



T
H
E

STRATEGIC

P
L
A
N

2020 - 2025



Tingira Australia Association
Prepared and Presented
National Committee

NOVEMBER 2020



TINGIRA AUSTRALIA ASSOCIATION - OUR FIRST DECADE



T
H
E

STRATEGIC

P
L
A
N

2020 - 2025



Tingira Australia Association
Prepared and Presented
National Committee

NOVEMBER 2020



Tingira Old Boys
Association

1932 - 1990



TINGIRA
AUSTRALIA

2011



*Of all the words written of Tingira Boys,
these seem to hit home to every one of us*

*" The standards of Tingira Boys
have seldom been reached and never, surpassed "*

STRATEGIC PLAN - WHY

The production of the 'Strategic Plan' by the current Tingira Committee, assists this and future committees in developing an overall vision for the association, it's our pathway forward.

This assists with:

- *Present status of operations*
- *Future planning for growth, brand and activity*
- *Setting the aims for efficiency and delivery*

The plan gives the association focus, ability and responsibility to seek out external funding needed to deliver several possible and exciting new project elements of this future plan.

The 'day to day' running of the association with website, merchandise and commemoration as the main drive towards enhancing the brand and awareness of Tingira. Reuniting of old and new navy friendships is our main focus always.

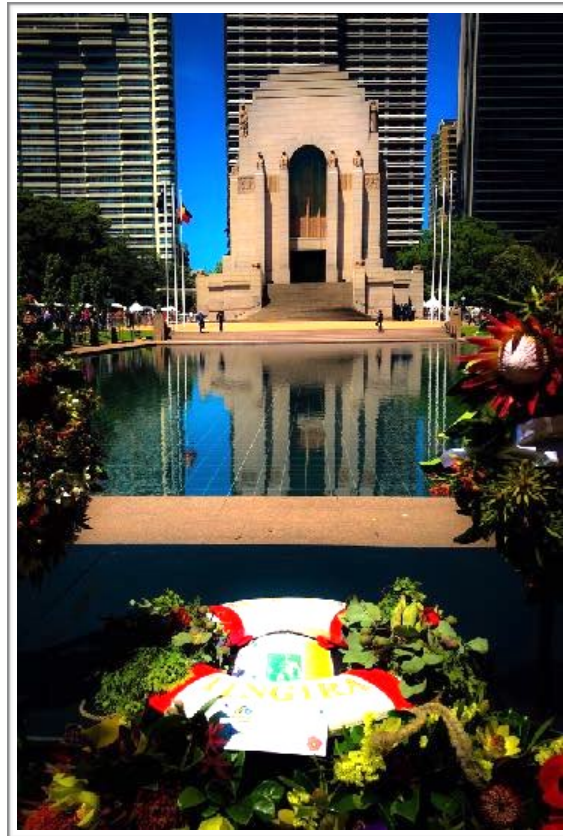
Seeking new memberships is the grand plan, where and how to embrace the next generation of 'Tingira sailors' to uphold the name and honour the past generations we presently represent is the challenge we give ourselves.

PRODUCTION - DESIGN

Tingira National Committee - Communications & Publications

PRINTING

ASAP PRINTING, SYDNEY



INDEX

1. COMMITTEE
2. MEMBERSHIP
3. COMPETITORS
4. IMAGE
5. VISION & MISSION
6. SWOT
7. PUBLICATIONS
8. EVENTS
9. TIMELINE
10. FINANCE
11. BUDGETS
12. PROJECT ESTIMATES
13. SPECIAL PROJECTS

DISTRIBUTION

Tingira National Committee - Stakeholders - Tingira Website

ANNUAL REVIEW

July 2021 - Tingira National Committee

TINGIRA Australia Association

“ Tingira - will live on forever ”

PERSPECTIVE

*“ Every day, is a new Tingira day in our history.
Thank you, for being part of our history ”*

“ On the first day of January 2011, when Tingira Patron, Vice Admiral, Russ Crane, and Secretary, Mark Lee, established the newly founded Tingira Australia Association, they stumbled across some quotes in materials they had gathered on all things HMAS Tingira and Cerberus Leeuwin. One of those quotes had some very strong overtones to those about to embark on this new venture - Tingira Australia Association. From an old monthly newsletter the 'Open Sea' from the Tingira Old Boys Association (TOBA), this quote was discovered "Tingira will live on forever".

Our Secretary struck some luck and found the last Tingira sailor, Dan Bowden, and interviewed him three weeks before he met his final fate at age 101. Quote from Dan *"The TOBA - they never really had a plan, they were not really focused as one organisation, they didn't even see the value in the 'Leeuwin kids' becoming Tingira members."*

What our predecessors failed to do during their 58 years of existence as an association was to recruit and grow their organisation. According to old Tingira Boy Dan, they were also a very splintered group, a Sydney versus Melbourne organisation. It was a very sad day when they handed their books, accounts and shackles to Canberra Navy Office as their numbers grew less over the final years.

I say let's not let history repeat itself in this regard.

We at Tingira Australia have a plan. It will be the committee's primary duty to update the 'Strategic Plan' every year with a five year plan as we continue to move forward with wind in our sails. This is our third Strategic Plan, and at the time of publication we have achieved 75% of our plans to date.

Our present 2020 committee have served an extra year of their term into 2020 due to the situation with COVID-19 outbreak. I thank them for this, as a team, they have spent some time over the past three months forging ahead with this strategic plan for the next elected committee in 2021. This was a big ask after the disappointment of the cancelled 2020 JR Reunion.

It is easy to look back in hindsight at the demise of the 'Tingira Old Boys' Association' and draw lessons from which we should learn. The way ahead is about clear thinking and good decisions. The crystal ball needs to be aligned to all points of the compass. The Association has to be set on a strong course, to navigate the future of our Association; this is what good committees do. This document will give our committee and members; direction and focus that we can measure, set true objectives for all to achieve and share the spoils. As a national association, we will continue to uphold this new Tingira brand that we have created over our first decade. We are now well recognised as a national ex-service navy organisation in 2020 by our members, peers and community.

I am confident we have the right team on duty at the helm. We will elect a new President and committee at the AGM 2021, I will still be in the shadows! I am sure they will use this document to forge ahead as we celebrate 10 years as an association in January. Our future and strength will be in membership, projects, ceremony, publications, activities, finance, sponsorships and continued strong ties with the Royal Australian Navy and civil communities. I look forward to the next decade of the Tingira Australia Association with great enthusiasm.

I sincerely congratulate all my committee members to date for their dedication and endeavours to produce this document. Setting the directions and tone for the association is a pinnacle point in our association's first decade of foundation. The work and contributions by the first three committees has been priceless in setting our future, thank you to all of those who have contributed.

Tingira will always welcome member's ideas and feedback, no green request form required, just a short email to the Secretary, our gangway is always open!

"Tingira - will live on forever" - I like that!

Lance Ker
President
Tingira Australia Association



TINGIRA

NATIONAL COMMITTEE
2020 - 2021



Lance Ker
President



Chris Parr
Vice President



Mark Lee
Secretary



David Rafferty
Treasurer



Darryn Rose
Committee
NSW



Jeff Wake
Committee
WA



Graeme Hunter
Committee
VIC

1. COMMITTEE

“ The quality of the Ship can be judged by the moral, standards and accomplishments of her crew ”

“ Many Captains have long stood by the status of their ship by the respect the crew has for 'Ship and Captain'. I believe Tingira is at a very good status at present in this regards, however always room to grow and improve as we mature.

The Committee on board 'Tingira' during the 2017 - 2020 is a reflection of the first decade of Tingira Australia Association. These first three committees took strong focus of bringing the 'Tingira Boys' back together for good social times, finding past shipmates, making new friends and meeting with their families, they have delivered on all fronts.

The next decade will be no different, future committees are now in a position to make a difference and leave our mark in time.

To bring our history and the story of 'all things Tingira' to the forefront will be the main mission. It's now time for us, while most are still young and active, to make and position the next Tingira generation into our footsteps, this will be our biggest challenge.

The present Tingira National Committee is focused and committed to the task. They are ably assisted by our next tier of volunteers, possible new state-wide Divisions of Tingira, complete with General Managers is the plan forward. Local state-wide Divisional general Managers of events will be our person of first point contact on these occasions, these Tingira Boys are the face and future of Tingira.

This possible statewide Division and Manager network will grow as we continue with the aim to soon allow the association to march nationally on Anzac Day under the Tingira banner. SA, TAS and NT will be in the 'gun sights' in the short term to secure the rest of the Tingira crew to make us truly national. I believe we will then be in the ultimate position of 'ship shape' condition on board the good ship Tingira!

Chris Parr
Vice President
Tingira Australia Association



2. MEMBERSHIP



741
TINGIRA
MEMBERS
2019

MEMBERSHIP 31 December 2019	2018	2019	TOTAL
HONORARY LIFE	0	0	11
FOUNDATION LIFE MEMBER	11	29	319
ASSOCIATE FOUNDATION LIFE MEMBER	0	0	20
GENERAL MEMBER	23	47	338
ASSOCIATE GENERAL MEMBER	0	3	53
TOTALS	34	79	741

RECRUIT BASE No's

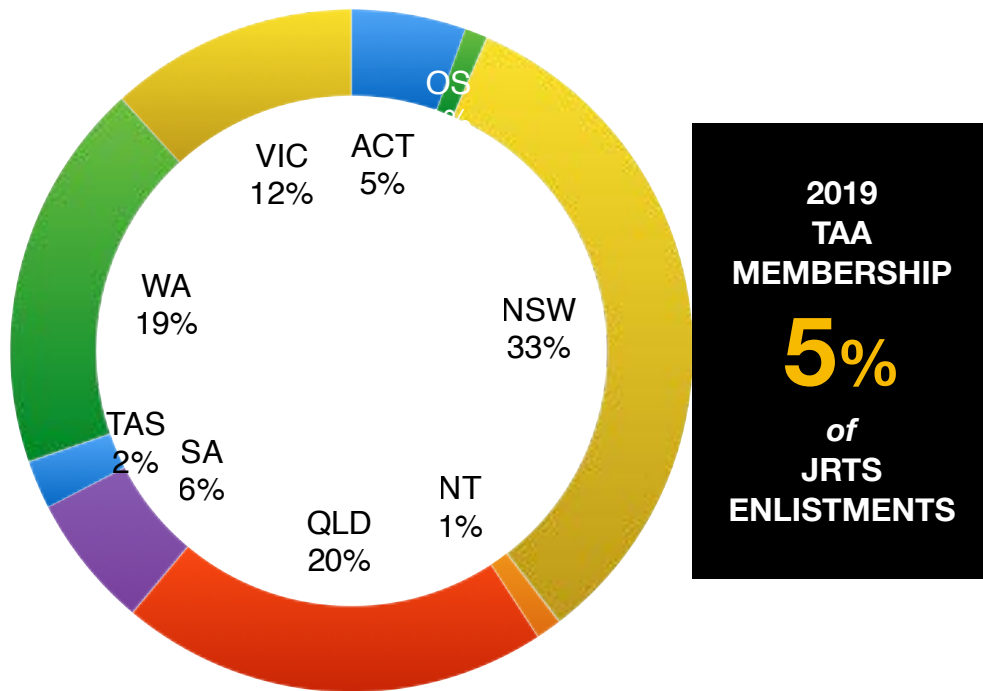
HMAS TINGIRA 2,700 RECRUITS 1912 - 27	HMAS CERBERUS 325 RECRUITS 1963 - 65	HMAS LEEUVIN 12,675 RECRUITS 1960 - 84
OFFICER CANDIDATES 255	NIRIMBA APPRENTICE 299	

**OVER
13,000**
JR's and Associates
can be
recruited
to the
TINGIRA
Australia
Association



DECEMBER 2019

741 NATIONAL MEMBERS
AVGE **82** PER YEAR



NSW	QLD	WA	VIC	SA	ACT	TAS	NT	OS
243	150	137	87	47	40	17	9	8

3. COMPETITORS

AGE - TIME & HEALTH



JUNIOR RECRUIT AGE No's

13 July 1960

First intake

155

Junior Recruits who
will turn

76

years of age
in 2020

3 April 1984

Final intake

40

Junior Recruits who
will turn

52

years of age
in 2020

3.1 **AGE**

As we grow older, our average age in 2020 will be 64. Some members look a lot older than they are, others are very fit and have stood test of time, we are a weathered bunch like most in our vintage.

3.2 **TIME**

Many boys are now facing or entering retirement age, health may not be on their side, however time is there for many. Looking for an opportunity to catch up with 'Old Navy' is always there for many of our boys, many are active in RSL and Legacy groups in capital cities and regional areas as well. Cross marketing with other navy associations for future awareness. TAA needs to be attractive, economical and active. Joint activities with RSL at State levels eg: SA, TAS, WA, ACT and QLD could be NEW targets. NSW, VIC and Nth QLD have done well over recent periods.

3.3 **HEALTH = ENERGY**

The Tingira committee must remain active, driving the duties of this plan and assist the LJR's where possible. Committee to be evenly spread over all states, if possible, as we grow. The group must remain healthy and vibrant with ideas, image and execution. Committee vacancies place a strain upon remaining office bearers and need to be minimised and overcome as quickly as possible.

3.4 **EXTERNAL SERVICE ORGANISATIONS (ESOs)**

The national RSL association would be seen as the big group that takes annual membership dollars from many Tingira Boys. There are also many other 'ship' associations that draw on our membership base. At the same time we are attractive to the ones whose ships have either retired and or their association is out of members, money or both.

4. IMAGE



OFFICIAL CREST

Tingira Australia Association
'TINGIRA' Flags

Evolving over the past 10 years, the present image and branding of the Association draws upon an amalgam of easily recognisable naval crests and heraldic components.

The central escutcheon is the now familiar large white capital 'T' on a black background with the crest symbols from HMAS Leeuwin and HMAS Cerberus as supporters. Beneath this are the names of all the former training establishments and ships which sit atop the Association motto "Training is Our Tradition".

When the Tingira Australia Association was commissioned on 1st January 2011 with the NSW Department of Fair Trading, the above motto was presented and approved as our part of our registered crest, as HMAS Tingira, Cerberus and Leeuwin were recruit training ships. The inaugural Tingira steering committee agreed that the training ships HMAS Tingira, HMAS Leeuwin and HMAS Cerberus were the 'cradle of the navy'. HMAS Cerberus remains the place where Australian civilians, male and female, are trained and inducted as sailors into the navy way of life, preparing them for training courses and future careers at sea in Her Majesties Australian Ships. Training is our theme by birth and nature.

The signal flag line spells the name of the Association and was added as part of a revised logo for the 2015 JR Reunion held in Sydney.

This image and branding will be used extensively to complement and enhance the consistency of our messaging to members and the wider public.





“ Tingira Will Live Forever ”

VISION - From an old monthly newsletter the 'Open Sea' (the aboriginal meaning for the word Tingira) the Tingira Old Boys Association, this quote was discovered “Tingira will live forever”.

We are the living second generation Tingira Boys in 2020. We must endeavour to carry on the great traditions of the navy and our former shipmates of the Tingira Old Boys Association. How can we not continue with this as our possible vision?

Tingira will live on forever is very much adopted by this association as we move forward. Quote to be used where ever possible in all future Tingira publications, speeches and events.

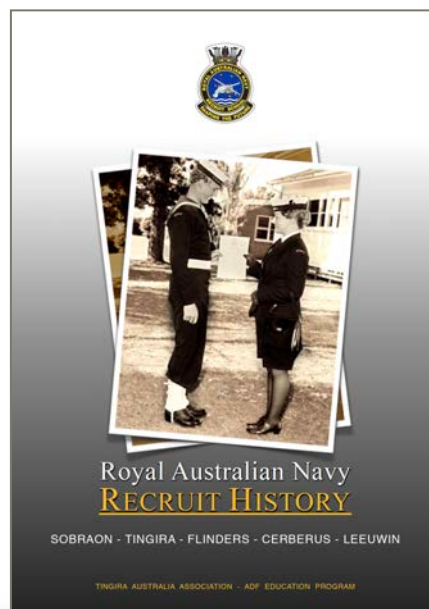


5.b MISSION Statement



“ Training Is Our Tradition ”

MISSION - “Training is Our Tradition” - The Tingira Australia Association will endeavour to nurture all past and present naval recruits and descendants of the training ships, NSS Sobraon, HMAS Tingira, HMAS Cerberus and HMAS Leeuwin.



6a. SWOT - STRENGTHS

6a.1 **GROWTH = POTENTIAL**

As many naval associations are losing members to health, merging due to low numbers and funding. Tingira is still growing monthly with recruiting and awareness of our activities of ANZAC Day, Tingira Day and JR Intake reunions, driving the future strength of the association.

Action:

- *Refer to 'Opportunities - Recruiting' section 6.c.21*

6a.2 **WEBSITE = WE HAVE ONE THAT WORKS**

The Tingira website & merchandise products display strong loyalty and awareness of the association to the general community and former JR's who are not already Tingira members. Members are very proud to wear their shirts, caps and jackets just to go Saturday morning shopping!

Action:

- *Refer to 'Publications' sections 7.4 and 7.5 for actions in 2020 being undertaken by Secretary*
- *The Association website must be continually updated with content kept relevant to the Vision and Mission of TAA*
- *Committee as a whole to review content with each release of Voicepipe*

6a.3 **IMAGE & BRAND = WE ARE RECOGNISED**

We have a story to tell and we are proud to tell it. We also have a great looking 'uniform' when all together, the new merchandise for 2020 JR reunion will add to the image, a new line of product should be sought for summer of 2022 when we expect to have most of present stock down to the low point.

Action:

- *Committee, led by Secretary to develop new product lines for consideration at 2021 AGM and subsequent sale of items starting in Autumn / Winter 2022*
- *Refer also to 'Opportunities – Projects' section 6.c.1 'Tingira Merchandise' for committee actions to be taken in conjunction with events which provide marketing opportunities*

6a.4 **COMMITTEE = ACTIVE, INVENTIVE & COOPERATIVE**

The present committee is strong and focussed with enthusiasm to move forward as a group and see greater success in all our activities. Disappointed with the cancellation of the 2020 JR Reunion as it was going to deliver many surprises for all the hard work, however time moves on. We are now a true national committee, more widely spread with committee members in WA, VIC, QLD and NSW, we need to keep it like this if possible.

Action:

- *Refer to 'Weaknesses' sections 6.b.2*

6a.5 **MEMORABILIA = TAA GOOD STOCK LEVELS**

The association has gathered many items of memorabilia over the first decade, the most significant, the original HMAS TINGIRA side plate name board. There are many others small items from HMAS Leeuwin and we are about to receive the original bell rope from CS Sobraon. All items are well documented in our history book that was recently published 'Our Lifetime Voyage' Vol 1&2. We also have many hundreds of hand written pages from former Tingira boys who were writing the ships history, but passed during the course of production

Action:

- *President and Secretary to continue to work with Australian National Maritime Museum, RAN Historical Collection and HMAS Cerberus Naval Museum and Recruit School to ensure all item are appropriately catalogued and curated. Ongoing*

6a.6 **COMMUNICATION = REACH is GOOD - ELECTRONIC & SOCIAL MEDIA**

Email and Facebook social media are our major tools of communication to present and potential, future members. The issue as always is that the member must have an 'active' email. Getting our brand and image in front of former Junior Recruits is always a challenge with many emails bouncing as people change jobs and providers. VoicePipe magazine is our best product, when published the merchandise orders fly out for 21 days and facebook lights up in different directions. Aim is now for three issues annually.

Actions:

- *Secretary to continue coordinating publication of quarterly Voicepipe*
- *Include 'Call to Arms' section in at least two Voicepipe annually to encourage present membership to 'reach out' to ship mates in their networks and suggest to them they join*

6a.7 **DIVISIONS & GENERAL MANAGERS**

The new Tingira Statewide Division network is an idea to take shape nationally in 2021 as this stage. Local boys take ownership of their two major state activities, Anzac Day and the Tingira birthday. Participation in these events will help the drive on all things 'Tingira' with the GM's ability and authority to lead their state-wide members as the front man. A new booklet has been produced to make the setups all the same and thus standard nationally. The guide provides direction to how we should look and act at ceremonies and celebrations.

Actions:

- *Approval to form Divisions will be required by motion at the 2021 AGM*
- *Within two years, GM's are to stage and support their own local events outside the two major events*
- *Committee, led by Secretary, to continue providing support to GM's to enable above outcome*
- *GM's Guide to be updated annually by Committee with input from GM's*



6b. SWOT - WEAKNESSES

6b.1 **TIME & ENERGY**

The 'bloodlines' of all associations and the driving force is usually a small group of one or two individuals on the executive committee that make dreams into reality, we have this as a very strong positive asset. We have this as a very strong positive asset at the time of publication of this plan. However, as time passes that core's enthusiasm will wane and must be rejuvenated with new blood. Targeted recruiting and selection of committee members is essential.

Action:

- *Patron, President and Secretary to assess potential new executive committee members drawn from nominations for committee positions*

6b.2 **RECRUITING**

As an association we need to improve over the next five years to bring a few more younger members into the committee position. Tingira has a few very entrepreneurial members and needs to drive down into the membership and find others sooner rather than later; future persons will be required to step into some big shoes in future years and continue the drive and focus of the association. In 2021 we need a new President, again someone with 'flare and authority' would be the right mould if possible?

Action:

- *Current Committee members are to identify potential new committee members for election at AGMs if they intend to step down*
- *Secretary to include 'Call for Nominations' in VoicePipe magazine as required. Ongoing*

6b.3 **EVENTS**

Tingira needs to continue to deliver on present events and create possible local ones perhaps with other ESO's.

Action:

- *Committee and GM's to identify and agree upon up to four new events (local/national) to add to annual events calendar for discussion each AGM*

6b.4 **FINANCE**

The investment account should now take on an annual fundraising target, we have let this slide. Aiming for project costs and a reserve fund would be a simple start up feature? Sponsorship with dollar contributions could also be sought from RSL and community supporters.

Action:

- *Treasurer and Secretary to ratify TAA Annual Budget Fixed Costs (based upon averages from first decade of operation) then present TAA Annual Budget for 2021 – 2025 as a motion for discussion and agreement at 2021 AGM. Refer to 'Finance' sections 11.b and 11.c*
- *Treasurer and Secretary to propose TAA Annual Fundraising Targets for 2021 – 2025, encompassing project grants or subsidies, merchandise sales, membership fees and functions as a motion for discussion and agreement at 2021 AGM*
- *Committee to review adequacy of both the above and propose adjustments annually for the AGM. Ongoing*

6c. SWOT - OPPORTUNITIES - PROJECTS



6c.1 **TINGIRA MERCHANDISE**

Continuing merchandise sales via website as we continue to grow numbers on national annual ANZAC and Tingira Day activities. Perhaps some new products, foul weather jackets, need a sponsor to put up the stock cash, they were \$45 each, could do a logo on there somewhere?

Action:

- *Committee to identify at least one 'quality' sponsor whose logo could be included on merchandise items before 2021 AGM.*
- *Merchandising sponsorship to be reviewed and agreed upon at each AGM.*



6c.2 **TINGIRA FLASH**

The opportunity to take the name 'Tingira' back to the ranks of the Royal Australian Navy is a challenge we set for the present and future committees. We must ask ourselves HOW can we get the 'TINGIRA Flash' back onto the shoulders of HMAS Cerberus recruits? This will be a big challenge.

Action:

- *Led by President and Secretary with support from Patron as appropriate; select committee to work with RAN WON as a first step with a view to putting a proposal to CN within two years.*



6c.3 **TINGIRA STONEHAVEN MEDAL**

Extend promotion of Stonehaven Medal winners Local Press, TAA Annual Report, VoicePipe, TAA Website, Navy Social Media pages.

Action:

- *President and Secretary, ongoing*

6c.4 **TINGIRA - RAN & HMAS CERBERUS**

Further nurture the relationships with CO of navy cadets at TS Tingira Cerberus, CO of Recruit School Cerberus, WON and CN Canberra on historical relevance of Tingira in today's and future navy.

Action:

- *Led by President and Secretary with support from Patron as appropriate; work with COs and WON in 2020 through 2021 to garner their inputs on opportunities to achieve the above.*



6c.5 **TINGIRA - AUSTRALIAN NATIONAL MARITIME MUSEUM**

Broaden the relationship with this group who also have TINGIRA memorabilia and the former HMAS Tingira sloop and former HMAS Sleuth, SY ERNA, in the classic historical collection berthed next to the navy fleet of ships on display at the ANMM.

Action:

- *Led by President and Secretary with support from Patron as appropriate; work with CEO ANMM in 2020 through 2021 to garner input on opportunities to achieve the above.*
- *Secretary to approach Navy Seapower Director, David Perryman, during 2020 to seek assistance on how to tackle this opportunity.*



6c.6 **ANZAC DAY - LEEUWIN BARRACKS - WA**

Broaden the relationship with this group, we are currently finalising 'offer' to conduct the Anzac Day Dawn Service (MOU). This opens door for Tingira Aust Assoc to set the agenda of event, invite VIP's, host breakfast and negotiate closer relationship with East Fremantle Council, local Navy establishment and Australian Navy Cadet association. Also continue with JR Memorial special rep and project co ordinator

Action:

- *Led by President, Secretary and WA Divisional GM with support from Patron as appropriate; work with Management of Leeuwin Barracks to finalise MOU prior to end of 2020.*
- *Continue to pursue JR Memorial DVA special rep and project. Ongoing.*





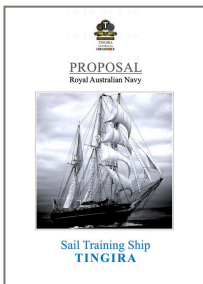
6d.1 **SPECIAL PROJECT No. 1**
TINGIRA MEMORIAL RENOVATION

Dream, resurrect the 2018 Rose Bay TINGIRA MEMORIAL RENOVATION project.

This will bring great opportunities for national exposure if approved. Need to re focus on this possible project start with Rose Bay Local, Member Gabriel Upton, Woollahra Council and Rose Bay RSL sub-Branch as the initial stakeholders.

Action:

- *President and Secretary to re focus on this possible project resurrection with Rose Bay Local, Member Gabriel Upton, Woollahra Council and Rose Bay RSL sub-Branch prior to 2021 AGM*
- *If project is agreed, establish a dedicated special project sub committee to undertake 'grunt-work', liaison and reporting back to national committee*



6d.2 **SPECIAL PROJECT No. 2**
Sail Training Ship TINGIRA

Dream High, can we get a new RAN ship named STS Tingira in the future, perhaps the next Sail Training Ship. Can we see a new Navy Cadet unit in Sydney, named SOBRAON on Sydney Harbour somewhere, TS Leeuwin in Fremantle

Action:

- *President and Secretary to liaise with Executive Director Young Endeavour Youth Scheme (YEYS), Mr Stephen Moss, to discuss current plans for replacement STS to Young Endeavour and opportunity to name it STS Tingira prior to 2021 AGM*
- *If there is potential for this to proceed, establish a dedicated special project sub-committee to undertake 'grunt-work', liaison and reporting back to national committee*

6d. SWOT - OPPORTUNITIES - SPECIAL PROJECTS

6d.3 **SPECIAL PROJECT No.3** **TINGIRA NAVY SAILOR**

Dream Higher, 'The Navy Sailor' a large bronze statue now in Fremantle and Port Melbourne. Just imagine one in Darling Harbour, Sydney at the Maritime Museum, or in Woolloomooloo, Sydney, outside Fleet Base as big as the 'Sailor Kiss' that is front and centre in downtown San Diego?

Action:

- *President and Secretary to gather relevant background information on statues already in place and commence initial discussions with parties relevant in City of Sydney Council and NSW State Government prior to 2021 AGM*
- *If there is potential for this to proceed, establish a dedicated special project sub-committee to undertake 'grunt-work', liaison and reporting back to national committee*



6d.4 **SPECIAL PROJECT No. 4** **TINGIRA CADET AWARDS**

Sky High Dream, a national ADF cadet education program, a doorway to the cadet empire, An area we could extend into with good links at Cerberus and Fremantle already established. SA had a good door opened at one stage few years back.

Action:

- *President and Secretary to commence initial discussions with both Director General ANC, Commodore Mark Hill and National Commander ANC, Captain Martin Blume to explore annual or special award opportunities and report at 2021 AGM*
- *If there is potential for this to proceed, establish a dedicated special project sub-committee to undertake 'grunt-work', liaison and reporting back to national committee*

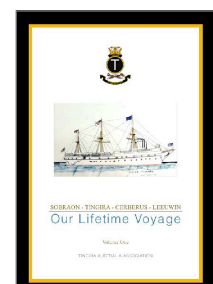


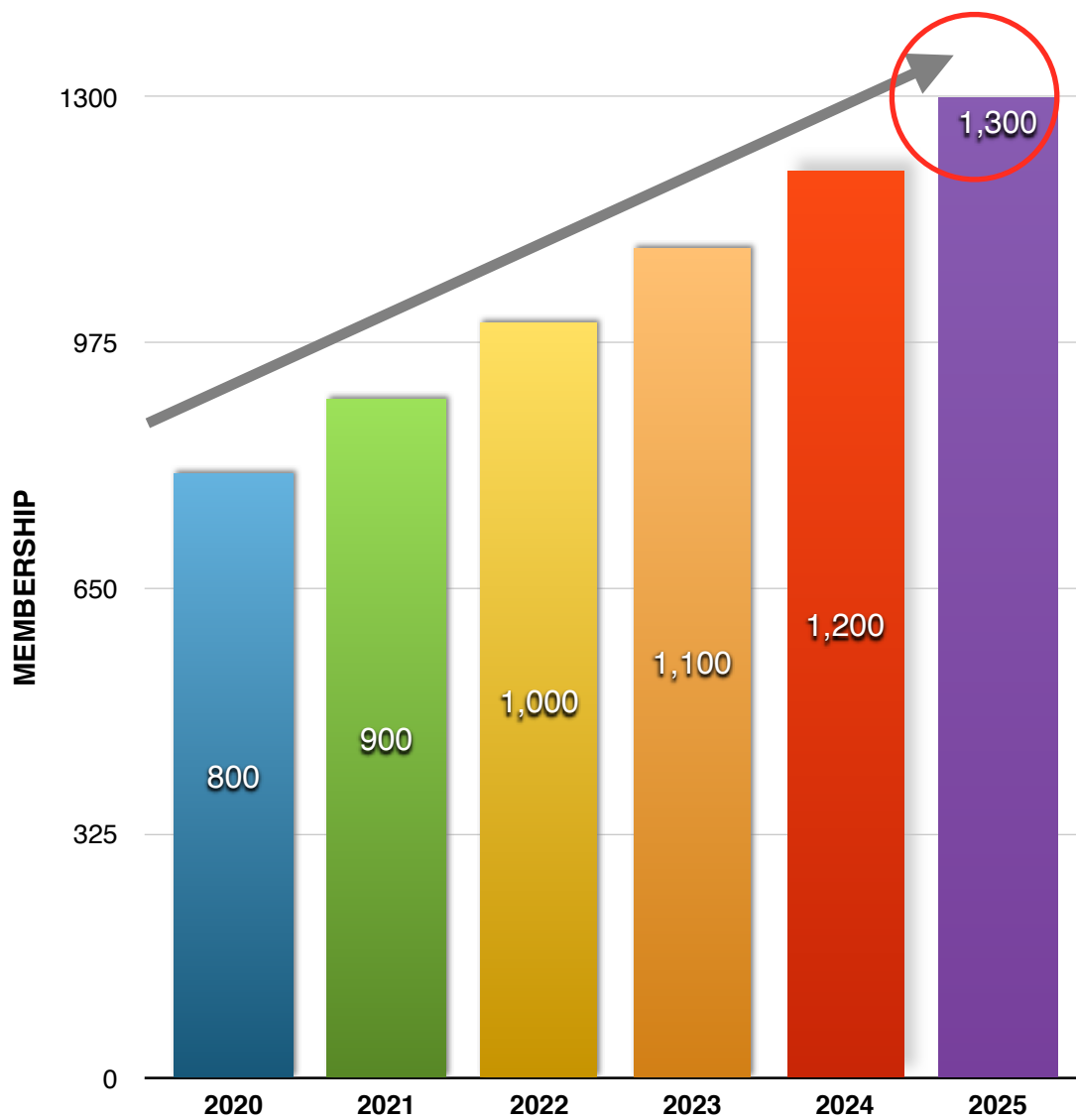
6d.5 **SPECIAL PROJECT No. 5** **OUR LIFELONG VOYAGE Vol 1 & 2 & 3**

Outer Space Dream, to Launch the Tingira book "Our Lifelong Voyage and sell over 500 copies via Tingira website. Then commence translation and production of Vol 3, "The Original Tingira Boys".

Action:

- *Secretary and Committee, ongoing*





6c.13 **AIM 100** - *Aim Chart*

Membership numbers aim to increase from 2021, celebrating 10 years as Tingira Australia Association. Promotion, 'AIM 100' members annually for next five years

RECRUITING NEW MEMBERS

Present 2020 membership **750** of approx. 14,000 Junior Recruits and Descendants

6e.1 **AIM 100**

Tingira committee must aim to increase membership numbers, leveraging into 2021 from the 10 years anniversary as Tingira Australia Association.

Goal of 'AIM 100' – to increase membership by at least 100 annually for next five years.

Actions:

Committee is to use the following broad tools and directions as applicable:

- **WEBSITE** - Improve website directions to membership - Invitation bar top of web page. Widespread use of links to other associations' FaceBook pages.
- **FACEBOOK** - Monthly facebook membership notice with merchandise flyer.
- **ANNUAL REPORT** - TAA 2019 annual report continues to be mailed out with all current merchandise orders. Subsequent annual reports to likewise mailed with future orders.
- **REWARDS** – Support efforts of the state-wide LJRs in their recruiting efforts by offering small incentives and rewards.
- **CADETS** - LJR's to partner with a statewide navy cadet units - Navy staff to be offered complimentary associate membership of TAA.
- **PARTNERS** – Identify and sign partners / sponsors to become TAA Associate members in 2021.
- **CONVERSION** – Membership drive - General Members convert to 'Foundation' life member status in 2021. Issue invitation to General Members in open letter / email followed up by inclusion in two issues of Voicepipe prior to 2021 AGM. Repeat in subsequent years dependent upon take-up.
- **RAN AND NAVY CADETS** - Find a new avenue to recruit the next generation of Tingira sailors? Work with RAN on this angle and Australian Navy Cadets (ANC) nationally. Secretary to apply for membership to "Forcenet" to establish a 'social' group therein related to Tingira. President and Secretary to liaise with both Director General ANC, Commodore Mark Hill and National Commander ANC, Captain Martin Blume to explore opportunities .

Committee to review and recalibrate tools and directions as required.
Ongoing in support of AIM 100



6f. SWOT - THREATS

6f.1 **FINANCE**

Lack of set budgets for annual costs; dwindling membership fees; and lack of fundraising targets if coupled with a lack of committee drive to achieve the same; would all result in rapid decline in financial health of the Association.

Action:

- *Continue to grow / sustain merchandise sales via website, refer to 'Opportunities – Projects' section 6.c.1 'Tingira Merchandise' above*
- *Committee to identify potential reasons / projects to put forward to RSL for donations / cash grants*
- *Both of the above are ongoing actions throughout this plan*

6f.2 **MEMBERSHIP**

The growth pattern is still in our favour where we recruit more than we lose at present. However we must break some new ground to secure a new generation of Tingira members from somewhere.

Action:

- *Refer to the actions set out in 'Opportunities – Projects' above*

6f.3 **GOOD PRESS v BAD PRESS**

Negative comments on the association and or members' activities, primarily in social media; and the potential for negative local / state / national press coverage of members' involvement during major events all present a risk to the image and long-term viability of the Association.

Action:

- *Secretary, committee and LJRs to continually 'hunt out' more good storylines in our ranks for VoicePipe, social media and the press*
- *Negative comments on the association and or members' activities are to be dealt with by Tingira National Committee in accordance with the new TAA Policy and Regulations guide in place covering such situations*
- *Both of the above are ongoing actions throughout this plan*



TINGIRA

HOME ABOUT ▾ HISTORY MEDIA VOICE PIPE EVENTS STORE ▾ CONTACT

MEMBERSHIP - JOIN HERE



2020 STRATEGIC PLAN - NEW WEBSITE

Tingira Australia Association President, Lance Ker, released the new five year Strategic Plan for the association today from his lockdown bunker in central Queensland with the launch of the new Tingira website.

A gathering of Canberra Tingira members and guests were on hand at the Southern Cross Club to witness Tingira Patron, Vice Admiral Russ Crane, launch the new website with the 'Strategic Plan' one of many valuable detailed documents within the walls of the website.

EVENTS - 2020 CALENDAR



TINGIRA AUSTRALIA ASSOCIATION – The function of the Tingira Australia Association is to keep the 'Spirit' of the HMAS Cerberus and HMAS Leeuwin Junior Recruits alive through the re-uniting of class and shipmates at a true social and friendship level. The association is non political and does not offer welfare service or advice.

Foundation Life Membership and General Membership of the Association is open to all personnel who have served on board HMAS Cerberus and HMAS Leeuwin and worn the famous 'Tingira Flash'. Foundation Life Membership and General Membership is also open to Associate members, offered to our friends and family members, Tingira descendants, Leeuwin Instructors, Ships Company and Officers of the RAN.

Membership now stands at 760 plus as our first decade of membership approaches in January of 2011. At the 2010 JR reunion over 3,000 boys gathered and we formed as this association from that event. Our members ages range from approx. 50 – 75 years young, some of those stalwart members are still serving in the RAN today. Although the majority are dispersed throughout the length and breadth of the Australian countryside, many members are also scattered across international waters.

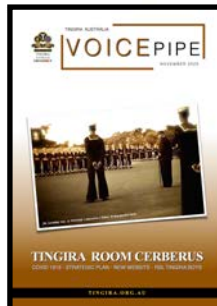
The membership is kept informed of events, past, present and future by means of our website www.tingira.org.au and our magazine 'VoicePipe'. ANZAC Day and the Tingira birthday, 13 July, anniversary of the first Leeuwin intake in 1960, are out two most import annual events that we commemorate and celebrate. As an association we acknowledge and represent the activities and descendants of the English Clipper Ship, Sobraon, which then became the NSW Nautical School Ship, Sobraon, which went on in a third life to finally become HMAS Tingira on 25 April 1912.

The association also supports the Recruit School at HMAS Cerberus, with a 'Tingira class' as part of the new Yarra division. At each Passing Out Parade, the 'Tingira Topshot' trophy is awarded to the recruit with best results from rifle range activities. The Tingira 'Stonehaven Medal' is awarded annually to the Tingira Boy or Boys members who achieve 'above and beyond community exceptions' in navy or civilian communities.

Support for all the activities and services of the Association is provided by unpaid volunteers who are elected to the national committee for a three year term. We do not have lists of Tingira Boys names who have served in Ships Sobraon, Tingira, Cerberus and Leeuwin; these are held by Dept of Defence and can be given by request to the department. The association is open to sponsorship and fresh ideas from the membership via committee members or direct to the Secretary, thank you.

Lance Ker, President
Tingira Australia Association

facebook

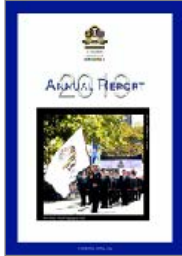


CUMBERLAND RSL sub - Branch
Proud supporter of the *Tingira Australia Association*
cumberlandrslsubbranch.org.au



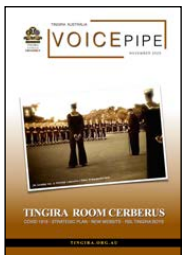
2020 - WEBSITE UPGRADE - New Webmaster - Copeland Creative, Sydney

7. PUBLICATIONS



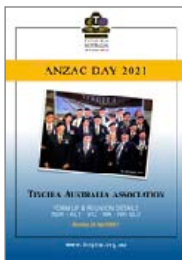
7.1 **TAA - 2019 ANNUAL REPORT**

Placed on the TAA website approx. one month before AGM. Copy gives full pictorial of activities, status and audited financial report position. 100 colour printed copies are produced, one copy sent with every merchandise order as a PR attraction, many merchandise orders are from new members, gives good impression what we do and have accomplished over past 12 months.



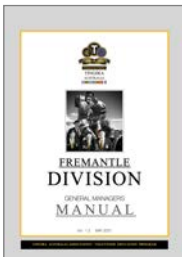
7.2 **TAA - VOICEPIPE MAGAZINE**

Placed on the TAA website and emailed to members, with updated email address. Produced approx. every 12-16 weeks by the committee. No hard copy is produced.



7.3 **TAA - ANNUAL ANZAC DAY GUIDE**

Placed on the TAA website mid March - emailed to members. Produced annually with cut off mid March for updated content on ANZAC DAY details for each individual state. This is led by the nominated LJR's statewide.



7.4 **NOVEMBER - WEBSITE UPGRADE - CC**

New host is MATT COPELAND, Copeland Creative, Zetland, Sydney. Price about the same as MTL with similar service. Will gradually upgrade and tidy up the site between now and end of 2020. This is our major communication with members, stakeholders and general public. There is no MEMBER section or passwords, no membership information is circulated and now former details of any Sobraon, Cerberus and Leeuwin sailors is held by only TAA and treated as strictly 'In-Confidence' information.



7.5 **GENERAL MANAGER's MANUAL**

An updated publication to assist NEW and existing state wide Division General Managers to present the association as a similar presentation in each state at events and representations

7.6 **TAA - STRATEGIC PLAN**

A document we presented in 2015 for the first time and is now our 'road map' as we move forward as a progressive association representing the membership. Placed on website for all to see.

8a. EVENTS - 2020 to 2025

DATE	TIME	EVENT	Location
2/7/20	TBC	Presentation Stonehaven Medal	Queensland winner 2020
11/7/20	8 am	Tingira Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA & Tingira Memorial, Rose Bay, NSW
11/7/20	6.30 pm	Tingira Day Birthday Party	National Birthday celebration by Members Statewide
11/11/20	10.45 am	Remembrance Day Service	JR Memorial, Fremantle, WA & Tingira Memorial, Rose Bay, NSW
12/12/20	6.30 pm	Tingira Christmas Retreat	National Christmas celebration by Members Statewide

*"Tingira's first decade birthday is set down for January 2021
and will be a future proposed national celebration event of the
Tingira Australia Association*

*Possibly to be celebrated on Australia Day at JR Memorial,
Fremantle, WA and Tingira Memorial, Rose Bay, NSW*

*Both memorials will be 'Dress Ship' to celebrate the occasion
with possible local activities with other ESO's*

DATE	TIME	EVENT	Location
26/1/21	8 am	Australia Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
24/4/21	6 pm	ANZAC Tingira Sunset Service	Tingira Memorial, Rose Bay, NSW
24/4/21	6.45 pm	Tingira Australia Assoc - AGM	TBC
24/4/21	7.30 pm	Tingira Presidents Dinner	TBC
25/4/21	6 am	ANZAC DAY Tingira Dawn Service	JR Memorial, Fremantle, WA
25/4/21	9 am	ANZAC DAY National Service Parade	National Commemoration by Members Statewide
7/5/21	11 am	Coral Sea Commemoration HMAS Australia	US Memorial, Russell Offices, Canberra
1/6/21	8am	Tingira Ocean paddle Ski race	Tingira Memorial Rose Bay Sydney, start line, Tingira trophy
TBC	TBC	Presentation Stonehaven Medal	TBC
10/7/21	8 am	Tingira Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
10/7/21	7 pm	Tingira Day Birthday Party	National Birthday celebration by Members Statewide
11/11/21	10.45 am	Remembrance Day Service	JR Memorial, Fremantle, WA & Tingira Memorial, Rose Bay, NSW
11/12/21	7 pm	Tingira Christmas Retreat	National Christmas celebration by Members Statewide

DATE	TIME	EVENT	Location
26/1/22	8 am	Australia Day - COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
23/4/22	6 pm	ANZAC Tingira Sunset Service	Tingira Memorial, Rose Bay, NSW
23/4/22	6.45 pm	Tingira Australia Assoc - AGM	TBC
23/4/22	7.30 pm	Tingira Presidents Dinner	TBC
25/4/22	6 am	ANZAC DAY Tingira Dawn Service	JR Memorial, Fremantle, WA
25/4/22	9 am	ANZAC DAY National Service Parade	National Commemoration by Members Statewide
6/5/22	11 am	Coral Sea Commemoration - HMAS Australia	US Memorial, Russell Offices, Canberra
1/6/22	8am	Tingira Ocean paddle Ski race	Tingira Memorial Rose Bay Sydney, start line, Tingira trophy
TBC	TBC	Presentation Stonehaven Medal	TBC
9/7/22	8 am	Tingira Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
9/7/22	7 pm	Tingira Day Birthday Party	National Birthday celebration by Members Statewide
11/11/22	10.45 am	Remembrance Day Service	JR Memorial, Fremantle, WA & Tingira Memorial, Rose Bay, NSW
10/12/22	7 pm	Tingira Christmas Retreat	National Christmas celebration by Members Statewide

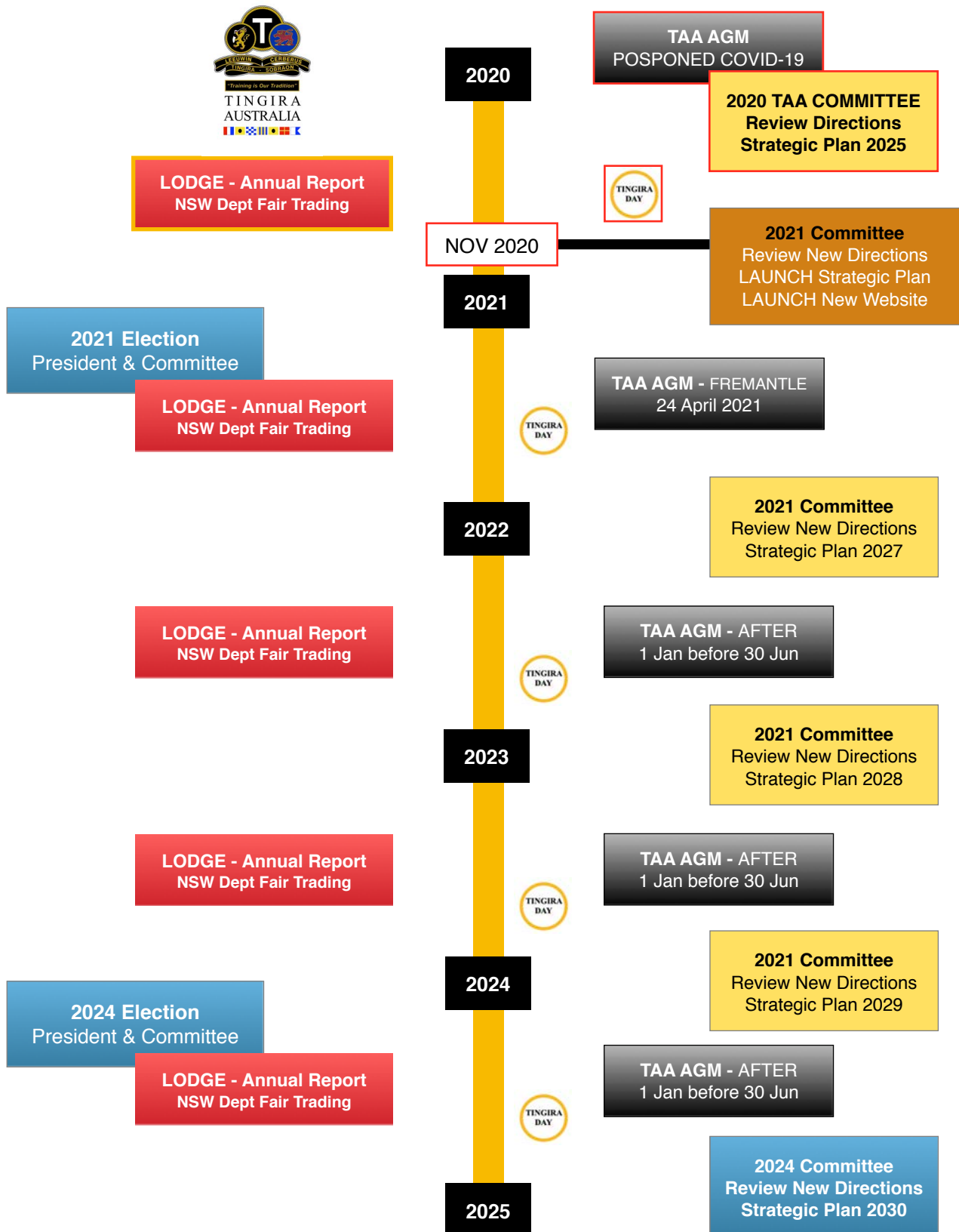
DATE	TIME	EVENT	Location
26/1/23	8 am	Australia Day - COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
22/4/23	6 pm	ANZAC Tingira Sunset Service	Tingira Memorial, Rose Bay, NSW
22/4/23	6.45 pm	Tingira Australia Assoc - AGM	TBC
22/4/23	7.30 pm	Tingira Presidents Dinner	TBC
25/4/23	6 am	ANZAC DAY Tingira Dawn Service	JR Memorial, Fremantle, WA
25/4/23	9 am	ANZAC DAY National Service Parade	National Commemoration by Members Statewide
5/5/23	11 am	Coral Sea Commemoration - HMAS Australia	US Memorial, Russell Offices, Canberra
1/6/23	8am	Tingira Ocean paddle Ski race	Tingira Memorial Rose Bay Sydney, start line, Tingira trophy
TBC	TBC	Presentation Stonehaven Medal	TBC
15/7/23	8 am	Tingira Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
15/7/23	7 pm	Tingira Day Birthday Party	National Birthday celebration by Members Statewide
11/11/23	10.45 am	Remembrance Day Service	JR Memorial, Fremantle, WA & Tingira Memorial, Rose Bay, NSW
9/12/23	7 pm	Tingira Christmas Retreat	National Christmas celebration by Members Statewide

DATE	TIME	EVENT	Location
26/1/24	8 am	Australia Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
20/4/24	6 pm	ANZAC Tingira Sunset Service	Tingira Memorial, Rose Bay, NSW
20/4/24	6.45 pm	Tingira Australia Assoc - AGM	TBC
20/4/24	7.30 pm	Tingira Presidents Dinner	TBC
25/4/24	6 am	ANZAC DAY Tingira Dawn Service	JR Memorial, Fremantle, WA
25/4/24	9 am	ANZAC DAY National Service Parade	National Commemoration by Members Statewide
3/5/24	11 am	Coral Sea Commemoration - HMAS Australia	US Memorial, Russell Offices, Canberra
1/6/24	8am	Tingira Ocean paddle Ski race	Tingira Memorial Rose Bay Sydney, start line, Tingira trophy
TBC	TBC	Presentation Stonehaven Medal	TBC
13/7/24	8 am	Tingira Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
13/7/24	7 pm	Tingira Day Birthday Party	National Birthday celebration by Members Statewide
11/11/24	10.45 am	Remembrance Day Service	JR Memorial, Fremantle, WA & Tingira Memorial, Rose Bay, NSW
14/12/24	7 pm	Tingira Christmas Retreat	National Christmas celebration by Members Statewide

DATE	TIME	EVENT	Location
26/1/25	8 am	Australia Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
20/4/25	6 pm	ANZAC Tingira Sunset Service	Tingira Memorial, Rose Bay, NSW
20/4/25	6.45 pm	Tingira Australia Assoc - AGM	TBC
20/4/25	7.30 pm	Tingira Presidents Dinner	TBC
19/4/25	6 am	ANZAC DAY Tingira Dawn Service	JR Memorial, Fremantle, WA
19/4/25	9 am	ANZAC DAY National Service Parade	National Commemoration by Members Statewide
2/5/25	11 am	Coral Sea Commemoration - HMAS Australia	US Memorial, Russell Offices, Canberra
1/6/25	8am	Tingira Ocean paddle Ski race	Tingira Memorial Rose Bay Sydney, start line, Tingira trophy
TBC	TBC	Presentation Stonehaven Medal	TBC
12/7/25	8 am	Tingira Day COLOURS DRESS SHIP	JR Memorial, Fremantle, WA Tingira Memorial, Rose Bay, NSW
12/7/25	7 pm	Tingira Day Birthday Party	National Birthday celebration by Members Statewide
11/11/25	10.45 am	Remembrance Day Service	JR Memorial, Fremantle, WA & Tingira Memorial, Rose Bay, NSW
13/12/25	7 pm	Tingira Christmas Retreat	National Christmas celebration by Members Statewide



9. TIMELINE



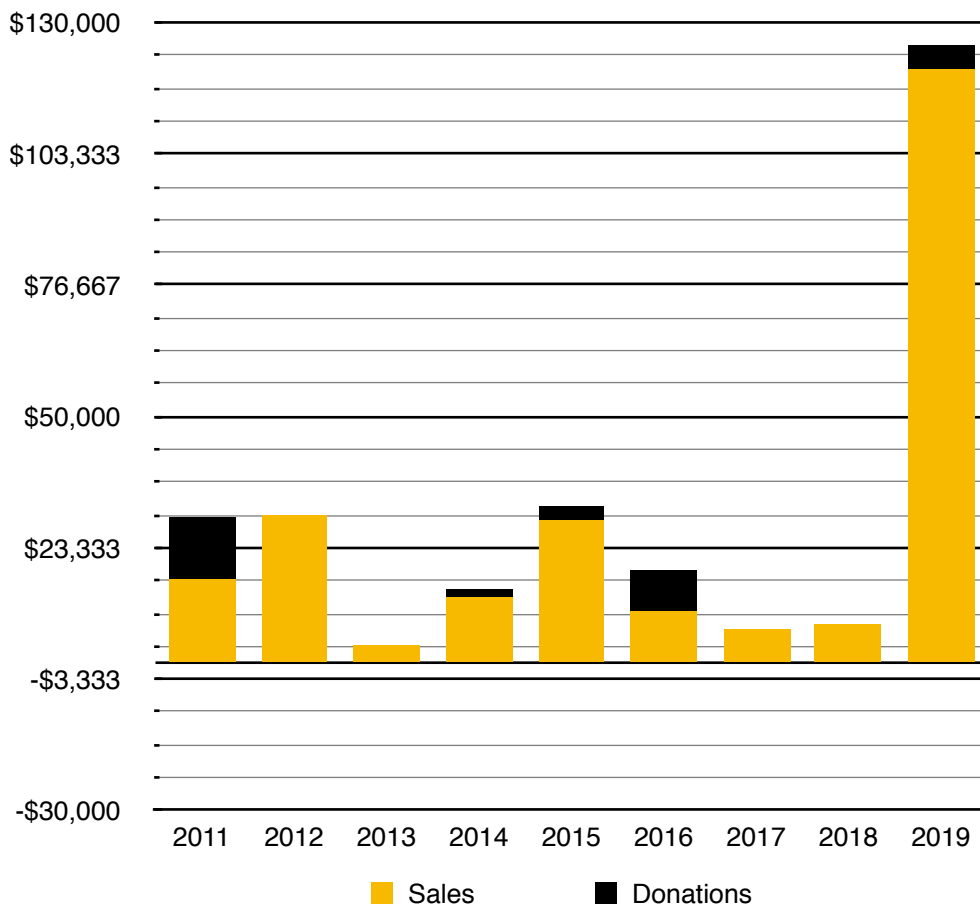
10. FINANCE



LOCAL GOV



INCOME - Income for the Tingira Australia Association will continue to largely be generated through a range of sources including: membership fees; merchandise sales; donations; and grants from Local, State and Federal government depts



	2011	2012	2013	2014	2015	2016	2017	2018	2019	Totals
Sales	\$16,940	\$29,830	\$3,408	\$13,398	\$28,889	\$10,527	\$6,961	\$7,631	\$120,322	\$237,906
Donations	\$12,964	\$250	\$214	\$1,300	\$2,665	\$8,236	\$0	\$0	\$4,999	\$30,628

11.a TAA ANNUAL BUDGET FIXED COSTS

PRODUCT SERVICE	COST \$
WEBSITE	\$800
DEPT FAIR TRADE	\$50
POSTAGE	\$200
STATIONARY	\$300
ENGRAVING	\$100
PRINTING TAA ANNUAL REPORT	\$500
PRINTING ANZAC DAY SERVICE - WA	\$500
AUDITOR	\$500
BANNER & FLAG	\$600
WREATHS - ACT-NSW-WA	\$400
TRAVEL	\$750
MISC	\$300
TOTAL	\$5,000

AVGE \$ COSTS - FIRST DECADE

11b. BUDGET - TAA ANNUAL - 2021-25

2021		
	INCOME	
	<i>MEMBERSHIP - GENERAL</i>	\$1,000
	<i>MEMBERSHIP - FOUNDATION</i>	\$2,000
	<i>MERCHANDISE</i>	\$2,000
	TOTAL	\$5,000
	EXPENCE	
	<i>WEBSITE</i>	\$800
	<i>DEPT FAIR TRADE</i>	\$50
	<i>POSTAGE</i>	\$200
	<i>STATIONARY</i>	\$300
	<i>ENGRAVING</i>	\$100
	<i>PRINTING TAA ANNUAL REPORT</i>	\$500
	<i>PRINTING ANZAC DAY SERVICE - WA</i>	\$500
	<i>AUDITOR</i>	\$500
	<i>BANNERS & FLAGS</i>	\$600
	<i>WREATHS - ACT-NSW-WA</i>	\$400
	<i>TRAVEL</i>	\$750
	<i>MISC</i>	\$300
	TOTAL	\$5,000

12. PROJECT ESTIMATES

	SPECAIL PROPOSED PROJECTS	ESTIMATED \$ BUDGET GRANT REQUIRED	POSSIBLE GRANT SOURCE
1	<i>TINGIRA MEMORIAL RENOVATION</i>	\$350,000	LOCAL STATE FEDERAL GRANTS
2	<i>STS TINGIRA FEASABILITY FUND</i>	\$5,000	ESO's
3	<i>TINGIRA SAILORS MEMORIAL</i>	\$1,000,000	LOCAL STATE FEDERAL GRANTS
4	<i>TINGIRA CADET AWARDS</i>	\$125,000	ESO's
5	<i>TINGIRA BOOKS OUR LIFELONG VOYAGE Vols 1 & 2 & 3</i>	\$20,000	ESO's
	TOTAL	\$1,500,000	



TINGIRA MEMORIAL RENOVATION

ROSE BAY, SYDNEY



SAIL TRAINING SHIP TINGIRA




PROPOSAL Royal Australian Navy



Sail Training Ship
TINGIRA


NAVY REPLACEMENT SAIL TRAINING SHIP ENDEAVOUR

2020 SHIP BUILDING PROGRAM



INDO PACIFIC 2022
INTERNATIONAL MARITIME EXPOSITION
INTERNATIONAL CONVENTION CENTRE, SYDNEY, AUSTRALIA
indopacificexpo.com.au

AUSTRALIA TO INVEST \$75 BILLION IN SHIPBUILDING



The Australian Government will invest an unprecedented A\$75 billion in Australia's maritime capabilities over the next decade, including more than A\$50 billion in the regeneration and expansion of the Australian Defence Force (ADF) maritime platforms through the naval shipbuilding enterprise.

Announced as part of the Government's new 2020 Force Structure Plan this week, the Naval Shipbuilding Plan now encompasses more than 70 vessels to be built in Australia, with more opportunities in the future. It is part of a A\$270 billion commitment covering land, air, sea and space.

"Under the Naval Shipbuilding Plan, the Government will invest up to A\$183 billion in naval shipbuilding between now and the 2050s, through building or upgrading up to 23 different classes of vessels for Navy and Army," said Minister for Defence, Senator the Hon Linda Reynolds CSC.

Consistent with this Government's Naval Shipbuilding Plan, Defence will continue with the build of:

- 12 Attack Class submarines (\$89.7bn);
- 9 Hunter Class Frigates (\$45.6bn);
- 12 Arajura Class Offshore Patrol Vessel (\$4.7bn); and
- 21 Guardian Class Pacific Patrol Boats (\$513m);

Through the 2020 Force Structure Plan the Australian Government will invest in the following additional shipbuilding programs:

- 6 new Cape Class Patrol Boats built in Western Australia (\$350m);
- up to 8 new mine countermeasure and hydrographic survey vessels built in Australia, with consideration for the vessels to be based on Navy's *Arcturion* design (\$3.3bn - \$5bn);
- 2 new Australian-built multi-role Sea-Lift and Replenishment ships (\$4bn - \$6bn);
- a replacement for the *Young Endeavour* youth scheme sail training vessel, built in Australia (\$30m - 50m);
- replacements for the Navy landing craft carried by Australia's two *Cerberus* class LSTs (\$500m - \$500m);
- a new vessel to support the Pacific Step-Up, built in Australia (\$180m - \$280m);
- the replacement for ADV *Ocean Protector* Ocean Patrol Vessel (\$300m - \$500m);
- a large Salvage and Repair vessel (\$300m - \$500m);
- future Army watercraft (\$600m - \$800m);
- large Army landing craft (\$800m - \$1.2bn); and,
- riverine patrol craft (\$60m - \$90m).

USN - KISSING SAILOR
SAN DIEGO, USA



TINGIRA SAILORS MEMORIAL
MARINTIME MUSEUM, SYDNEY



TINGIRA - ADF CADET SCHOLARSHIPS

ANNUAL VOYAGE STS



SOBRAON - TINGIRA - CERBERUS - LEEUWIN**“ OUR LIFETIME VOYAGE ”****Vol 1 & 2 & 3**



Former JR, Greg Read, 'takes the weight' of the Tingira Bell the first elected President of the Tingira Australia Association in 2012, from JR Chris Perrin, who headed up the 2010 steering committee.