



Royal United Services Institute for Defence and Security Studies, 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 PERIOD 1 OCTOBER 2017 – 30 OCTOBER 2018

Introduction

During the period 1 October 2017 to 30 October 2018, the Institute's Board managed the Institute's affairs in accordance with established policies and priorities.

The key challenge faced by the Institute was relocating the Institute and its library into the Centenary Extension of the Anzac Memorial in Hyde Park South.

In addition to successfully meeting this key challenge, the Institute conducted an effective programme of lectures and seminars; produced and distributed the Institute's journal and a monthly newsletter on current Defence issues; and conducted a number of social events.

The Institute

The Institute is an independent, apolitical, not-for-profit, public education association, incorporated in NSW. The Institute seeks to promote 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 community. Membership of the Institute is open to any interested person/organisation in sympathy with our 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 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 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 to the present and which is open to members and the public for study and research;
-) publishes a quarterly professional journal, *United Service*, that seeks to inform the defence and security debate in Australia and to bring an Australian perspective to that debate internationally;
-) maintains a highly attractive and informative website – 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.

Relocation of the Institute and its Library to the Anzac Memorial

The Institute negotiated a Memorandum of Understanding (MOU) with the Trustees of the Anzac Memorial that sets out the relationship between the parties for the operation of the library and the Institute in the Centenary Extension of the Anzac Memorial. Importantly, the library collection remains our property and we are responsible for the upkeep and preservation of the collection.

Under this MOU, the Institute had to purchase a compactus to store the library collection. The Institute undertook research of compactus units at a number of libraries, negotiated with the Project Officer for the Centenary Extension on the layout of the compactus, sought quotations from three compactus manufacturers, and purchased (at a cost of almost \$60,000) and installed a 100-bay compactus. The compactus will cater for more than a 45 per cent growth of the library collection over future years. Special thanks to Ron Lyons for his valuable advice on storage solutions.

The Institute also successfully negotiated with Defence to relocate the library collection and the Institute to the Centenary Extension. This involved packing the books and maps in double plastic bags, sealing the bags, transporting them to two container-size freezer units on the construction site in Hyde Park, freezing them for a week (to ensure the collection was vermin free), de-frosting them, moving them on trollies to the storage room and unpacking them onto the shelves of the compactus. This exercise took several months to effect.

The Centenary Extension of the Anzac Memorial was opened by HRH Prince Harry, Duke of Sussex, on 20 October, with the public opening of the Memorial held on 11 November 2018.

The library will be open initially to our members and members of the public on Mondays and Wednesdays, and for researchers by appointment on Tuesdays and Thursdays. **We are seeking volunteers to help in the library – minimal training is required.**

The Board considers the relocation of the Institute and its library to the Anzac Memorial to be a wonderful opportunity for the Institute. For the first time in 130 years, we will have a permanent home in a prestigious building in the Sydney CBD. Our members, as well as the public, can access the library for educational and research purposes that will in turn increase our interaction with the wider community. It will also enhance the educational role of the Anzac Memorial and will be a wonderful gift to the people of NSW to mark the centenary of the end of the Great War.

Library Gift Fund

In 2017, we embarked on a major fund-raising exercise to purchase a compactus, to pay for the incidental costs involved in the relocation, to employ a librarian if possible, and to repair our book collection. No matter how much care is taken in relocating the book collection, some books have been damaged and require repair.

Thanks to the generous response by many of our members and other benefactors, as at the end of the 2017/18 financial year, the Library Gift Fund had funds of \$135,937. From these funds, the second instalment for the compactus of \$41,489 will be paid.

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.

Education Programme

The Education Programme in 2017-18 delivered 13 lectures, covering a range of contemporary defence and security issues, as well as relevant historical studies, a visit to HMAS Hobart and Georges Heights for a presentation – refer to Appendix 1. The lectures were ably co-ordinated by Ken Broadhead. Michael Hough continued collaboration with Navy and it was most pleasing that increasing number of serving ADF personnel 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 where space limitations did not permit journal publication.

Social Events

The Institute's Christmas Luncheon was held in the Castlereagh Boutique Hotel and was an outstanding success thanks to Norm Symon and Ken Broadhead who organised it. The Institute 130th Anniversary Dinner, ably organised by Ken Broadhead, was held on Friday, 25 August 2018 in the Castlereagh Boutique Hotel, and was a most 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 (until December), and Colin Baker. The Library Volunteers included John Glen, Ken McGuire and Theodora Fox. John Hutcheson undertook the task of selling surplus books; Ken Broadhead took responsibility for cataloguing and curating the maps; and Paul Irving took responsibility for the training manuals collection.

The key activities undertaken were preparing the book and map collection for the relocation of the library. This involved: ensuring as many books as possible were catalogued; updating the Institute's online catalogue; bar-coding each book in order to be able to undertake a stocktake; identifying surplus books and selling those books; finalising the cataloguing of the map collection; and cataloguing the training manuals collection. This work will continue well into the 2018/19 year.

We received two large donations of books from the late Mick Sweeney and from the late Temple Kehoe, Military Historian. We estimate that these book donations, together with purchases of new books, have increased the library by more than 1000 books over the year.

Journal – *United Service*

Our quarterly professional journal, *United Service*, now in its 71st 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 14 years. David thanks his Editorial Advisory Committee – Bob Treloar, Marcus Fielding (RUSI Victoria to August) replaced by Ken Broadhead, 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 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 Graham Brown, the journal's business manager.

Website

The Institute's excellent website at 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.

Social Media <https://www.facebook.com/RUSIDSSNSW/>

During the year, the Board approved of a social media policy to enhance our reach, to provide a communication point for young people and to engage with members. We launched a Facebook site that has been linked with a number of other Facebook sites.

Theodora Fox, our Social Media Manager, provides regular reports to the Board on the number of hits on our Facebook site, as well as the number of visits to our webpage, the top counties visiting our pages and most popular downloads.

Since the July launch, the RUSIDSS NSW Facebook page has reached 2,065 people with 32 followers. Statistics are building as we establish a bigger Facebook footprint and we encourage shares and likes.

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.

The Board

The new Board elected in September 2017 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
Secretary	John Rudd
Treasurer	Graham Brown
Board Members:	Ken Broadhead RFD
	Peter Court RFD, ED
	Michael Flynn RANR
	Michael Hough AM, RFD, ED
	Kim Turner RFD
	Lyall Wood AM, RFD
	Matthew Seabrook
	Kim Turner RFD
Public Officer	Ronald C. G. Grace JP, FCPA, FCIS, FGIA
Auditor	

During the year, Matthew Seabrook resigned on being posted to Darwin and Peter Sweeney was appointed on a casual basis. Also long standing Board Members Ken Broadhead and Peter Court retired from the Board. Yvonne Butler and Theodora Fox were appointed on a casual basis to fill the two vacancies on the Board.

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.

Corporate Governance

The Board reviewed its Corporate Governance arrangement and implemented a Conflict of Interest policy to guide Board members in dealing with perceived or actual conflicts of interest.

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 renew their membership. Whilst new members have joined the Institute, overall, we have maintained a steady state of around 490 members.

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

Finance

While the 2017-18 Board year was from 1 October 2017 to 30 October 2018, the Institute's financial year was from 1 July 2017 to 30 June 2018. The audited Financial Report for year ended 30 June 2018 is attached as a separate document.

The Institute recorded a trading surplus from the General Fund for the financial year of \$27,176 compared to a surplus of \$4,982 on 2016/17. 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 and benefactors;
-) 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 and reducing employment costs.

Our financial position remains sound. As a result, the Board decided **not** to increase the membership fees for 2018/19 that were last set in 2015.

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.

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 Jonathon Mead, AM, RAN, Commander Australian Fleet

Major General Fergus McLachlan, AM, Commander Forces Command

Air Vice Marshall Steven (Zed) Robertson, DSC, AM, Air Commander Australia

Major General Stephen Porter, AM, Commander 2nd 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 in Defence Plaza Sydney up to the end of September 2018 at no cost to the Institute.

Special thanks are also due to: David Leece, Acting Library Manager and Editor of our journal, *United Service*; John Rudd our Secretary; Graham Brown, our Treasurer and Office Manager; John Howells, our Website Manager; John Hutcheson for the sale of surplus books; Theodora Fox for design and distribution of our newsletters and managing our social media; and our Institute volunteers who assist with the staging of our events, with work in the library and with management of the Institute.

Paul Irving

President

20 November 2018

Appendices

1. Education Programme 2017-18
2. Sponsors & Donors 2017-18

***Royal United Services Institute for Defence and Securities
Studies NSW, Inc***

***Education Programme 2017-18 (1 October 2017 to 30 October
2018)***

31 October 2017 – Tuesday: **Counter Terrorism in Australia** – Jacinta Carroll, Head of Counter Terrorism Policy Centre, Australian Strategic Policy Institute.

16 November 2017 – Visit to HMAS Hobart, Garden Island.

24 November 2017 - Friday Lunchtime Lecture: **Leading in Uncertainty** - US General Stanley McChrystal (Ret'd).

12 December 2017- Tuesday Lunchtime Lecture: **2017 Sir Hermann Black Year in Review**: Peter Hartcher, Political/International Editor, Sydney Morning Herald.

22 January 2018 – Tuesday Lunchtime lecture – **Prophecy, Policy and Practice: Air Power Between the Wars** - Dr Michael Molkenntin, UNSW/Shell Harbour Anglican College.

27 February 2018 – Tuesday Lunchtime Lecture: **Australia and Trump's America: Problems and Perspectives** – Professor James Curran, Sydney University.

15 March 2018 - Presentation - **Japanese Attacks on Sydney Harbour/ Tunnels Inspection** at Georges Heights – LTCOL Peter Sweeney, RFD and Chris Ballantine.

27 March 2018 – Tuesday Lunchtime Lecture: **How the Australian Border Force is Protecting Australia's National Security** – Deputy Commissioner, Mandy Newton, APM.

24 April 2018 – Tuesday Lunchtime Lecture: **Framing Foreign Policy in Times of Uncertainty** – Allan Behm, Foreign Policy Advisor.

29 May 2018 – Tuesday Lunchtime lecture: **Countering Violent Extremism in Australia** – Dr Julian Droogan, Macquarie University.

26 June 2018 – Tuesday Lunchtime Lecture: **Battle of Hamel 1918** – LTCOL Peter Sweeney, RFD, Military Historian.

31 July 2018 – **Challenges and Opportunities: Robotics and Autonomy as part of Future Land Warfare** - Major General Kathryn Toohey, AM, CSC, Head Land Capability.

28 August 2018 – Tuesday Lunchtime Lecture: **North Korea and the Twilight of US Leadership in Asia**, Sam Roggeveen, Senior Fellow at the Lowy Institute.

25 September 2018 – Tuesday Lunchtime Lecture: **Looking East: Russia's Interests in the Pacific** - Jackie Westermann, Australian Strategic Policy Institute.

30 October 2018 – **Protecting Australia's Sea Trade Routes**, Rear Admiral Jonathon Mead, AM, RAN, Commander Australian Fleet.

Sponsors & Donors 2017 -18

The Institute acknowledges and sincerely thanks the following benefactors, sponsors and donors for their support in 2017-18. The list aggregates donations to both the General Fund and the Library Fund.

\$30,000

Mr A J Myers AC QC and Mrs M Myers, AC

\$5,000

Brigadier D R Leece PSM RFD ED (Ret'd) and
Mrs P Leece

\$4,000

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

\$1,000

Commander R O Albert AO RFD RD RANR (Ret'd)

Mr G D Brown

Mr R E Hopkins

Mr G F Paton

\$500

Mr B F Collins

Captain M Mortimer

Mr P W P Salisbury

\$200+

Mr M Adamson

Mr N J Cameron Smith

Major B L Chapman ED (Ret'd)

Major General T R Ford AO (Ret'd)

Mr I G Mitchell

Mr J C Rudd

Lieutenant Colonel G W Steventon MBE RFD (Ret'd)

Mr R H J Thompson

\$100+

Mr J I Braid

Mr J D O Burns

Lieutenant Colonel P K Court OAM RFD ED (Ret'd)

Brigadier J R Dart OBE RFD ED (Ret'd)

Mr N Dettmann

Mr M R Downey

Colonel D A Dufall

Major R I George

Lieutenant Colonel N Hawkins (Ret'd)

Mrs G M Haynes

Colonel J S Haynes OAM (Ret'd)

Major J G Hitchen

Captain D J Howard

\$100+ (continued)

Rear Admiral A L Hunt AO RAN (Ret'd)

Dr S M Kelly

Lieutenant Colonel R W Lyons RFD (Ret'd)

Mr C J Manjarres-Wahlberg

Brigadier J F McDonagh

Reverend The Honourable F Nile ED MLC

Commander R A Osborn RAN (Ret'd)

Mr R J Perry OAM

Commander R Richards AM (Ret'd)

Group Captain D J Roser (Ret'd)

Major M E Seabrook

Lieutenant Colonel T J Smith AM MBE RFD ED (Ret'd)

Air Vice Marshal R B Treloar AO RAAF Reserve

Major R D White AM RFD (Ret'd)

Rear Admiral C L Wood CB RN (Ret'd)

MR R C Woodward

Commander D E Wynn RFD RD (Ret'd)

\$50+

Major C J Ballantine (Ret'd)

Brigadier P K Bridie AM

Mr G E Burr

Lieutenant Colonel D Cannon RFD (Ret'd)

Colonel J Coggan DFC (Ret'd)

Mr R D Crawford

Lieutenant Colonel A H Dreverman

Group Captain N A Duckmanton OAM RFD

Mr G M Ellison

Major J Fleming OAM ED (Ret'd)

Commodore M J Flynn RANR (Ret'd)

Major General W E Glenny AO RFD ED (Ret'd)

Mr G Gooden

Group Captain J M Hilton RFD

Flight Lieutenant J W Hyland

Mr D A Jenkins

Mr R W Robert

Mr I Kuring

Colonel F H Lang OAM RFD ED (Ret'd)

Colonel J Matthews

Mr K J McCracken

Major K J McKay RFD ED (Ret'd)

Mr J Morley

\$50+ (continued)

Major J G Pegg
Mr R Pegg
Brigadier The Honourable B Pezzutti CSC RFD (Ret'd)
Mr A R Price
Mr E W Ray
Captain J B Roche OAM CLJ
Major J H Skipper (Ret'd)
Mr H S Smith
Commander R F Tighe OAM RFD RD RANR (Ret'd)
Reverend G Usher
Colonel D S Wilkins (Ret'd)
Colonel A T Williams RFD
Colonel L A Wright AM

<\$50

Brigadier A R Abadee AM RFD QC(Ret'd)
Lieutenant Commander M S Brodie RFD (Ret'd)
Mr K L Buls
Mr J P Creeley
Ms D H Delley
Flight Lieutenant S J Doyle (Ret'd)
Captain T R Duchesne (Ret'd)
Captain N A Fisher
Mr W T Freeman
Lieutenant Colonel I M Guild MBE OAM (Ret'd)
Mr H P Henningham OAM
Major General C R Hoeben AM RFD QC (Ret'd)
Mrs M M Jaques-Watson
Mr C Laffin
Lieutenant Colonel R D Manley
Colonel E J McCann
Lieutenant Colonel A J Moore OAM RFD ED (Ret'd)
Colonel A S Morrison RFD SC (Ret'd)
Lieutenant Colonel B Nebenzahl OAM RFD (Ret'd)
Lieutenant Colonel A T Pembroke MC
Brigadier D G Sharp OBE
Lieutenant Colonel I C Watkins RFD ED (Ret'd)