedicated to landmine clearance around the world” by Ian Mansfield. *United Service* 67 (2), 33.
- Fielding, Marcus (2016). Book review: “The fighter” by Paul Warren and Jeff Apter. *United Service* 67 (2), 33, 35.
- Fielding, Marcus (2016). Book review: “Preserving our proud heritage: the customs and traditions of the Australian Army” by Leslie Terrett and Stephen Taubert. *United Service* 67 (2), 35.
- Fielding, Marcus (2016). Book review: “Stone cold: the extraordinary true story of Len Opie – Australia's deadliest soldier” by Andrew Faulkner. *United Service* 67 (3), 33.
- Fielding, Marcus (2016). Letter: Royal United Services Institute libraries. *United Service* 67 (2), 28.
- Fraser, Bryce (2015). The 1915 Gallipoli August offensive centenary commission of inquiry. *United Service* 66 (4), 25 – 29.
- Hartcher, Peter (2016). The 2015 Sir Herman Black Lecture: the year in review. *United Service* 67 (1), 9 – 12.
- Hough, Michael (2016). Book review: “Skilfully drilled: a history of the Australian Instructional Corps” by Roland Millbank. *United Service* 67 (1), 35.
- Leece, David (2015). Book review: “The story of Australia's flags: our flags, standards, guidons, colours, banners, battle honours and ensigns” by Gordon Maitland. *United Service* 66 (4), 35.
- Leece, David (2016). Editorial: The global security outlook. *United Service* 67 (1), 7.
- Leece, David (2016). Sub-Editorial: The Wynter Affair and the Institute's independence. *United Service* 67 (1), 7.
- Leece, David (2016). Informing and influencing the national security debate: the Royal United Services Institute of New South Wales. *United Service* 67 (1), 25 – 28.
- Leece, David (2016). Editorial: The security outlook and Australia's response. *United Service* 67 (2), 7.
- Leece, David (2016). Sub-Editorial: The ADF's preparedness for climate change. *United Service* 67 (2), 7.
- Leece, David (2016). 2016 Seminar on Military Strategy: The strategic significance of cyber and space – a summary. *United Service* 67 (3), 7, 31.
- Lewis, Tom (2016). Not shunned by the Navy: the strange story of HMAS *Armidale's* Lieutenant Commander David Richards. *United Service* 67 (2), 25 – 27.
- Lines, Clive (2016). Cyber warfare. *United Service* 67 (3), 13 – 16.
- Matthews, Rhea, Spoelder, Dominique, and Thurston, Michael (2016). Australia's 2016 Defence White Paper: a summary. *United Service* 67 (2), 21 – 24.

- Meekin, Steve (2016). 2016 Blamey Oration: The cyber and space domains in 21st century warfare. *United Service* **67** (3), 9 – 12.
- Mayer, Stuart (2015). The Royal Australian Navy in the 21st century. *United Service* **66** (4), 9 – 12.
- Osborne, Stephen, and Jolley, Andrew (2016). Space warfare. *United Service* **67** (3), 21 – 23.
- Slay, Jill (2016). Training and education for cybersecurity, cyber defence and cyber warfare. *United Service* **67** (3), 24 – 26, 31.
- Switzer, Tom (2016). Future challenges for Australia’s alliance with the United States. *United Service* **67** (2), 9 – 12.
- Thompson, Marcus (2016). Military aspects of cyber warfare. *United Service* **67** (3), 27 – 29.
- Thurston, Michael (2016). Book review: “The rise of China vs. the logic of strategy” by Edward N. Luttwak. *United Service* **67** (2), 29.
- Toohey, Brian J. (2015). An effective and affordable defence policy for Australia. *United Service* **66** (4), 13 – 16.
- Williams, Clive (2015). Time for a new grand strategy. *United Service* **66** (4), 5.
- Williams, Clive (2016). The conflict in Syria, the involvement of Islamic State, and the refugee crisis in Europe. *United Service* **67** (1), 13 – 16.