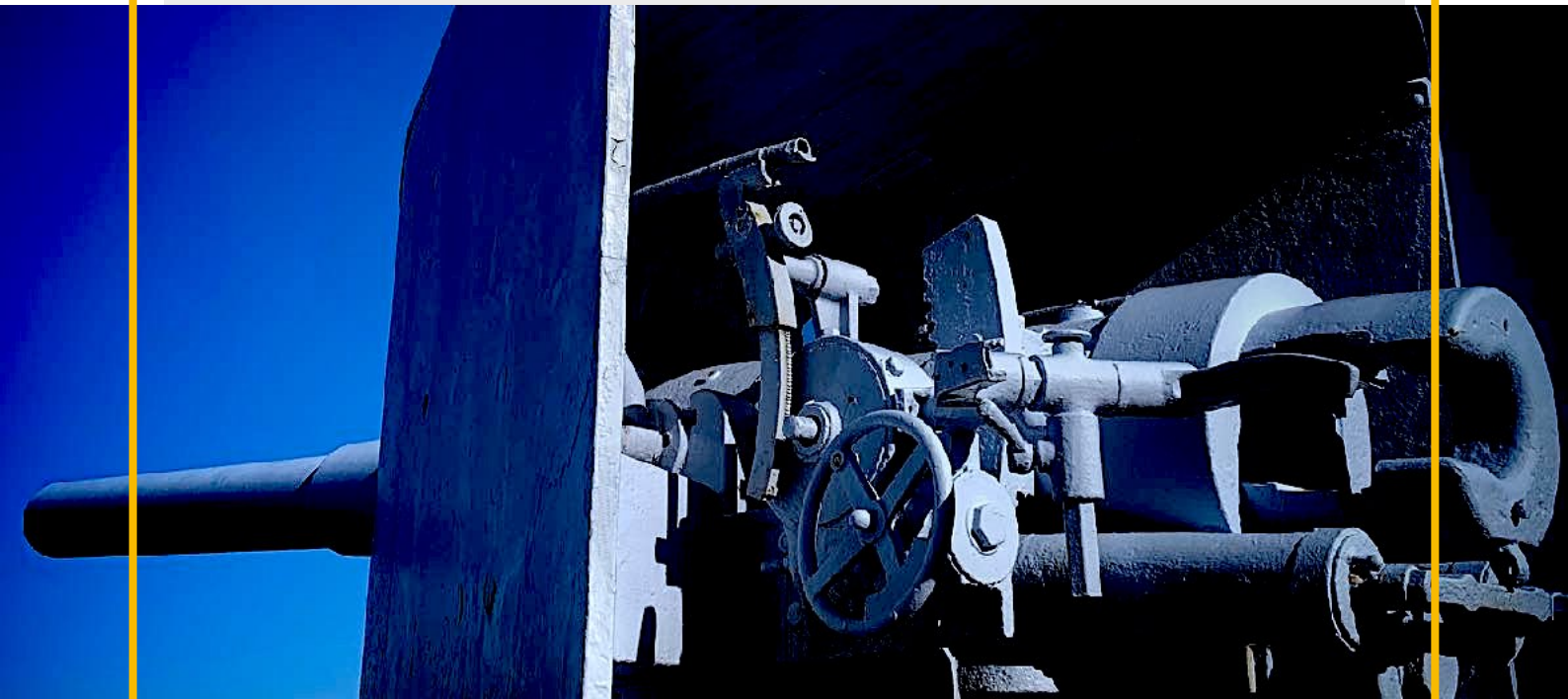




# TINGIRA



## Strategic Plan

2023 - 2025

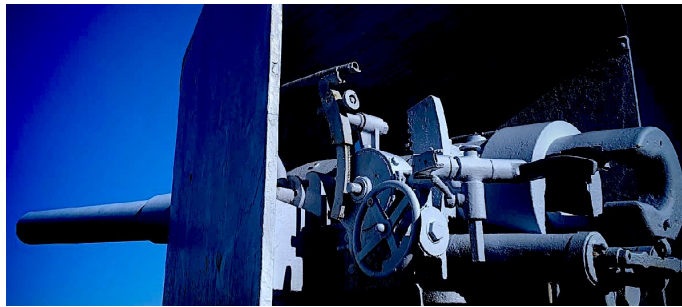


*Replica Life Buoys - 2015 JR Reunion project, Sydney.*

Prepared and presented  
by  
National Tingira Committee

# TINGIRA

## Strategic Plan



STATUS – SUCCESSION – LONGEVITY

2023 - 2025

*The objective of the Tingira Australia Association is to keep the second generation of 'Tingira Boys' of the HMAS Cerberus and HMAS Leeuwin Junior Recruits Training Scheme alive; celebrating their tradition, memory, and legacy, keeping the name 'Tingira' living onto the next generation through the re-uniting of class and shipmates at social and united friendship levels.*

# TINGIRA

## Australia



Chief Petty Officer  
**DAN BOWDEN** MD

The Last TINGIRA BOY  
HMAS TINGIRA - Age 101



Vice Admiral  
**RUSS CRANE**, AO, CSM, RANR (Ret)

Chief of Navy - 2015  
TINGIRA BOY - RAN Junior Recruit  
HMAS LEEUWIN - 32nd Intake 1970



*Of all the words written by the Tingira Boys, these treasured words below hit home to every one of us.*

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

***Navy Historical Association Australia***



# STRATEGIC PLAN

## TEAM TINGIRA - Why is it so?



'Death and Taxes', still a qualified guarantee in today's modern lifestyle, everything else is on the table and up for grabs! The Tingira Strategic Plan is our place to put out the modern-day 'bucket list' of what we can, could, and will possibly achieve in the future days ahead for our association.

The Tingira 'Strategic Plan' is just that. A planning document, with a set of agreed objectives and obstacles, set as guidelines for the elected few to take this association forward. To a place where we have a succession, status, and longevity plan for the association, as these base ingredients will set the plan into action and portray our image.

If we can achieve 50% of what we dream up, that's a better 50% better than nothing! Conducting just another meeting and ticking the box, nodding the head, and dealing with the day-to-day requirements of the association; move on old timers, we live in different times today, and action and delivery are what the next generation wants.

The Plan can be; brief in description, full in detail, specific in administration, and simplistic with implication, in the end, it's a plan. It's our roadmap forward, a potential recipe for survival as an association.

And 'why is it so' that we need such a strategic plan?

It's a target, a timeline produced by a focused group of individuals, all working towards a combined outcome that benefits the association over the period of time and hopefully beyond.

Let's see how Robin Hood back in Sherwood Forest days would have generated his recruiting activities without a target to shoot the odd arrow at. Arrows? William Tell, the famous apple shot, doing his thing of shooting straight arrows. Without an apple on top of a boy's head as the target? End result, was a bloody mess if the plan failed, instant death was possible, and he was a straight shooter!

Death without taxes - That's what many associations over the coming decade will face, with no strategic plan in place. That's what we are preaching here, a plan. Thank you professor Julius Sumner Miller, a scientific man of great planning. Before he presented a public experiment to his science students and television audiences in past decades, he had a plan, 'get it the right the first time, if possible' - this was his simple motto.

The Plan can be; brief in description, full in detail, specific in administration, and simplistic with implication, in the end, it's a plan. It's our roadmap forward, a potential recipe for survival as an association.

And 'why it so' that we need such a strategic plan?

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**Long live Tingira - Mates For Life**

**Brad Murphy** OAM  
President  
Tingira Australia Assoc





# VISION STATEMENT

## **Long Live Tingira - Mates For Life**

### VISION

From past monthly newsletters of 'The Open Sea', inherited from the previous Tingira Old Boys Association, comes a repeated phrase on many pages, "Tingira Will Live Forever".

The last living member of that first generation, Tingira Boy, Dan Bowdan, passed the Tingira helm to the new Secretary, Mark Lee, in 2011, during the early foundation days of this Tingira Australia Association. Mark promised Dan that these 'new Tingira Boys' will do everything they can to keep the original Tingira vision alive and that we the 'Tingira Boys' will live on forever.

The 2021 in-coming Tingira Australia President, Brad Murphy OAM, put a new quote into our chorus with "Long Live Tingira - Mates For Life" at the 2022 book launch presentation of RAN JRTS HMAS Cerberus; it sends a strong clear message to all.

This is the new 'Vision Statement'.

We now seek to move forward beyond 2022, as always with a positive attitude, aiming to uphold the modern-day success and future vision of the Tingira Australia Association.



# MISSION STATEMENT

## Training Is Our Tradition

### MISSION

The inaugural 2011 steering committee for Tingira Australia, led by President, Chris Perrin, set the next-generation agenda for the association. That, it is to be one of making and renewing navy friendships, with past, present, and future Royal Australian Navy members and their families or associates.

"The navy is our family; before, during, and after service", Chris would often remind that inaugural steering committee.

"Building strong ties with present-day navy and the ex-service associations is the direction we should aim towards" Chris would encourage.

The Tingira Australia Association national committee will seek to keep those traditional lines of communication and friendship open. Establishing strong and continued links to the Royal Australian Navy within the ranks at Navy HQ in Canberra, all Navy Recruit Training establishments, Australian Naval Cadet groups, the naval historical links within the Navy broad group, and the broad civilian maritime communities in every way possible.

'Training is our Tradition' was an easy motto to move forward in 2011, and now in 2023, it is as relevant today as it ever was.

The aim to 'one day' see the name 'Tingira' on another RAN Ship or Training establishment, is the ingredient to drive this association forward to compliment our mission and vision.

# TINGIRA

## Committee



**PATRON**  
**VADM Russ Crane**  
AO, CSM, RANR  
ACT



**CHAIRMAN**  
**Lance Ker**  
QLD

Volunteers = Team Tingira



# Committee - Who & What

## **Who are THE COMMITTEE**

The National Tingira Committee is elected every three years at the association's Annual General Meeting (AGM) by the membership. Nominations are taken from members nationally, with a representation of up to nine members required to fill the committee roles. The positions elected - President, Vice President, Treasurer, Secretary, and general committee, are the committee. The President must be a general member, all other positions can be filled by associate members.

The association's Patron and Chairman, are not part of the working committee. Their positions represent 'the association' when and if required at the commemoration, ceremonial, or special business meeting situations, if applicable, upon request of the President.

The outgoing President (who usually serves two, three-year terms) has the option to take the role of Chairman upon departure from committee duties, the present Chairman then stands down.

## **What is ROLE OF THE COMMITTEE**

The function as a committee is to actively seek and support new ways to fly the Tingira flag, grow the membership, and keep our Tingira name and our RAN service history alive and recognised.

Coordinating with the present and future generations of Royal Australian Navy service members and the Australian Navy Cadet units for all activities if possible. Combining with like-minded ex-service organisations to enhance our image and grow the present and future membership base at every opportunity. The association does not participate in welfare activity or advice and is represented as a 'nonpolitical' association.

Renewal of old and making new friendships is our core value and the basis of all major membership activities. Commemoration; to march and parade the Tingira flag and banner on Anzac Day nationally, Coral Sea, and Remembrance Day. Celebration; Tingira Day, on or about 13 July each year, and complete the year with national Christmas gatherings. Responsibility; To make the association financially viable long term and to accommodate the short and long-term functions of the association.

In present times, the committee meets quarterly by electronic or audio-visual means if possible. The Secretary files an extensive monthly report on 'all things Tingira past 30 days' and also runs an 'open desk' policy; where any situation or motion can be put to the committee electronically by any committee member, resulting in a 24-48 hour notice of a resolution outcome.

The national committee is elected to represent the membership, who are Life, General and Associate members of the Tingira Australia Association.

# NATIONAL TINGIRA COMMITTEE

Elected April 2021 - Three year term



**PRESIDENT**  
Brad Murphy OAM  
QLD



**VICE PRESIDENT**  
Chris Parr  
QLD



**SECRETARY**  
Mark Lee  
NSW



**TREASURER**  
David Rafferty  
NSW



**COMMITTEE**  
Darryn Rose  
NSW



**COMMITTEE**  
Jeff Wake  
WA



**COMMITTEE**  
Paul Kalajzich  
WA



**COMMITTEE**  
Kevin Purkis  
QLD

# Function, Operations & Responsibilities

## **What is committee FUNCTION**

The National Tingira Committee has five major objectives in its function process. Membership, events, commemoration, merchandise, and administration.

## **What are committee OPERATIONS**

MainThe main objective of National Tingira Committee operations is to provide a national functioning membership network to grow and renew friendships of former RAN Junior Recruits. Keeping the association financially viable, with the vision of a long-term future, is always the core objective at the forefront of association planning. The planning of events and activities is the driving force of our operation plan.

## **What are committee RESPONSIBILITIES**

The National Tingira Committee is an incorporated association with the NSW Government, registered with the Department of Fair Trading. The AGM is held annually, within six months of the end of the previous financial year (31st December). The Annual Report is presented, and 100 hard copies are printed for distribution with future annual merchandise orders.

The Annual Report and NSW government form A12, are submitted to the NSW Dept of Fair Trading within 14 days of the AGM, as a compliance requirement within the incorporated associations act. The association's Patron has requested the association's financial statements are viewed 'as correct' by an independent consultant annually.

\*

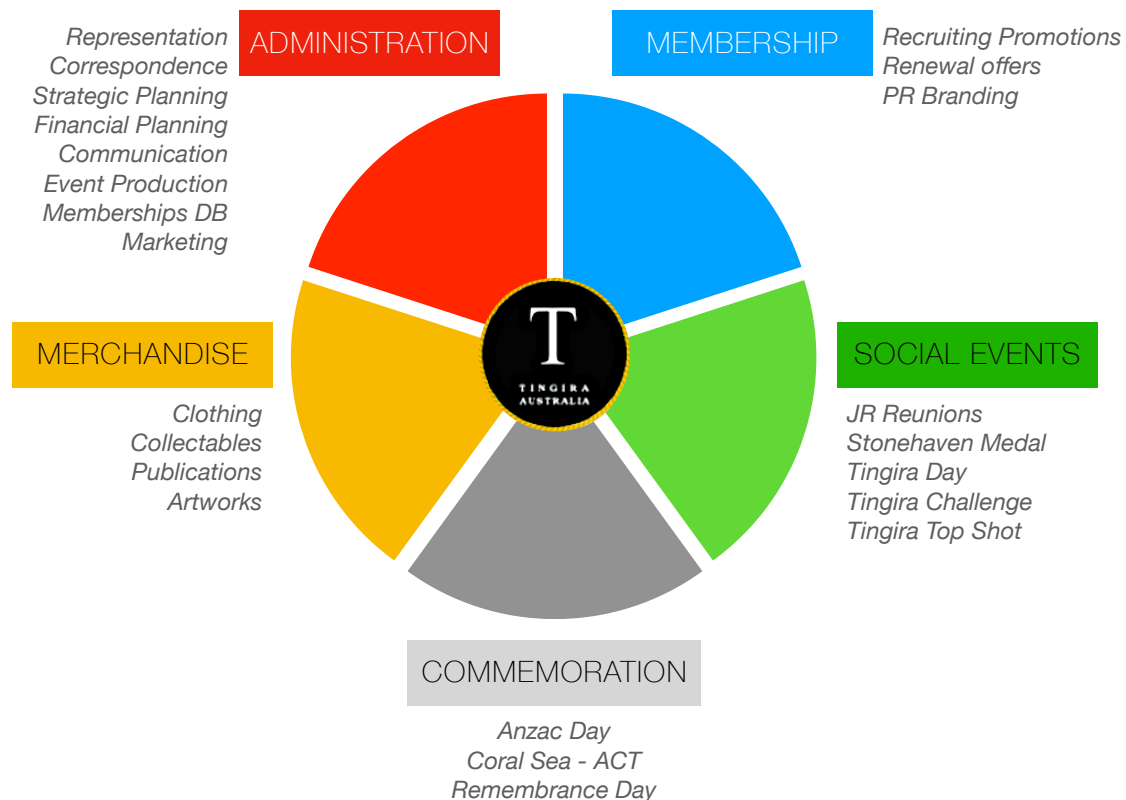
## **FUNCTION OVERVIEW**

### **MEMBERSHIP...**

To grow the membership, communicate and present commemorative and social event functions from a national perspective as often as possible. Membership is open to all former RAN Junior Recruits (1960-1984) as Life and General members. Family and friends of Tingira members are encouraged to join as 'Life or General Associate' members.

### **SOCIAL EVENTS & COMMEMORATION ...**

Tingira Day is a national social (birthday) event celebrating the date of the first HMAS Leeuwin intake. Remembrance Day (11 November) and Christmas cheer social drinks are also organised at local and state levels by active members. Tingira representation by attendance at the national ANZAC Day commemoration activities, Coral Sea with the USA & Australia association in Canberra, are the two major commemorative events that Tingira presently engages with annually. The major event for the association is a national reunion every five years, celebrating the date of the arrival of the first intake at the HMAS Leeuwin gates in East Fremantle.



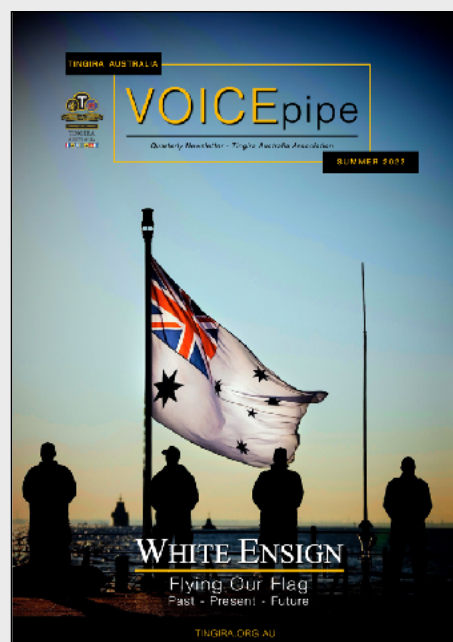
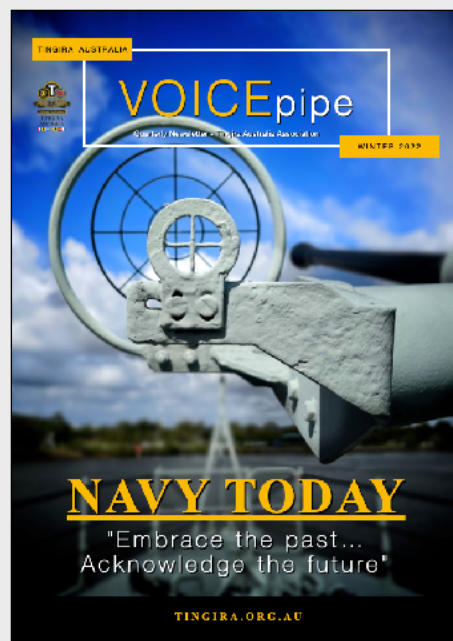
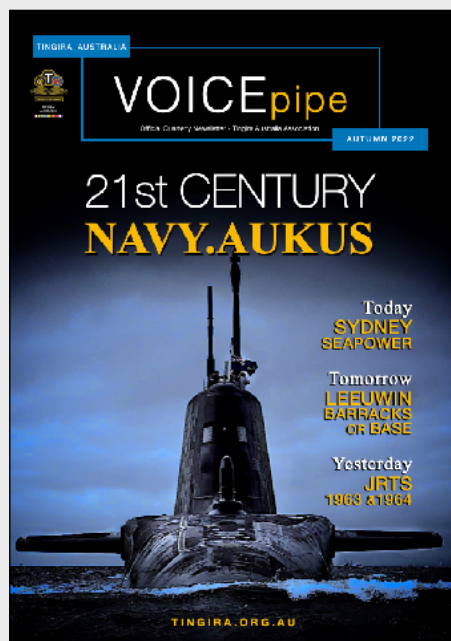
## **MERCHANDISE ...**

Merchandise items provide a small profitable income stream that has continued to make the association financially viable from the first year of operation, 2011. Tingira items have become the benchmark of many ex-service navy associations. A 'high quality' level of products remains in stock, with a continuing direction to be 'creative' in the style and image of merchandise that we offer to members and friends of Tingira. At the five-year reunion period, special products such as 'shirts and commemorative wine stock' are often in high demand by the culture of our former RAN shipmates.

## **ADMINISTRATION ...**

Tingira is primarily administered by the President, Vice President, Treasurer, and Secretary. The major objective is to be a 'paperless' driven association with direct lines of electronic communication between the association and the membership. The association website ([www.tingira.org.au](http://www.tingira.org.au)) is the major 'face of the association'. Containing all present media, events, publications, regulations, and historical information of the association are contained within the walls of the website. Maintained weekly by the Secretary, who has 24/7 access to the front page and internal website content.

The quarterly newsletter VOICEpipe, first issue established in 2009, is the 'brand & image' of the association. A 75-page PDF document produced quarterly and lodged on the website for members to download and distribute widely. Secretary conducts an 'open desk' committee meeting process with the National Tingira Committee, Secretary files an extensive 30-day monthly report on 'all things Tingira' to committee members for information and action. Strategic Plan updated every six months for tracking; review and change every three years major role of the committee.



**2022** - Autumn, Winter, Spring and Summer editions

**VOICEpipe Newsletter**  
 13 years publication  
 Image, Brand & Communication

## **OPERATIONS OVERVIEW**

### **MEMBERSHIP PROMOTIONS ...**

The major activity has been to 'upsell' general members from the annual fee to Life Membership status for a once-only payment, to boost the bottom line and enables funds to be used for activities and projects. To date about 50% of the membership has become Life Members, and most are happy to see this as a donation and see us prosper into the future days.

### **ANZAC DAY ...**

The annual Anzac Day march in each capital city is the big aim for the association. To be represented in 'all states' on this occasion with our banner paraded is the ultimate aim. To date, it varies as people come and go from the state leadership positions to coordinate this event at their local level. Sydney, Adelaide, Fremantle, Brisbane, Cairns, and Bundaberg have been the strongest since the early days of the association. Canberra and Victoria have both been recently vacated. This area needs to be addressed with promotion and awareness.

### **TINGIRA STONEHAVEN MEDAL ...**

This annual award has become the leading fixture for the year as a social event, along with the prestige of the medal and its presentation event. President and or Secretary, take the role of presentation and make a grand event of the gathering of members and friends. Media follow-up has been most beneficial with TV and radio mediums quick to pick up on the local good news story associated with the event. This will continue to grow in its storyline and gain the mantle it deserves within our association.

### **TINGIRA TOP SHOT AWARD ...**

This bi-annual award is presented to the best 'rifle range' top shot student at the HMAS Cerberus Recruit School gradations. The Tingira 'Bell' trophy, presented by a Tingira member or navy representative, good media follow-up with the winning recruit.

### **TINGIRA CHALLENGE ...**

Sydney Harbour Paddleboard Society has conducted the annual 'Tingira Challenge' paddle board race on Sydney Harbour, as their elite winter series event for several decades. Starting and finishing at the Tingira Memorial Park, on Rose Bay foreshore; the Tingira 'Bell' trophy is presented by a Tingira member or navy representative. Good local media follow up with winning sportspersons often follows.

### **SPECIAL PROJECTS ...**

Special projects have been few and far between in the first decade. The recent production of the JRTS HMAS Cerberus book, poster, and launch at HMAS Gladstone in the city of Gladstone, Queensland, was a highlight for the committee and members after the two-year Covid lockdown period.

### **REUNIONS ...**

The covid-19 pandemic 'killed' the last big planned reunion of 2020, and became an administrative exercise in customer refunds and counting donations. The association was lucky to have lost as little as we did. JR REUNION 2025 - Planning has commenced, with site bookings confirmed for November 2025 in Perth. This will again bring opportunities to the association for increased membership, social activity, renewal of friendships, and new merchandising opportunities.





# JUNIOR RECRUIT REUNION



## PERTH

9-14 NOVEMBER 2025

[TINGIRA.ORG.AU](http://TINGIRA.ORG.AU)



2025 JR REUNION Poster ?

*Brand & Message*

# RESPONSIBILITIES OVERVIEW

## MEMBERSHIP...

The primary responsibility of the National Tingira Committee to the membership is;

*Produce events and projects for past, present, and future Tingira shipmates to rekindle their naval friendships and welcome new shipmates and their family members to the association*

*Keep the association financially viable, meeting the demands to keep communication and project channels open and active for all members to participate*

*Producing a three-year 'Strategic Plan' for the incoming national committee, to be reviewed every six months for updating*

## COMPLIANCE ...

The compliance responsibility of the National Tingira Committee to the membership is;

*Produce Annual Report on activities and financial status of the association, present to the membership at the Annual General Meeting within six months of the end of the financial year, then lodge 'statement for return' with the NSW State Government, Department of Fair Trading*

*Produce the primary financial YTD report for the contracted financial consultant of the association to approve as correct and 'above board for the trading period, signed document to be tendered as part of the Annual Report at AGM*





# TINGIRA



## Strategic Plan

2023 - 2025

2023 - 25 STRATEGIC PLAN - Booklet

*Change & Challenge ahead*

# TINGIRA

## STATUS

!! *Some days, it's just all about the numbers ...*

*Shuffling from bank accounts to membership certificates; there is a choice of an old gypsy crystal ball or a cup of Chinese tea leaves on my desktop, it is that difficult some days at the Secretary's desk, however, I am committed to the mission & vision!*

**Mark Lee**  
Secretary TAA

Collate - Measure - Project

# Membership

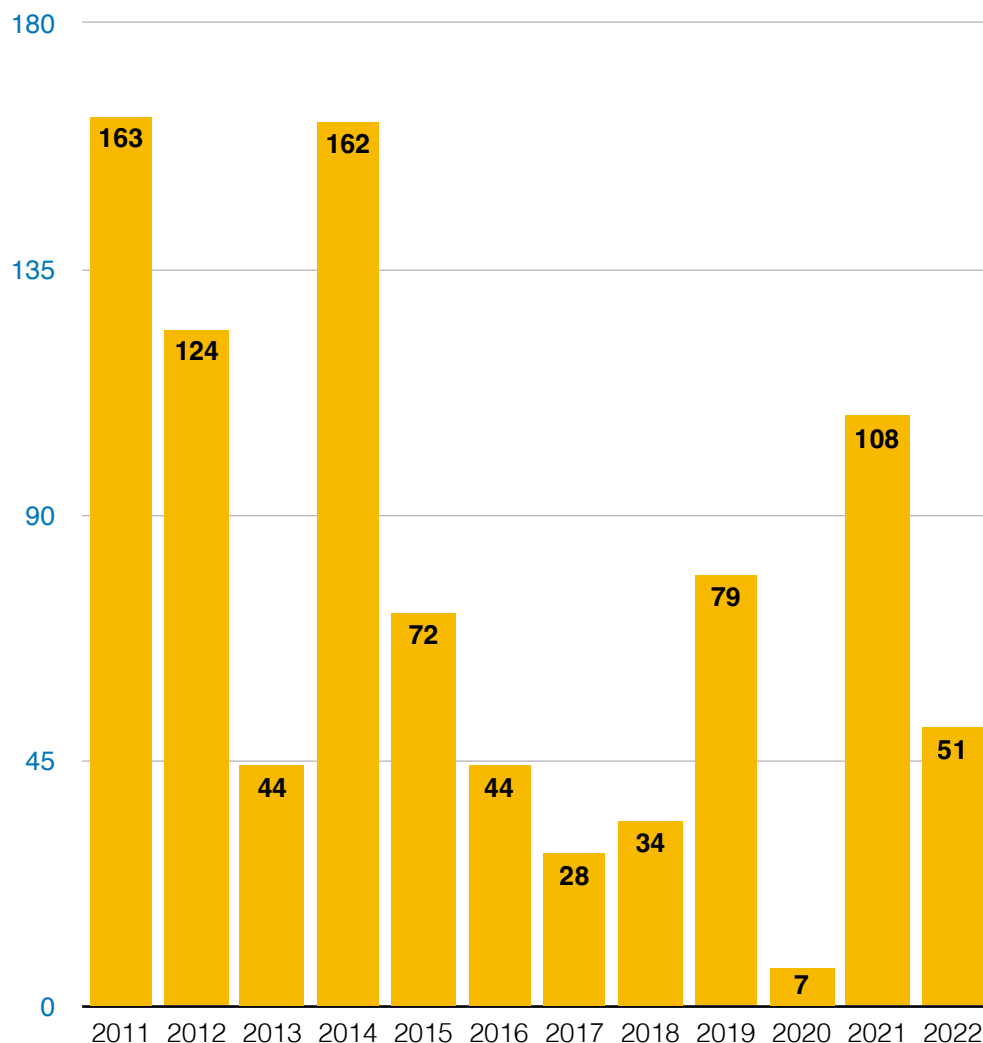
## **Measurement** MEMBERSHIP

The annual number of members that join the Tingira Australia Association is an easy form of measurement, however, the 'drop off' of membership is a more difficult challenge. The return of the odd envelope from a fee notice, sometimes a notice from a relative of a deceased member, are traditional forms of measurement.

It is more noticeable, 'the drop off' in participation numbers in our and other ex-service activities. Nationally as an association, we too are dwindling as our members are an aging group, however, we continue to 'recruit' new members to our ranks from our original base of former RAN Junior Recruits.

MEMBERSHIP OVERVIEW - ANNUAL AVGE = **69**

PRESENT MEMBERSHIP @ 1st JAN 2023 = **827**



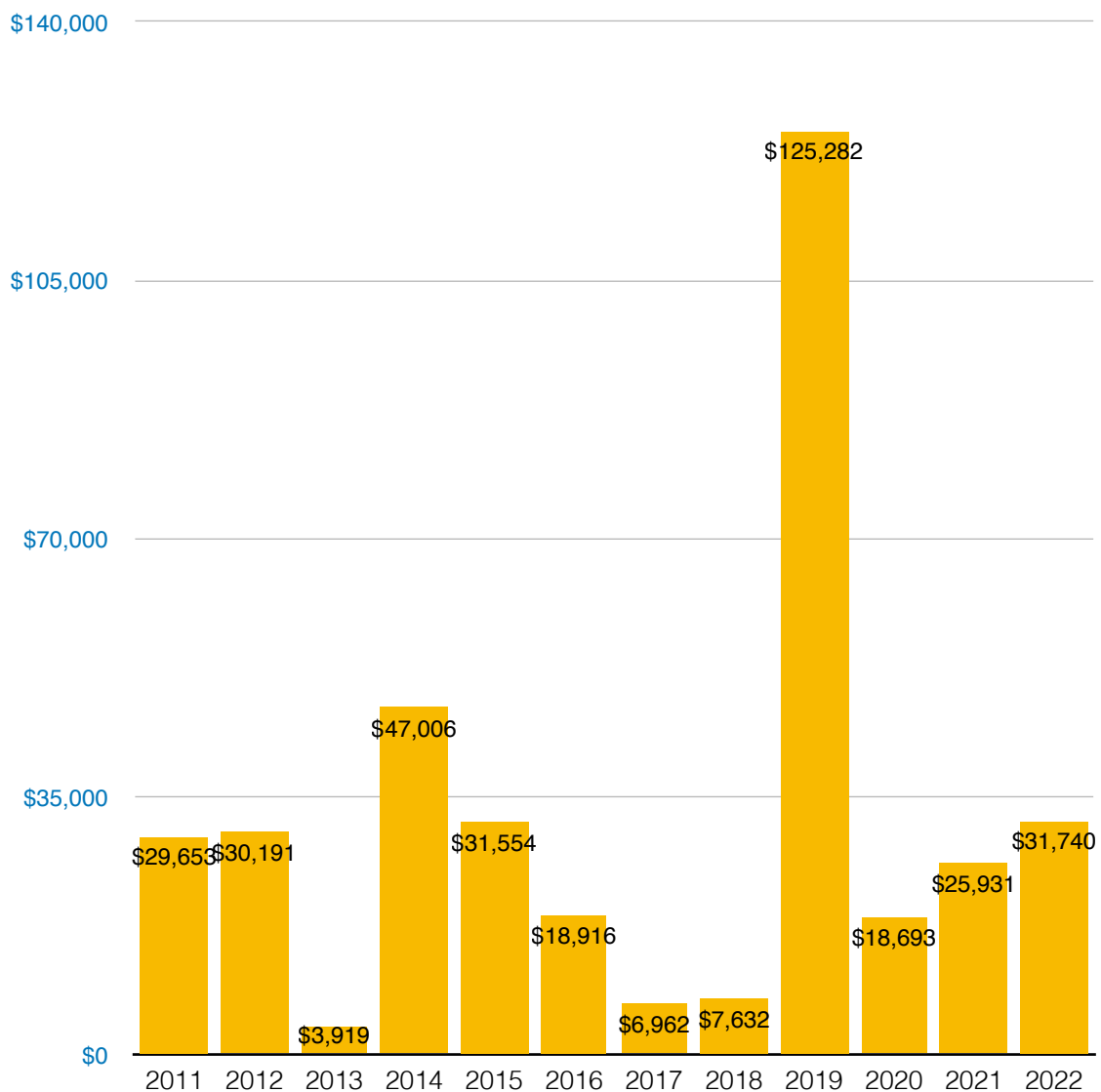
# Product Sales

## **Measurement SALES = INCOME**

The annual historical total annual financial \$ numbers flow on a typical 'crest and wave' scenario. Tingira functions and the two major reunions over the decade, including the 2020 canceled reunion, assist to aid merchandise sales and increase membership of the association.

FINANCIAL OVERVIEW - ANNUAL AVGE = **\$31,431**

PRESENT CASH @ 1st JAN 2023 = **\$9,242**



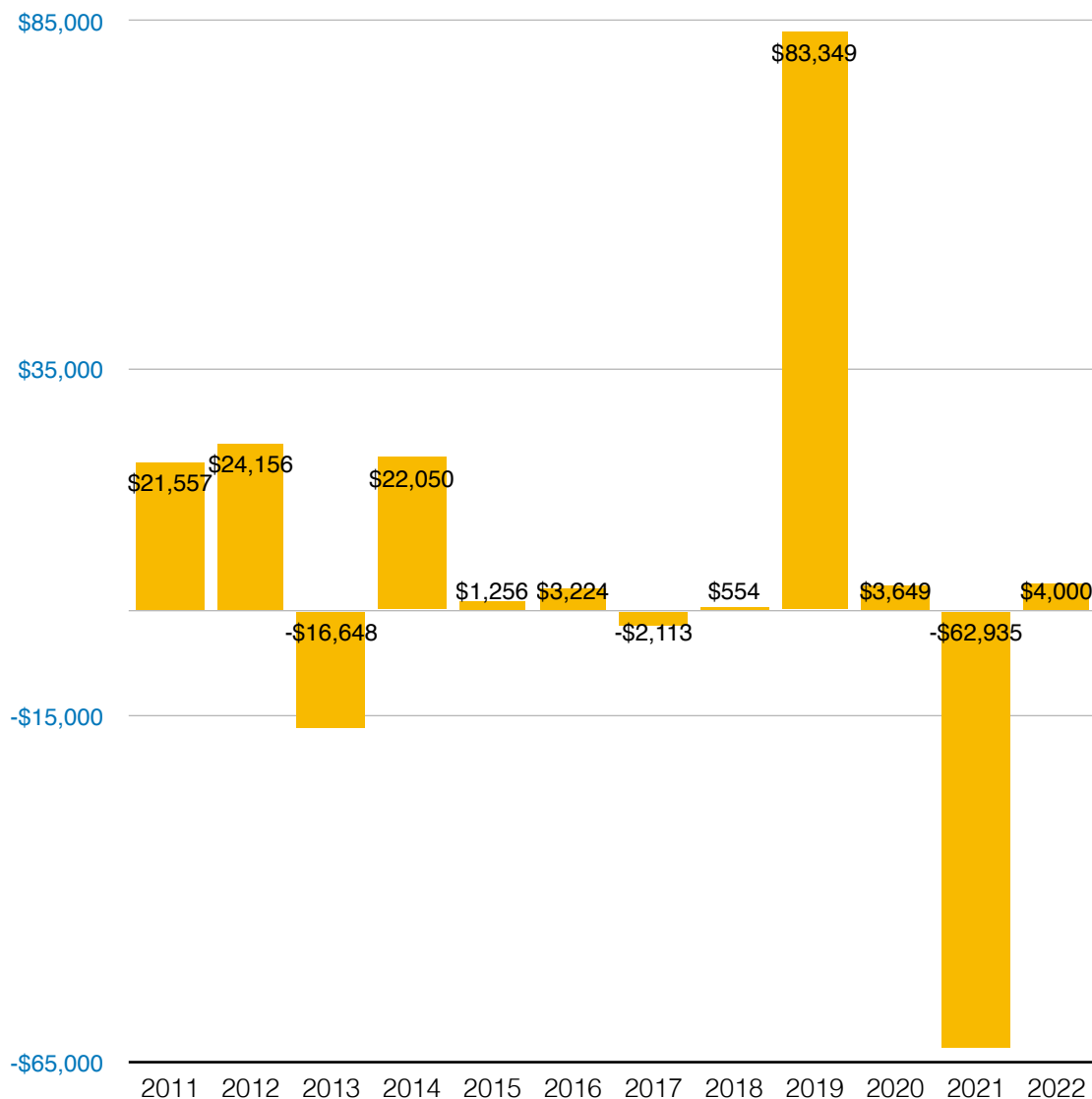
# Accounting

## **Measurement SURPLUS**

The P&L figs display the \$ turnover of sales in relation to activities, whilst the after-the expense and tax surplus show the true position of the association on the Balance Sheet.

FINANCIAL OVERVIEW - ANNUAL AVGE = **\$7,100**

PRESENT STOCK VALUE @ 1st JAN 2023 = **\$10,000**



# TINGIRA

## SUCCESSION

“ I often reflect very fondly on the 2010 JR reunion at the former HMAS Leeuwin site in Fremantle, which was the catalyst for the Tingira Australia Association's formation.

**Russ Crane**  
Patron TAA

Volunteers - Experience - Direction

# SWOT Analysis

Strengths - Weakness - Opportunities - Threats

***A strategic management technique  
to assist an organisation of where it is in real time***



*With the first decade of operations behind the Tingira Australia Association, it is a relatively simple task to perform a new SWOT analysis and most probably 'mirror' most of the past events that have led to the success of the association today.*

*However, moving forward there is an element that will be missing after 2024. The creative input, energy, and drive of our Secretary, Mark Lee, in that he has advised us that he will not be standing for re-election after 15 years of continuous service to the association in 2024. Mark Lee has been the 'engine room' behind the association since the original start-up on 1-1-11. We need to find and secure a new 'engine or two', for the task ahead for the new committee in 2024.*

*We must now over the next 12 months, put into place not only a new version of SWOT into this strategic plan, but look to a major concern, and that is SUCCESSION planning across our committee platform.*

*The replacement of our Secretary and possibly others, that may also move on at the next elections in the autumn of 2024 is a true threat to our continuation as an association that we must address. Our strength in numbers, communication, and activity should guide us onto a solid pathway moving forward beyond 2023.*

**David Rafferty**  
Treasurer TAA

# TINGIRA

## PROJECTS

“ *Setting a project or two gives opportunity, responsibility and focus to the association, it's a 'must do' action by the committee to set the tasks!*

*This is not something that just 'knocks on your door', good vision and communication, combined with an experienced team will see your way ahead.*

*A positive attitude will always deliver a good outcome.*

**Mark Lee**  
**Secretary TAA**

Vision - Measure - Reward





TINGIRA COLLECTION

STS ENDEAVOUR

65<sup>th</sup> JR REUNION

LONGEVITY

SPONSOR SUPPORT

# TINGIRA

## TINGIRA COLLECTION



### TASK

"Collect memorabilia that equates to the Tingira boys of HMAS Tingira, period of 1912-27, and the Tingira second-generation boys, HMAS Cerberus and HMAS Leeuwin, RAN Junior Recruits 1960-1984.

### AIM

"House and display the collection on a permanent loan situation, so the collection will have an open opportunity to be displayed to the general public and cared for under museum-like conditions.

### PREFERENCE

"Develop a room or wall dedicated to the Tingira Collection, possibly inside the; RAN Heritage Centre, Garden Island, Sydney, or the Australian Maritime Museum, Darling Harbour, Sydney.

A loan clause to have - "Items to made available for ceremonial use by the Tingira Australia Association on an as required basis at major functions, eg: Reunions & Parades".

# TINGIRA

## STS ENDEAVOUR



### TASK

*"To form a scholarship type of trust that enables members of the NATIONAL Australia Service Cadet group (Army, Navy & Air Force, 10 from each service) year 12 students to experience an annual voyage onboard the Sail Training Ship Endeavour."*

### AIM

*"Work up a special project 'strategic plan' with the ship's education directors, the navy HQ in Canberra, and a potential sponsor, to secure funds and naming rights for the first decade of operation."*

*The new REPLACEMENT vessel for STS Endeavour is due into the care of the Australian Navy in the near future, possibly in 2024. The association has made representation to the RAN Chief of Navy (2021) to have the name STS TINGIRA, considered for possible naming of the vessel."*

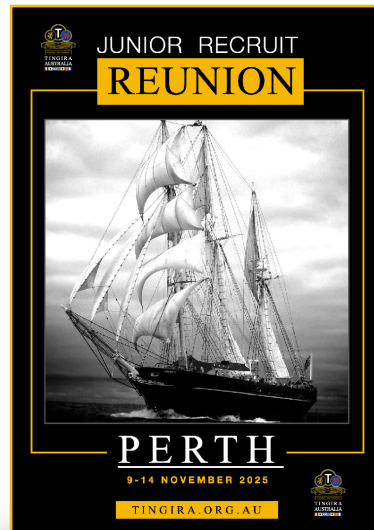
### PREFERENCE

*"NSW Premier's dept, RSL LifeCare, and RSL NSW Cumberland sub-Branch", would be the direct avenue to long-term possible funds (\$1mil over 10 years = \$100k per voyage) and support staff from the success of previous Tingira navy projects."*

*Tingira may commence this project; it may then 'hand-pass' to another agency in future years, to be continued with full support from Tingira Australia Association."*

# TINGIRA

## 65<sup>th</sup> JR REUNION



### **TASK**

*"Rally former RAN Junior Recruits of 1960-1984, with Members, Associates, and Friends of Tingira Australia Association, for the 65<sup>th</sup> anniversary 'JR Reunion' in Perth, Western Australia, November 2025.*

### **AIM**

*"To provide a five-day reunion program of activity, reliving memories of old navy Junior Recruit school days at HMAS Leeuwin.*

*Making new friends with family and partners amongst the group, reuniting old shipmates with boys and men from past navy days.*

*To offer a once-in-a-lifetime experience to sail the waterways of the Swan River and oceans off the Perth coastline as a unique feature of the reunion period.*

### **PREFERENCE**

*"Secretary and Western Australian committee members to book the setting, merchandise, and activities.*

*President to make the JR Reunion announcement on Australia day 2023 with the release of this Strategic Plan.*

*Secretary to have the '2025 JR REUNION' website ready for promotion and bookings on 30 June 2024.*

# TINGIRA

## LONGEVITY



## CONSTITUTIONAL CHANGE COMMITTEE QUALIFICATION STATUS

### **TASK**

*"To set a working CONSTITUTION that allows for the association to grow and prosper in the format and ideas as set up by the 'Tingira Boys' of the first and second generations of young navy recruits from 1912 and 1960.*

### **AIM**

*"To provide a facility that promotes any member with the qualification and ability to sit on any position within the national Committee ranks..*

### **PREFERENCE**

*"All Tingira National Committee positions can be filled by any Tingira member whatever status as a Life, General, or Associate member.*

# TINGIRA

## SPONSOR SUPPORT

*"The people and companies that we associate with to support and sponsor the Tingira Australia Association are our lifeblood."*

*From the webmaster to the merchandise supplier, our charity partner RSL to the printers ASAP, they all family and make up 'Team Tingira'.*

*Members and friends, we always room for another to come on board the good ship Tingira if you have a prospect!*

**SEA POWER CENTRE  
AUSTRALIA**

Proud supporter  
**TINGIRA AUSTRALIA ASSOCIATION**



[navy.gov.au/spc](http://navy.gov.au/spc)

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Proud supporter for decades ...

**RSL NSW & Tingira Australia Association**

*"Creating the perfect impression"*

**02 - 9279 4600**

A banner for Trophy Land. On the left is a logo with the letters 'TL' inside a circle, with 'TROPHY LAND' written below it. The main part of the banner features three circular images: a globe, a hand holding a trophy, and a trophy being placed on a pedestal. Below these images is a black bar with the text 'www.trophyland.com.au AWARDS and TROPHIES'. On the right side of the banner is a black box with the text 'PARRAMATTA ROAD STANMORE, NSW 02 - 9279 - 0009'.

**CUMBERLAND** RSL sub - Branch  
*Supporter of the Tingira Australia Association*  
[cumberlandrslsubbranch.org.au](http://cumberlandrslsubbranch.org.au)



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Australia

+61 2 9298 3777  
[info@sea.museum](mailto:info@sea.museum)

Every Day 10am - 4pm daily  
Last boarding time for Vessels -  
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Closed Christmas Day



## THE NAVAL ODE

They have no grave but the cruel sea,  
No flowers lay at their head,  
A rusting hulk is their tombstone,  
Afast on the ocean bed.

They shall grow not old, as we that are left grow old:  
Age shall not weary them, nor the years condemn.  
At the going down of the sun and in the morning,  
We will remember them.

Lest We Forget



**TINGIRA BOY - 1912**  
The Unknown Sailor



# TINGIRA

## LONGEVITY

### !! **Long Live Tingira - Mates For Life**

*When I first met Tingira Secretary, Mark Lee, he asked me to come up with a 'Tingira statement' that would become a long-lasting legacy in my term of office and stand the test of time; mission accomplished.*

**Brad Murphy** OAM  
President  
Tingira Australia Assoc



Yesterday - Today - Tomorrow