

Australian Naval Institute



**STRATEGIC PLAN**

**2022 – 2026**

## Introduction

The Australian Naval Institute Strategic Plan 2016-2018 set a series of Performance Objectives against the Goals laid out in the Plan. In the past four years, the ANI has:

- Successfully achieved an operating surplus.
- Successfully published annual editions of the Australian Naval Review, increasing to two editions per year since 2019.
- Successfully secured sponsorship for our flagship events.
- Introduced webinars.
- Introduced themed dinners.
- Introduced the Commodore Sam Bateman ANI book prize.
- Halted the gradual decline in membership and on the back of successful keystone ANI events and an increased online and interactive presence grown to achieve the target of 300 members.
- Increased the quality and engagement through our online presence with 2,000 subscribers.
- Reached out to kindred Defence and maritime organisations and co-hosted events.
- Broadened our corporate membership base to its greatest number since the inception of the ANI.

Despite the significant challenges posed to the operating model of the Australian Naval Institute by the Covid pandemic in 2020-2021, the direction of travel remains on course with the strategic objectives outlined in the ANI Strategic Plan 2016-2018 on the whole having been achieved. As such, a review of the organisation's objectives and intentions for the coming years is warranted to support the continued growth of the ANI.

## Overview

The Australian Naval Institute is an independent not-for-profit organisation, incorporated in the Australian Capital Territory in 1975. This strategic plan for the Australian Naval Institute is for the four-year period 2022 – 2026 and supersedes all previous Strategic Plan's. The plan has been developed by the President and the Council of the Australian Naval Institute and presented to the membership for approval.

The purpose of this plan is to provide a clear vision for how the Council intend to position and grow the Australian Naval Institute over the next four years. The Strategic Plan and the operating model will be reviewed and updated by the Council annually, with a strategy refresh every fourth year.

## Strategy

### Vision

Our vision is for the Australian Naval Institute to be the premier *independent* forum for naval and maritime security debate in the Indo-Pacific.

### Mission

The mission of the Australian Naval Institute is to provide relevant and vibrant forums, at various levels, to raise awareness and encourage innovative thinking about naval and maritime affairs.

## Events

There is a direct relationship between the number and quality of events run by the Institute, the level of engagement from membership and the wider community, and the value that we offer to sponsors and stakeholders. With that in mind, the Institute will aim to steadily increase the number of annual events as follows:

**The ANI Annual Dinner.** This is ANI's flagship event and during the evening the annual Vernon Parker Oration (VPO) is given. The VPO is named after Commodore Vernon Parker, a founder, and inaugural President of the ANI. The VPO is delivered by a distinguished Australian or international speaker on a strategic or naval theme of the orator's choosing. This event will be presented to ANI industry sponsors as a 'naming rights' sponsorship opportunity and is currently sponsored by Lockheed Martin Australia.

**The Goldrick Series.** The Goldrick Series is held annually as either a webinar, seminar or conference. It is named after Rear Admiral James Goldrick, a former ANI President, eminent naval historian and recent recipient of the Hattendorf Prize for Distinguished Original Research in Maritime History by the US Naval War College, is the second of the ANI's major annual events. The Chief of Navy is consulted in determining the topic for each year's Goldrick event. The objective is to have a topic that is relevant to the contemporary Navy. This event brings together experts from Defence, Industry and Academia and will also be presented to ANI industry sponsors as a 'naming rights' sponsorship opportunity and is currently sponsored by Thales Australia.

2022 is the centenary of the death of the British maritime strategist Sir Julien Corbett. He was a major influence on global naval thinking. The King's College London, the US Naval War College and the ANI will hold collaborative conferences and events in the UK, Australia and the US to mark the centenary and explore the ongoing relevance of Corbett's strategic thinking in the 21<sup>st</sup> Century.

The ANI's contribution to the 'Corbett 100' activities will be the 2022 Goldrick Conference which represents an example of how significant ANI events can be marketed as opportunities to promote the ANI internationally and as a strategic partner of interest globally.

**Themed Dinners.** The ANI aims to hold two themed dinners each year hosted by the ANI President which bring together about twenty senior members of the Navy, the diplomatic corps, industry and academia to discuss a topical theme. The object is to provide a forum for the sharing of ideas at the senior level. A small number of ANI councillors on rotation attend the event to help its facilitation.

**Webinars and Podcasts.** The ANI has conducted webinars either on stand-alone subjects or as an alternate to the Goldrick Seminars during the period of Covid pandemic restrictions. From 2022 the ANI will launch a separate series of webinars and podcasts on topical maritime subjects.

The podcast series will be called the Saltwater Strategists. The series will leverage off ANI events such as the Goldrick series and well as the many contacts the ANI has in naval, industry and academic fields. The primary focus will be on the strategic security issues and challenges relevant to the RAN and the wider maritime community.

All of these key ANI events provide significant opportunity to achieve growth in membership numbers and as such where possible membership fees will be offered at a discount rate when purchased in conjunction with event tickets. The fee to be paid in such package deals will be agreed by the ANI Council as a matter of routine business.

## Prizes

The ANI will sponsor and award several prizes throughout each year as follows:

**The McNeil Prize.** The McNeil Prize is named after Rear Admiral Percival McNeil, one of the founding fathers of Australian shipbuilding. This distinguished prize will be awarded annually at the VPO to an individual from Australian industry who had made an outstanding contribution to the capabilities of the RAN.

**ANI Sam Bateman Book Prize.** Inaugurated in 2021 the prize is named after Commodore Sam Bateman, a former ANI councillor and strategic thinker who dedicated himself to raising greater awareness of naval and/or maritime matters and progressing the understanding and value of navies in society. The prize will be awarded annually to recognise excellence in books making a major contribution to the study and understanding of naval and maritime matters. This prize will also be presented to ANI industry sponsors as a 'naming rights' sponsorship opportunity and is currently sponsored by the Naval Shipbuilding College.

**The Chief of Navy Essay Competition.** This competition is conducted biennially and aims to promote knowledge of and interest in a thinking, fighting, Australian Navy and prizes will be awarded across three divisions – Open Division for any entrant, Defence Division for all members of the Department of Defence including civilians and the Youth Division open to all members of the RAN aged 25 or under at the competition closing date. The role of the ANI is to collate and judge the competition on behalf of CN and then to transfer prize money to the winners.

**New Entry Officer Course (NEOC) – Royal Australian Naval College.** The continued engagement of the ANI with the Naval College and junior officers undertaking their initial training remains a key pillar in promoting membership and growth of the ANI. As such the ANI will continue to sponsor and award two prizes to each graduating NEOC class at HMAS Creswell. The prizes are:

- The ANI Sea Training Deployment Prize awarded to the NEOC graduate who demonstrates the most outstanding qualities, exceptional leadership, unequalled good influence and diligent application to task book, journal work and other specific tasks and assignments while on Sea Training Deployment.
- The ANI Royal Australian Naval College Prize is awarded to the NEOC graduate who demonstrates the most performance in leadership and dedication whilst on course.

Every effort will be made to ensure that both of these prizes are presented by an ANI Councillor at the Graduation Parade.

**Rupert Long Prize.** The Rupert Long prize will be awarded twice per year to the Dux of the Naval Intelligence Officer Basic Course. The prize winner will receive a twelve month ANI membership in recognition of their dedication to academic excellence.

**Senior Sailors Leadership Prize.** The ANI Sailor Leadership Prize aims to promote greater understanding and promotion of naval matters through Navy's sailors. The prize is awarded around six times annually to a recipient from the Senior Sailor leadership course.

## Communications Strategy

The ANI will seek to position itself as an authoritative body promoting and advancing knowledge related to the Navy and the maritime profession by providing a forum for the exchange of ideas concerning subjects related to the Navy and the maritime profession.

This will be achieved through the hosting of flagship events, online webinars and forums, and the promotion and publishing of books, articles, essays and intellectual discussion and debate.

ANI Councillors and Members will engage across these activities and mediums to promote the advancement of maritime discussion.

### Digital Presence

The ANI website has been re-modelled and updated to reflect all ANI activities. Web content is available free to members and with limited access to subscribers. The website hosts the full library of back editions of *Headmark* and *Australian Naval Review*. The website will continue to be developed in order to ensure steady access to relevant and interesting material and to provide a moderated forum for debate on naval and maritime security matters.

Many of the 'back office' functions of the Australian Naval Institute will be automated and operated via the website. This will include management of membership, subscriptions and event registration.

### Social Media

The ANI maintains Social Media accounts via LinkedIn, Facebook and Twitter. Each of these accounts will be run by an appointed ANI Councillor and are influential tools in growing the profile of the ANI as an organisation of maritime strategic thought and analysis across Australia and Internationally.

ANI Councillors and Members are encouraged to follow these accounts and share content, and actively engage in intellectual debate surrounding maritime strategic affairs.

### The Australian Naval Review

The Australian Naval Review (ANR) will continue to be published biannually. The ANR will be used to publish articles submitted by interested authors, members, and our industry partners, as well as by senior officers of the RAN by invitation. It will also be used to publish the prize-winning entries of the Chief of Navy's Essay Competition, the annual Vernon Parker Oration and selected presentations from other seminars and events conducted throughout the year.

The ANR will leverage its growing stature and broadening reach to explore opportunities for collaboration with partner publications and organisations from around Australia and the world. This will allow the ANI to continue to provide timely and authoritative commentary and debate on naval and maritime matters for the membership.

### Occasional Papers

The Australian Naval Institute may commission authors to produce occasional papers on matters of significant or emerging interest to the naval and maritime security communities. These papers may act as background, or scene setters for seminars or events, or might be published in concert with kindred academic, defence and security organisations.

### Book Reviews

The ANI regularly review books of broad naval and maritime interest, with the written reviews published on the ANI website and in the ANR.

This is a popular feature of the ANI website and Councillors and Members wishing to regularly provide support to this program should email [editor@navalinstitute.com.au](mailto:editor@navalinstitute.com.au)

### Records of Proceedings

The Australian Naval Institute will publish records of proceedings for all seminars and events on the website. Selected speeches of contributions may be edited for publication within the Australian Naval Review.

## Funding

The ANI cannot be financially sustained just through membership subscriptions. The Council has adopted a combined funding model based on corporate sponsorship and subscription. Sponsorship will be sought from maritime industry stakeholders on either an annual basis, or for specific events. Our 'value proposition' and sponsorship options are published on the website.

The ANI will continue to work as a not-for-profit organisation but will seek to build a sufficient funding backlog to allow the organisation to operate for 18 months.

Non-uniformed Council members of the Governance Finance and Sponsorship Committee will be appointed as Account Managers to foster and manage the ANI's relationship with major financial sponsors.

## Our Relationship with the Royal Australian Navy

### Patron

The Chief of Navy is the Patron of the Australian Naval Institute and may be asked for advice on relevant topics for debate at Seminars or events.

### Independence

The Institute is an independent entity and operates without oversight from Navy. The opinions expressed by the *Institute* and its membership do not represent the Royal Australian Navy or the Chief of Navy.

### Strategic Partnership

The Australian Naval Institute has a Strategic Partnership Agreement with the Royal Australian Navy, the objective of which is to enable both '...to benefit from involvement in discussions on the resolution of current maritime issues. This partnership agreement aims to maximise the benefit of the Australian Naval Institute's reach into the retired naval population and industry in support of Navy 'innovations or initiatives' without obligation to either party. A copy of the Strategic Partnership Agreement is available on the Australian Naval Institute website members' area.

## Partnerships

The ANI will seek to engage and work with external organisations where there is seen to be a mutual benefit in the promotion of shared interests and issues. To that end the ANI will maintain a range of partnerships with defence and other organisations, both national and internationally, in support of our vision and ANI Councillors will be allocated responsibility for advancing these relationships. We will work closely with partners to deliver joint, or complementary events that address critical or emerging naval and maritime security issues.

Our key partners within Australia include:

- The Australian Defence Force and Royal Australia Navy.
- The Royal Australian Navy Maritime Warfare Centre.
- The Royal Australian Navy's Seapower Centre - Australia.
- The University of New South Wales Canberra.
- WA Defence Forum.
- Submarine Institute of Australia.
- Naval Historical Society of Australia.
- Naval Warfare Officers Association.
- Naval Officers Club.

Our key partners internationally include:

- The United States Naval Institute.
- The Naval Association of Canada
- The United States Naval War College and its Naval War College Review.
- The British Naval Review.
- The Diplomatic and Military Attaché Corps located in Canberra.

## Administration

The ANI will continue to work with Commerce Management Services (CMS) for administrative and event management support. The Council will work with CMS to automate as many of the ‘back-office functions’ as possible, including: membership, subscriptions and event registration. This will release capacity and resource to support value add functions.

## Objectives 2022-2026

The key objectives for the ANI through the life of this strategy are assessed to be:

- Grow the ANI Membership to a total of 500 members. In so doing have a more diverse membership base including:
  - An increased number of serving personnel, including greater engagement across the Fleet and ADFA.
  - Establish and grow a cadre of sailors engaging the ANI as members.
  - Increasing the non-warfare based professions as members.
  - Increasing the international membership base of the ANI.
- Increasing the involvement of the Canberra based diplomatic and attaché corps as members.
- Increase the number of subscribed followers across all digital platforms – LinkedIn, Facebook, Twitter and Email Subscription – by 25%.
- Demonstrate the ANI as a pre-eminent global maritime think tank through the delivery of a high quality 2022 Goldrick Seminar as part of the ‘Corbett 100’ commemorative events.
- Achieve an increase in the number of articles published in print or on the ANI website that represent original content by 25%.
- Increase ANI’s global footprint through the building of stronger relationships with likeminded international organisations including the cross publication of key academic articles of relevance in our respective publications.
- Establish an ANI investment fund to allow an annual ANI Scholarship to promote the study of Australian naval and maritime affairs.
- Establish the ‘Saltwater Strategist’ podcast series.