



THE SIR RICHARD WILLIAMS FOUNDATION

Annual General Meeting
Tuesday 22 October 2019

Alastair Swain Theatre, Brindabella Conference Centre, ACT

DRAFT Minutes

Meeting opened

Air Marshal Geoff Brown AO (Retd), Chair

There being a quorum, the Chair declared the meeting open at 1735 hrs.

Item 1: Members present, apologies and proxies

Air Marshal Geoff Brown AO (Retd), Chair

Attendees - 23

VADM (Rtd) Tim Barrett AO CSC RAN	AVM Chris Deeble AO, CSC (Retd)	Mr Peter Nicholson AO
Dr Patrick Bigland	WGCDR Tracy Douglas	LTCOL Clare O'Neill
ACM (Retd) Mark Binskin	Mr John Fry	Ms Nicole Quinn
AIRMSHL (Retd) Geoff Brown AO	COL Douglas Mallett AM	Mr David Riddell CSC
AIRCDRE (Retd) Andrew Campbell AM	AIRMSHL (Retd) Errol McCormack AO	Mr Michael Walkington AM
Mr Robert Carrick	AVM Roxley McLennan AO	AVM (Retd) Brian Weston AM
Mr Brian Cather	Mr David Millar	
Mr Jacob de Wilt	Mr Ken Moore	

Ms Catherine Scott (minutes)

Apologies - 41

Mr Satish Ayyalasomayjula	AM John Harvey	Dr Derek Reinhardt
AIRCDRE (Retd) Graham Bentley AM	SQNLDR Jenna Higgins	SQNLDR Leith Roberts
Ms Anne Borzycki	Mr Adam Hogan	AVM (Retd) Dave Rogers
FLTLT Stuart Brown	GPCAPT Nick Hogan	Mr Terry Saunder AM
Mr Colin Cooper	Ms Amanda Holt	Mr Matthew Sibree
AIRCDRE Noel Derwort CSC	Mr Ian Irving	Mr Michael Spencer
Mr Andrew Doyle	Mr Stephen Lang	Dr Alan Stephens OAM
Ms Tracey Friend	CDRE(Retd) Geoff Ledger DSC, AM	Mr Graeme Swan
Mr Vern Gallagher	Mr John Lonergan	WGCMR Marcus Watson
RADM (Rtd) Raydon Gates AO, CSM	Mr David Mahoney	Mr Charles Winsor
Mr Nicholas Gibbs	MAJGEN Fergus 'Gus' McLachlan AO	GPCAPT Peter Wood CSM
AIRCDRE Darren Goldie AM, CSC	Col. Shigehiro Noshita	Ms Kath Ziesing
Mr Robert Griswell	Mr Bob Parker	Mr Geoff Zuber
WGCDR Trav Hallen	AVM (Retd) Brendan O'Loghlin	

Proxy Votes

The Chair holds 9 proxy votes

Item 2 Minutes of Last Meeting

Air Marshal Geoff Brown AO (Retd), Chair

Minor spelling corrections provided to Catherine Scott.

Move to accept the minutes of the last AGM: Mark Binskin

Seconded: David Millar

Carried – all in favour

Item 3 Chair's Report

Air Marshal Geoff Brown AO (Retd), Chair

It has been another successful year for the Foundation. Highlights since the last AGM were:

Seminars

- 11 April 2019-*Hi Intensity Operations and Sustaining Self Reliance*
- 24 October 2019-*The requirements of fifth Generation Maneuvre*

Lunches

- 13 Nov 2018-Experiences of an Australian CAOC Director during Operation Okra with Air Vice-Marshal Stephen Meredith, AM, DSM
- 12 Feb 2019-5th Generation Workforce with AIRCDRE Geoffrey Harland AM, CSC, DSM
- 07 May 2019-Modernising the ADF in a time of Accelerated Warfare - Major General Kathryn Toohey, AM, CSC
- 16 Jul 2019-Royal Australian Navy: Future vision and Headmark 2022 with VADM Michael Noonan AO RAN, Chief of Navy
- 07 Aug 2019-Coalition Warfighting and Pacific AOR Interoperability with LTG Michael Oates (Rtd)

The Chair thanked ADF leadership for their continuing strong support of the Williams Foundation to speak at our events, attend VIP dinners and to encourage ADF personnel to attend and contribute.

PhD Scholars Program

The Williams Foundation continues to support Air Force's PhD program. Jason Pendlebury has submitted his thesis. AIRCDRE Stephen Edgeley continues to progress. There have also been some deferrals due to work commitments.

On Target

On Target Columns have moved from *Australian Aviation* to *Australian Defence Business Review* which is closer to our target audience. Brian Weston wrote a great series on Sir Richard Williams -- highlighting his contribution to Australia's Security.

The Central Blue

The Central Blue Team continues to make relevant and valuable contributions and the Chair, again, thanked the Central Blue Team for their work for the Foundation.

Forward Work Program

The next seminar topic in April 2020 will be *Next Generation Autonomous Systems*.

The seminar will cover emerging requirements associated with autonomous systems, exploring manned and unmanned as complementary and the importance of manned / unmanned teaming.

Other topics to be explored further include *Future Requirements of Information Warfare* – the practical realities of what we will face in future operations.

Sponsorship

Williams has again received great support from our sponsors as will be discussed in the financial report, Williams is moving towards a yearly corporate membership / sponsorship model still associated with seminars, but providing more certainty.

Thanks

The Chair thanked fellow Board members for their contribution especially the outgoing members Amanda Holt and Ian Irving, who both have made a significant contribution to the direction of the Board.

The Chair also thanked Catherine Scott and Nicole Quinn who continue to provide a professional seminar service; and Catherine for her contribution to the administration and business management which continues to enhance the professionalism of the Williams brand.

Move to accept the Chair's Report: Geoff Brown

Seconded: John Conway

Carried – all in favour

The Central Blue Report

Jenna Higgins, The Central Blue editor, provided the following report to the Chair to present.

Key figures

- 4 serving RAAF editors, 1 blog manager contracted to Williams.
- Total of 182 posts; that is roughly 50 new posts since the last AGM - including our two series run in conjunction with Williams Seminars.

Success of the blog against the goals we have set ourselves:

Increase discussion and debate on Australian air power:

- Posts cover topics from new aircraft capabilities and other 5th Gen capabilities to personnel management and PMET.
- Twitter engagement is more indicative of our success in increasing discussion:
- 1300 Twitter followers (increase ~ 350 people); 270 Facebook followers
 - On Twitter, in the past three months, we have had just under 130k impressions, that is the number of times people have seen the tweet
 - Of this, roughly 2 % engage with the material in the link, i.e. click to visit a webpage such as The Central Blue.
 - This may seem small, but given that we do not pay to promote our tweets, this is probably not a bad run rate.

- The addition of Ross as the blog manager to run the social media outlets and website has made a big difference in terms of presence.
- We're pleased we've been able to make a positive contribution to seminars through the two series we have run and through our input to seminar development.

Encourage and support Air Force members writing about air power:

- We have had contributions from the two-star level down to NCOs, including one RAAF one-star.
- Majority of contributors are still at the SQNLDR or WGCDR level.
- We have a semi regular entry in Air Force News for which we have re-shaped previous posts and encouraged readers to consider contributing to TCB discussion.
- All editors contributed to the recent 'The Forge' series #whywewrite.

Develop a network of scholars and operators across defence and internationally:

- Solid network and Central Blue is 'the' air power/Air Force blog in Australia at the moment.
- The Central Blue network formed the core of a separate informal professional development group known as the Scherger Group that is having some impact.
- The Scherger Group is a network of individuals motivated to constructively engage with key strategic issues to improve the depth of understanding and quality of advice to senior decision-makers. The Group provides a mechanism, independent of existing organisations, to bring together a diverse array of individuals with the specific expertise, qualities, and motivation to cultivate professional depth in areas of strategic importance and provide alternative perspectives to those developed through existing institutional norms.
- There are been 3 formal Scherger group meetings since the last AGM; one meeting produced a popular sci-fi series, and another, hosted by Jo Brick, produced an article posted on The Forge discussing what the future workforce would look like - the key sponsor for this event was DG Pers.

The Path ahead

- Improve post variety and writing attractiveness
 - Work in progress that requires continual, broader cultural change within the wider Air Force
- We are continually seeking to build better links into ADF schools and colleges, such as ACSC, to leverage some of the writing that is already being done by ADF personnel. We will also continue to work with APDC IOT have access to CAF essay entries which can be re-shaped to be published to a broader audience.
- We would like to conduct writing workshops for interested parties, including at RAAF bases, in conjunction with our partners from other Services.
 - To date, this has been hampered by the availability of the PAF RAAF editors.
 - In conjunction with the previous point regarding building better links with ADC, WGCDR Jo Brick is working with Mick Cook to look at running a writing workshop similar to ones he has done previously. It could be conducted at ADC Weston creek, but specifically for Air Force personnel. The intent of the course would be to boost confidence in writing at all ranks.
- Improve the website and web presence

- As the website and social media presence is our product we would like to improve its look, feel and interactivity. This was a key discussion point at the last board meeting and Trav Hallen is taking lead on providing feedback.
- Continued engagement with Williams activity
 - We'd like to continue working with the Board in a similar vein to this year and would encourage Board members and Williams members to contribute articles or interviews.
- Challenges and opportunities
 - Getting people to write is still quite tough - lots of folks (including the editors!) have ideas but cannot find the time or headspace to write it down.

Item 4 Business Arising

Air Marshal Geoff Brown AO (Retd), Chair

No business arising.

Item 5 2018/19 Annual Report

Mr Ken Moore, Treasurer

1. The Foundation's 2018/19 Annual Financial Statements were finalised and provided to Members.
2. The Chair and I have signed the Statements including, on behalf of Members, that the Foundation is a going concern. We have also certified that the Statements give a true and fair view of the financial position and performance of the Foundation during and at the end of the 2018/2019 financial year.
3. Our Auditor, Michael Sinclair, has issued his Audit Report without qualification.
4. Our Operating Result for the FY, a loss of \$14,666, is detailed in the Income and Expenditure Statement. This is a slight improvement on the \$20,823 loss in the 2017/2018 FY.
5. Some comments on the Operating Result:
 - a. Whilst the Board did not set out to achieve this loss, it clearly can be afforded as it represents less than 5% of our Total Equity of \$420,922, as shown in our Balance Sheet.
 - b. Despite this loss, the Foundation remains in a healthy financial position.
 - c. The major events for the year were:
 - i. The Imperative for an Independent Deterrent: A Joint Strike Seminar on 23 August 2018
 - ii. The Hi-Intensity Operations and Sustaining Self Reliance Seminar on 11 April 2019
 - iii. Four Member lunches in the reporting period:
 - Australian Defence Industry Small, Medium Enterprises
 - AVM Stephen Meredith
 - AIRCDRE Geoffrey Harland
 - MAJGEN Kathryn Toohey
 - d. All events were well received and supported by Foundation Members and the Defence community.

- e. The Foundation continues to receive ongoing financial support for its Seminars from our major sponsors. Sponsorship funding will continue to be the key underpinning of our major events which will need to remain relevant and timely for both the Defence community and Defence industry.
- f. A few points on this FY's Financial Statements:
 - i. Both seminars held in the FY were financial successes. The JSS seminar made an operating surplus of nearly \$30,000 and the HIOSS seminar made an operating surplus of just over \$16,000.
 - ii. By comparison, the four Members' lunches cost about \$26,000 with no sponsorship income.
 - iii. At the behest of our auditor, we have re-categorised Income and Expenditure that makes a comparison with last year's figures very difficult for some items. For example, Membership income has grown from \$19,775 in FY 16/17 to \$66,802 this FY. This is partly explained by the increase in individual membership fees (\$8,802 for the FY) but is mainly due to an increase in corporate membership as some companies (mainly LM) have switched from sponsorship to membership. Individual membership fees continue to be a small component of our income (in comparison, for example, to the cost of the Members' lunches).
 - iv. Another example of re-categorisation: the annual \$50,000 grant from Air Force is now broken out separately instead of being included in Donations and Sponsors.
- g. Members continue to receive very good value for money, not just through the Lunches, but also attendance at Seminars and access to information on our web site such as Central Blue. The increase in annual membership fees from 1 July 2019 reflect the increasing costs of lunches (which will continue to be heavily subsidised from other income) and general costs of running the Foundation.
- h. Subsidising Member lunches from other income was a conscious decision of the Board some years ago. It was hoped that the subsidy could be reduced over time by attracting a level of corporate sponsorship for the lunches but this is still to be achieved. The lunches have become increasingly popular and regularly are at capacity.
- i. The Board has also continued to provide funding for the Foundation's Scholars Program and for the "back office" (e.g. business management, IT support and insurances) to keep it at an acceptable standard. The increase in business management expenditure (from \$51,975 to \$81,025) is due to the employment of a part-time business manager for the full 12 months (only for nine months last FY) and the employment of a social media manager.

6. I commend the Annual Financial Statements to Members.

No questions

Move to accept the audited reports: Ken Moore

Seconded: Errol McCormack

Carried – all in favour

Amendment 1: Section 1 - Introduction

The Board is proposing no change to the purpose of the Foundation in paragraph 1.1, namely strengthening Australia's national security by shaping and influencing policy decisions regarding Australia's defence with an emphasis on air power. The Board is proposing, however, the deletion of all words after "air power" in paragraph 1.1 as they are considered superfluous.

Paragraph 1.1 would now read:

- 1.1 The Sir Richard Williams Foundation (hereinafter called the Foundation) is an independent organisation whose primary purpose is to strengthen Australia's national security by shaping and influencing policy decisions regarding Australia's defence with an emphasis on air power.

Move to accept special resolution amendment 1: Geoff Brown

Seconded: John Conway

Carried – all in favour

Amendment 2: Section 1- Introduction

This proposed amendment is more significant. A new paragraph 1.2 is designed to acknowledge that air power cannot be considered in isolation and, as reflected in recent Foundation seminars, that the Foundation should also promote the generation of coherent and sustainable combat power by Navy, Army and Air Force, particularly in a joint context. The proposed amendment will enable the Foundation to work more closely with Navy and Army on topics of their interest that are within the overall purpose of the Foundation.

The proposed new paragraph 1.2 would read:

- 1.2 The Foundation also promotes national security policies that:
 - i. promote the generation of coherent and sustainable combat power by Navy, Army and Air Force; particularly in a joint context, including through the wider Australian national scientific and support base.
 - ii. influence the evolving regional strategic environment in a manner favourable to Australia's security.

Move to accept special resolution amendment 2: Geoff Brown

Seconded: Tim Barrett

Carried – all in favour

Amendment 3: Section 1- Introduction

The proposed paragraphs 1.1 and 1.2 make the first two dot points of the current paragraph 1.3 redundant. This proposed amendment is for a new paragraph 1.3 that would read:

- 1.3 The Foundation aims to stimulate awareness, understanding and constructive debate on national security policies by conducting research, publishing papers, consulting with senior defence officials and industry representatives and hosting seminars and workshops.

Move to accept special resolution amendment 3: Geoff Brown

Seconded: Errol McCormack

Carried – all in favour

Amendment 4: Section 1 - Introduction

To renumber the current paragraph 1.3 to 1.4 with no change to the wording.

Move to accept special resolution amendment 4: Geoff Brown

Seconded: Mark Binskin

Carried – all in favour

Amendment 5: Section 12 - Funds

The current paragraph 12.7 states that members' annual subscriptions shall be due on 1 July. This is not current practice as the annual subscription is due 12 months from the date of the member application or renewal in any year.

The proposed amendment is to replace paragraphs 12.7 with the following to reflect current business practices:

12.7 The Financial Year of the Foundation shall end on 30 June in any year. Annual member subscriptions shall be due 12 months from the date of the member application or renewal in any year."

Move to accept special resolution amendment 5: Ken Moore

Seconded: Nicole Quinn

Carried – all in favour

Item 7 Election of Board Members

Air Marshal Geoff Brown AO (Retd), Chair

Nominations/re-nominations for Board positions as follows: No vote required and 11 of the 12 Board positions are filled.

Current Board members re-nominating

Secretary - David Millar

Director - Kath Ziesing

Director - Fergus 'Gus' McLachlan

New Board member

Director - Christopher Deeble

Move to accept new Board members: Geoff Brown

Seconded: Mark Binskin

Carried – all in favour

Item 8 Appointment of Auditor

Air Marshal Geoff Brown AO (Retd), Chair

Move to accept the re-appointment of the auditor Michael Sinclair: Ken Moore

Seconded: David Millar

Carried – all in favour

Item 9 General Business

Air Marshal Geoff Brown AO (Retd), Chair

The Chair farewelled founder, former Chair, and Deputy Chair, AIRMSHL Errol McCormack and sincerely thanked AIRMSHL McCormack on behalf of the Board and members.

Geoff Brown acknowledged AIRMSHL McCormack's contribution and highlighted his achievements on the Board since the Williams Foundation was created in 2008. AIRMSHL Brown presented Life Membership to AIRMSHL McCormack and announced the Williams Foundation member only lunches will be renamed the Errol McCormack Lunches.

Item 10 Next Annual General Meeting

October 2020

Meeting Close

Meeting closed 1805