



# ***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*

## **BOARD'S REPORT ON THE ACTIVITIES OF THE INSTITUTE FOR THE YEAR 1 OCTOBER 2016 - 30 SEPTEMBER 2017**

### **Introduction**

During the period 1 October 2016 to 30 September 2017, the Institute's new Board managed the Institute's affairs in accordance with established policies and priorities.

The key challenges faced by the Institute during the year included: getting the Institute's library ready for potentially two moves; advice from Defence received late in the last financial year that it would not provide grant funding of \$12,000 sought by the Institute; investigate a suitable compactus to house the library collection in the new wing of the Anzac Memorial; and raise the funds to purchase the compactus and fund other expenses associated with the move of the library.

In addition to meeting these challenges, the Institute: conducted an effective programme of lunch time lectures; built on the partnership with the Office of the Chief of Navy to deliver a professional development programme for naval officers and our members; worked with our national body (RUSIDSS-A) in developing a new lease agreement with Defence covering all State RUSIs; and produced and distributed the Institute's journal and other regular publications.

### **Move of the Library**

As part of the lease agreement between Defence and the building owner of Defence Plaza Sydney, the owner is undertaking a complete refurbishment of the 25 levels of Defence Plaza Sydney. The occupants of each floor have to vacate the floor and move to temporary accommodation for several months whilst the refurbishment work is undertaken. It was planned plan that the Institute and its library would move in April and return in July 2018. This timeframe has now slipped to a departure date in July with return in September 2018.

The Institute and its library were scheduled to move to the new educational and research facility currently under construction as part of the extensions of the Anzac Memorial in Hyde Park in October 2018, but it is now likely that this will be brought forward to the May/June 2018 period.

Hopefully, we may only have to move the library once – from Defence Plaza Sydney to the Anzac Memorial - and we are in dialogue with Defence about the logistics of moving the library.

Allied to the move of the library to the Anzac Memorial, we have to ensure that the library collection is free of silverfish and other vermin. Our investigations have revealed that the most efficient way of doing this is to place the collection in plastic bags, remove the air from the bags and freeze the collection for up to 5 days. We have also finalised our investigations on a suitable compactus storage unit and the Board will make a decision on this matter shortly.

### **Defence Funding**

As in previous years, the Institute, along with other State RUSIs, sought small grants from Defence to assist in the conduct of events etc. We sought \$12,000 to cover the cost of postage of the Institute journal to members and to senior ADF personnel, politicians etc. and to help fund an international

dialogue planned on “Tensions in the South and East China Seas”. The Institute and other State RUSIs were advised late last financial year, that Defence would not be funding any grants. No explanation was provided. This meant that we had to postpone the international dialogue and fund the distribution of the journal that clearly impacted on our profitability.

## **The Institute**

The Institute is an independent, apolitical, not-for-profit, public education association, incorporated in NSW. The Institute seeks to promote informed debate on, and to improve public awareness and understanding of, defence and national security. Its focus is the defence of Australia and its interests, within the broader context of national, international and global security concerns.

The Institute 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; and 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/organisation that is in sympathy with its purpose.

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;
- 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 that 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 Services* that seeks to inform the defence and security debate in Australia and to bring an Australian perspective to that debate;
- maintains a highly attractive and informative website – [www.rusinsw.org.au](http://www.rusinsw.org.au);
- emails Event Notices twice monthly to inform members and non-members of forthcoming Institute events;
- emails a monthly Defence and Security Newsletter to inform members and non-members of defence and security news and Institute news;
- holds monthly public lectures on contemporary defence and security issues, and aspects of military history;
- stages periodic conferences, seminars and international dialogues that examine specific issues in depth;
- conducts visits to defence-related establishments and facilities; 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, has a number of active members. A key focus has been on enhancing SIG members’ knowledge of strategy. This has been assisted by corresponding member Vice Admiral A. K. Singh of the United Service Institution of

India, who sends us opinion pieces on the contemporary international strategic situation and members Chris Skinner and Ian Wolfe, who update us on strategic and operational matters. We have also benefited from the research of our post-graduate members- Rhea Matthews, Dominique Spoelder and Michael Thurston who have published specific research projects.

## **Education Programme**

The Education Programme in 2016-17 delivered 12 lectures, covering a range of contemporary defence and security issues, as well as relevant historical studies – refer to Appendix 1. The lectures were ably co-ordinated by Ken Broadhead. Michael Hough continued collaboration with Navy and it was most pleasing with the number of serving ADF personnel who have been attending the lectures. These serving ADF members receive Continuing Professional Education (CPE) credits for each lecture attendance.

Edited versions of the lecture presentations were published in *United Service* or online at [www.rusinsw.org.au](http://www.rusinsw.org.au) where space limitations did not permit journal publication.

## **Social Events**

The Institute's Christmas Luncheon was held in the historic setting of Victoria Barracks and was an outstanding success thanks to Norm Symon and Ken Broadhead who organised it. The Institute 129<sup>th</sup> Anniversary Dinner, ably organised by Ken Broadhead, was held on Friday, 25 August 2017 in the Castlereagh Boutique Hotel, and was a relaxed and enjoyable occasion.

## **Supporting Services**

### **Ursula Davidson Library**

The Library is a public library containing a nationally significant collection of military books, journals, maps and other artefacts.

The library was ably managed this year by acting Library Manager, David Leece, with support from the Library Committee: Peter Court (chair), John Hutcheson, Tony Hunt, Barry Collins, and Tony Walker. The Library Volunteers included John Glenn, Priscilla Leece, Dominique Spoelder, Michael Thurston and Ken McGuire. John Hutcheson undertook the task of selling surplus books; Ken Broadhead took responsibility for cataloguing the maps and Paul Irving took responsibility for the training pamphlets collection.

The key activities undertaken were to prepare the book and map collection ready for potentially the two moves of the library. This involved: ensuring all books were catalogued; updating the Institute's catalogue and the NLA TROVE online catalogue; bar-coding each book in order to be able to undertake a 100 per cent stocktake; identifying surplus books and selling those books; finalising the cataloguing of the map collection; and cataloguing the training pamphlets collection.

This work will continue into the 2017/18 year, but we are confident of having the library ready for its move, now expected to be around May/June 2018. Concurrently with this work, we have catalogued donated and purchased books as we continue to build the collection.

In late 2016, the Institute arranged for an independent Needs Assessment Report of the library – funded by a National Library of Australia grant - that found whilst overall the library was in good shape, a number of short and long term recommendations were made to improve the collection.

## **Journal – *United Service***

Our quarterly professional journal, *United Service*, now in its 70<sup>th</sup> year of continuous publication, remains our flagship service. It was published in hard copy and distributed to members and leaders

of government, the ADF and defence industry throughout Australia at no charge. It was also published concurrently online, both on our website and in the RMIT University *Informit* Collections that 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 through the journal, we are informing the defence and security debate in Australia and in bringing an Australian perspective to that debate internationally.

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

David Leece edited the journal, as he has for the last 13 years. David 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; McPherson's Printing Group that prints and mails out the journal to subscribers; John Howells who loads the journal onto the Institute's website; the production team at RMIT Publishing who load the journal on *Informit*; and Theodora Fox, then Graham Brown, the journal's business manager.

## **Website**

The Institute's excellent website at [www.rusinsw.org.au](http://www.rusinsw.org.au) was maintained by the Institute's Webmaster, John Howells. The website is indispensable to our operations. Most new members join via the website and it has given us an international presence. The website is linked to the national website of RUSIDSS-A.

## **Defence and Security Newsletter**

Our Defence and Security Newsletter was issued by e-mail each month to Institute members with an e-mail address and to non-members who requested to receive it. It was 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 defence related conferences, and information about new members and deceased members. Doug Roser sources the material for the Newsletter, and Theodora Fox designs and distributes it.

## **Events Notices**

Twice monthly, we emailed announcements of forthcoming lectures, visits, battlefield tours and social events by to all members with an e-mail address and to non-members who wished to be informed of our activities. Theodora Fox compiles and issues the Events Notices.

## **Corporate Governance**

### **The Board**

The new Board elected in September 2016 is set out below. The Board met monthly and focused on the strategic management of the Institute.

|                          |  |
|--------------------------|--|
| President                | Paul Irving AM, PSM, RFD                 |
| Immediate Past President | David Leece PSM, RFD, ED                 |
| Vice President           | John Hutcheson MC, ACM, TSM{RVN} and Bar |
| Secretary                | John Rudd                                |
| Treasurer                | Graham Brown                             |

|                |  |
|----------------|--|
| Board Members: | Ken Broadhead RFD<br>Peter Court RFD, ED<br>Michael Flynn RANR<br>Michael Hough AM, RFD, ED<br>Kim Turner RFD<br>Lyll Wood AM, RFD<br>Matthew Seabrook |
| Public Officer | Kim Turner RFD   |
| Auditor        | Rod C. G. Grace JP, FCPA, FCIS, FGIA   |

The Institute's Councillors Emeritus – Stuart Doyle, Geoffrey Ellison, Tony Hunt, David Leach, Gordon Maitland, Doug Roser and Bob Treloar – continued to keep in touch with the work of the Board. We thank them for their on-going support.

## Membership

During the year, we were saddened to receive notification of the deaths of a number of members and the Institute extends its sympathy to the relatives of the deceased. A very small number of members did not review their membership. Whilst new members have joined the Institute, overall, there was a net loss for the year of 47 members, resulting in a total membership now of 488.

The Board will be implementing a number of strategies in the next year aimed at increasing the membership of the Institute

## Finance

While the 2016-17 Board year was from 1 October 2016 to 30 September 2017, the Institute's financial year was from 1 July 2016 to 30 June 2017. The audited Financial Report for year ended 30 June 2017 is attached as a separate document. Key features of the Financial Report are:

### General Fund

Despite the failure of Defence in providing a grant of \$12,000 to the Institute to cover the distribution costs of the journal (that meant the Institute has to fund the cost of posting the journal to members and senior members of the ADF) and to conduct the international seminar, the Institute recorded a trading surplus for the financial year of \$4,982. This surplus can be attributed to:

- the policy, introduced several years ago, that each event conducted by the Institute (lecture, seminar and social activity *etc.*) is to cover its cost;
- the continuing support of our events by our members, despite increased attendance costs;
- income from our investments;
- donations from members– a full list of donors is at Appendix 2; and
- reviewing all expenditure and reducing expenditure where possible, such as emailing notices rather than posting them.

Our financial position remains sound. As a result, the Board decided **not** to increase the membership fees for 2017/18.

The Board greatly appreciates the continued attendance of both members and non-members at the lectures and seminars, despite the introduction of attendance fees. Such on-going support is vital to our viability.

### Library Gift Fund

The Institute embarked on a major fund raising program that will need to continue for several years to help fund the costs involved with the move of the library to the Anzac Memorial. We estimate

that we will need to raise \$125,000 to purchase a compactus, to freeze the book collection and to effect the move of the library.

Due to the very generous donations made by many of our members, including a large donation from philanthropists, Allan and Maria Myers, we have raised over \$60,000 to date – refer to Attachment 2 for details of donors. The Board greatly appreciates the continued support of our donors.

### **Additional Acknowledgements**

This year we have been 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 & Bar, RAN, Commander Australian Fleet

Major Generals 'Gus' Gilmore, AO, DSC and Fergus McLachlan, AM, Commander Forces Command

Air Vice-Marshal Air Vice-Marshal Gavin Turnbull, AM and Steven (Zed) Roberton, DSC, AM, Air Commander Australia

Major General Stephen Porter, AM, Commander 2<sup>nd</sup> Division

Mr Chris Jenkins, Chief Executive Officer, Thales Australia and New Zealand

Department of Defence provided accommodation for our office and the Ursula Davidson Library at no cost to the Institute.

Theodora Fox, our very friendly and approachable 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. Due to family reasons, Theo had to resign her position, although she continues to provide advice and support the publication of events. Graham Brown, our Treasurer, has kindly offered to take over the role of Office Manager.

Special thanks are also due to: David Leece, Acting Library Manager and Editor of our journal; John Rudd our Secretary; Graham Brown, our Treasurer and Office Manager; John Howells, our Website Manager; John Hutcheson for the sale of surplus books; our research staff, particularly Michael Thurston, Rhea Matthews, Dominique Spoelder; and our many Institute volunteers who assist with the staging of our events, with work in the library and with management of the Institute.

**Paul Irving**

*President*

25 September 2017

### **Appendices**

1. Lecture Programme 2016-17
2. Sponsors & Donors 2016-17