

ROYAL UNITED SERVICE INSTITUTE OF QUEENSLAND



Strategic Plan 2019 – 2024

DRAFT FOR COMMENT

INTRODUCTION

About the Plan

This strategic plan for the Royal United Service Institute (RUSI) of Queensland is for the five-year period from 2019 to 2024.

The plan was developed by the RUSI Queensland Executive Committee in consultation with the general membership and the Executive Committee of the Royal United Services Institute for Defence and Security Studies – Australia (RUSIDSS-A).

The plan's purpose is to provide all stakeholders with a clear view of our long-term development intentions. Annual business plans will set out the detailed steps we need to take in order to achieve our objectives. The Executive Committee will ensure adherence to these objectives through constant monitoring of performance.

Our strategic plan is a living document. The Executive Committee will review and update it annually prior to the Annual General Meeting (AGM), and a new plan will be issued every five years.

Foreword

RUSI Queensland stands at an important crossroad in its history. We have provided a valuable service over many decades, but much of our strategic environment has changed and continues to do so. Our original charter remains relevant, but is not dynamic enough on its own to sustain our operations. We must evolve commensurate with world realities and community expectations – the community from which our membership is drawn, and to whom we have a responsibility to contribute to the public discourse on the most vital of national interests – Australia’s defence and security.

Since we were founded in Brisbane in 1892, new bodies such as the Australian Strategic Policy Institute and the National College, and numerous other Think Tanks and academia have entered the market, making the national security debate a more crowded space. Pressures on the national budget have seen our government funding reduced, and likely more difficult to secure in the future. And changing demographics are calling into question our traditional ideas about membership. The lesson is clear: we ignore these powerful forces at our peril.

Accordingly, the RUSI Queensland Executive Committee conducted an internal review of the Institute. Critically, the Committee concluded that our underlying *raison d’etre*, or *philosophy*, remains relevant and important, but that it needs to be refreshed, re-affirmed and restated. The Committee also recognised that we need to change our business model if we are to survive and prosper. Our speaker program is becoming stronger and will remain our flagship output but, in an increasingly technology-based world, we need to explore ways to make sure we are relevant to all audiences. We have boldly stepped into the international seminar environment that should attract sponsorship from governments and industry. And we are getting smarter on the use of website platforms and social media.

Given an economic situation where every dollar is precious, and the market competitive, we must give our stakeholders great value for money. With growing government and public demand for better management in the not-for-profit (NFP) sector, we need to conform scrupulously to best-practice governance principles. In order to ensure we benefit from the wide spectrum of talent available in the community, we must pursue greater diversity in our membership and in our leadership. And, to ensure we can continue to operate effectively into the future, we need to develop a stronger focus on business development.

This strategic plan reflects the Executive Committee’s work to date. It sets out our proposed development path and provides the framework within which all our efforts will take place. While it is central to our thinking and our activity, it is not locked rigidly in stone. The Executive Committee will review and update it each year in consultation with the general membership to ensure that it continues to reflect our circumstances and our needs.

We should all look forward to working with all our stakeholders to deliver compelling, value for money programs that make us a respected contributor to the defence and national security debate in Queensland.

Peter Mapp
President

March 2019

STRATEGIC DESIGN

Fundamentals

Philosophy

We believe that defence and security are important national interests. If Australia is not secure it is not sovereign.

RUSI Queensland contributes to public awareness on these issues. It advocates for stronger national security, including a credible defence presence in Queensland and the ability to operate effectively in the Indo-Pacific region, or domestically as necessary. RUSI Queensland supports deeper integration with Industry and strong international relationships. We provide an open source of government and community reference for these matters.

RUSI Queensland conducts independent research, public seminars and lectures focused on Australia's strategic challenges and opportunities. We provide public comment where appropriate.

Vision

A respected institution that provides reliable and authoritative input to the public discourse on defence and national security

Mission

Contribute to the public discourse on defence and national security

Values

- Independence – we do not advocate any partisan political interest
- Objectivity – we analyse issues on their merits
- Integrity – we canvass the spectrum of issues and views fairly
 - Quality – we strive for excellence
- Teamwork – we work collegiately with each other and with our stakeholders
- Respect – we appreciate and harness the diverse Queensland, national and international communities

Strategic Objectives

- Deliver high quality speaker programs and seminars
- Provide authoritative public commentary on relevant issues

- Develop a strong membership that reflects the community demographic and interests
 - Achieve cognitive diversity in our management and governance
 - Form mutually beneficial strategic alliances
 - Become self-sustaining financially
 - Demonstrate relevance to stakeholders

Supporting Actions

The following task list amplifies each strategic objective explaining what, as a minimum, needs to be done to be successful. Progress against these tasks and objectives will be monitored through the Executive Committee process and reported regularly to the membership.

Deliver high quality speaker programs and annual seminar

- Make the program a core Committee focus
- Develop a deliberate process for building the program each year
- Explore non-traditional delivery methods
- Exploit opportunities for collaboration with like-minded groups
- Develop a consistent process for managing activities
- Consult with members to identify and incorporate their program interests

Provide authoritative public commentary

- Advocate for defence and national security
- Provide press releases on selected issues
- Attend public hearings on relevant issues
- Actively seek public participation in RUSI Queensland activities

Develop a strong membership that reflects the community demographic and interests

- Achieve cognitive diversity in our management and governance
- Analyse the make-up of our membership
- Identify groups that are under-represented
- Develop strategies to recruit members from under-represented groups
- Focus Committee succession planning on improving diversity

Form mutually beneficial strategic alliances

- Queensland government
- Defence Industry
- Like-minded community organisations
- RUSIDSS-A
- Other RUSI CBs
- Other RUSI international organisations
- Relevant Indo-Pacific like-minded organisations

Become self-sustaining financially

- Secure sponsorship
- Manage and align annual subscriptions properly
- Manage and align Event attendance fees properly

- Establish a Business Development position on the Committee
- Identify and implement an alternative membership model
- Identify and implement an alternative funding model
- Identify and implement new methods for communicating with stakeholders

Demonstrate relevance to stakeholders

- Offer services that attract ADF members
- Provide insight to the general public on defence and national security
- Develop processes for performance review and improvement across all lines of operation
- Publish our corporate governance instruments

Organisational Context

The Executive Committee has identified a clear trend of decline and, notwithstanding the efforts of present and past Committees to arrest it, we are still in a decaying orbit. If we are to succeed and prosper, we must address as urgent priorities the following issues:'

- Membership and outreach
- Governance
- Strategic planning for future activities

RUSI Queensland is an independent incorporated association, and part of a wider federation of independent state and territory associations under RUSIDSS-A. The RUSI Queensland President is a member of the RUSIDSS-A National Council.

RUSI Queensland and its Executive Committee are governed by the Institute's constitution and is responsible for managing the day-to-day business and affairs of the Institute. The Executive Committee's members are elected from and by the general membership. Ex-officio members of the Executive Committee may be appointed on a majority vote of the Executive Committee's elected members. Stipends or honorariums would not normally be paid to Executive Committee members, including any ex-officio members.

The Executive Committee meets every month, or as required, and considers an Agenda that addresses annual objectives as well as any other item approved by the President.

The Executive Committee engages an external auditor annually to ensure that the Institute's financial statements represent a true and accurate record of its financial position and that the accounts are being maintained in accordance with relevant Australian accounting standards. A tax return is submitted to the ATO each financial year.

This strategic plan and a range of other policies, procedures and templates are available to members and the general public through the RUSI Queensland website <https://www.rusi.org.au/RUSI-QLD>

Core Business

RUSI Queensland core business is to promote understanding of national security and defence issues. The Institute does this in the following ways:

- Through regular lectures that harness the skills and knowledge of speakers expert in the fields of national security and defence
- Through international seminars or special events

- By encouraging networking
- Through public commentary

Membership

Membership of RUSI Queensland is open to all Queensland persons with an interest in national security and defence issues. Membership categories are set out in the Constitution. Membership subscriptions are set by the Committee and reviewed annually as part of the budget process.

Resourcing

RUSI Queensland is funded primarily through membership subscriptions with some elements of the program supported by a grant from the Department of Defence. Defence also generously makes venues available as in-kind support, including RUSI Hall which contains our Executive office and conference facilities. However, in response to generational, cultural and economic forces identified during planning, the Executive Committee intends seeking corporate sponsorship to mitigate the risk of declining membership subscription revenues.

Planning Approach

This strategic plan provides high-level guidance for RUSI Queensland’s sustainable development. The Executive Committee will review and update it annually, with a complete revision is to be issued at least every five years.

Annual business plans translate this plan’s guidance into activities designed to achieve the Institute’s strategic objectives. Performance will be measured by assessment against key performance indicators (KPIs). KPIs are to be developed as part of the activity mandated in the first annual business plan arising from this strategic plan.

Strategic planning is embedded in the Committee’s annual planning cycle (Figure 1).

Annual Planning Cycle

The strategic plan will be reviewed and updated annually prior to the development of the annual plan. This will ensure continuity between documents. The strategic plan will be completely refreshed every five years.



Figure 1 – Annual Planning Cycle