

## **FCM 2019 REPORTS**

### **President's Report FCM 2019**

Welcome to all Delegates for the FAAAA FCM for 2019,

I will begin this report by paying tribute to two stalwarts of the Association. National Secretary Dick 'Pincher' Martin and National Treasurer Denis Mulvihill have both provided the FAAAA with long term, dedicated and unswerving support. I remain delighted with the counsel and support that both gentlemen have provided to me personally and more broadly to the Association. Many long hours are spent by both to ensure that the Association continues to operate in a fluid and well governed fashion. They operate effectively and behind the scenes to ensure that the hardcopy Slipstream gets out to the membership. In short, they leave behind an enormous legacy and both will be hard to replace. Thank you both for your dedicated and unstinting hard work over many years.

While on this theme, our long term Slipstream editor Ron Batchelor stood down over the last twelve months handing over to new editor Paul Shiels. Ron has done great service over the years and I appreciate his efforts greatly.

There are two pressing matters that I seek to drive forward this year. We need to do more to grow the membership to ensure that we stay a viable organisation; and we need to do more to support our membership, particularly in their dealings with the Department of Veterans Affairs. I am sure that you will all appreciate that both these matters are inextricably linked, and I welcome the paper developed by National Vice-President Phil Carey with assistance from Marcus Peake and others that will seek to move both matters forward. A diligent and hardworking National Welfare officer will be an excellent move in the right direction.

Our relationship with COMFAA CDRE Don Dezentje and the FAA remains strong and we continue to work to improve communication links with the FAA.

Progress on the military covenant, with the Defence Force Welfare Association has stalled at the moment as the DFWA has been distracted by a series of Government reports.

I would like to pay tribute to the outstanding efforts of the National Executive in guiding and directing the Association over the past twelve months. Phil Carey, Pincher Martin, Denis Mulvihill, as well as Webmaster Marcus Peake and Database Manager Paul Norris are all doing a fantastic job for us all. Thank you chaps for your efforts over the past twelve months and well done this year.

The National Executive will continue to work for you as best that we are able. We are in good shape but cannot afford to be complacent.

Mark Campbell

RADM, RAN (Rtd)

National President

September 2019

## NATIONAL SECRETARY'S REPORT FOR FCM 2019

Greetings Fellow Members it is that time of the year again another Federal Council Meeting and an important one (Aren't they All) namely this being our Tri Annual elections for positions on the National Executive. Both the current Secretary (I) and the current Treasurer (Denis Mulvihill) are retiring this year so there will be some new faces on the National Executive, as well as some old ones.

Whilst on this subject I would like to take this opportunity to thank Treasurer Denis for his long and good service as Treasurer of the Association. Denis became Treasurer in 2003 and has been in the position ever since, he also has served on the White Ensign Club Committee, Reunion Committees and assists with the Slipstream post out each quarter.

As for myself I would like to thank all who have helped make my job easier to mention them all would take too long so please be assured that I appreciated your time and efforts. I feel that now is the time to hand over to someone younger having past the 80 mark and am becoming forgetful among a few other problems. I still stand ready to assist the Association if needed.

This year we have also seen Ron Batchelor hand over the Editorial ship of Slipstream to Paul Shiels who is domicile in Adelaide and after a few teething problems the changeover is progressing well. Ron deserves a big thanks for his work on the magazine. Thanks must also go to the Slipstream volunteers who help get the magazine into the mail Jim Lee, Brian Carroll, Blue Larter, Denis Mulvihill, and Greg Wise, can all be relied upon to lend a hand with the post out.

Another thing worth mentioning is the work that Paul Norris has done on the National Database it has helped tremendously with the Slipstream post-out (Labelling to Aust Post requirements). We rarely get Return from the mail out these days.

As well as these two items the Web Site continues to move forward thanks to the efforts of our Web Master (Marcus Peake)

Membership of the Association is still on the decline mainly due to the twilight years of many of our members and the continued loss of members passing. Current membership stands at 830 and despite your Executive's continuing attempts to attract current FAAA personnel the numbers do not seem to be getting any greater...

In conclusion I would like to thank all members who have assisted me over the past years so I leave you with the following

**"Those who get too big for their pants will be totally exposed in the end."**

Yours Aye

Dick (Pincher) Martin

## **Webmaster's Report**

Over the past year the website has continued to enjoy close to 100% serviceability. New features included the new 'A4 Skyhawk' Heritage article, which comprises some 33 pages of photos and information. It's the most complete feature yet and includes an innovative navigation system that lets you jump instantly to any other page, without the usual requirement to scroll through successive pages. A Heritage article on the Wirraway, one of our neglected pieces of history, was also posted together with a range of other website features.

'FlyBy' continues to be published. In the first half of the year it grew to over 20 pages and exceeded Slipstream (in its previous iteration) in terms of the number of words contained, but it has now been much reduced in keeping with the new Slipstream Editor's wishes. *FlyBy* will now supplement Slipstream, providing monthly information on information and features that are generally time critical.

The overwhelming majority of recruiting happens through the website, and it is with concern that I report the number of successful applications this year has collapsed – for 2019 to date we only have 11, compared to 45 for last year. The reason for the diminutive result is not known.

Not surprisingly, our recruitment cannot keep pace with attrition. By way of a quick snapshot, on 30 September our financial membership was 760, compared with 875 on the same date in 2015 – a drop of 13% in three years. This is consistent with many other ex-Service Organisations, which are also struggling to maintain numbers. This should not, however, stop us taking our membership crisis seriously. We need a combined strategy from the National Executive and all Divisions to try and turn things around.

**Marcus Peake**

Webmaster

**TREASURER'S REPORT**

**TRADING STATEMENT**

**of**

**THE FLEET AIR ARM ASSOCIATION OF AUSTRALIA**

**A.B.N.30 071 291 677**

**FNANCIAL STATEMENTS**

Please note all financial statements have been removed from this website copy of the minutes, for security reasons. A copy of the original statements can be provided to bone-fide financial members of the Association on request.

THE FLEET AIR ARM  
ASSOCIATION OF AUSTRALIA

ABN 30 071 291 677

**AUDITORS STATEMENT**

I have examined the books of the Fleet Air Association of Australia for the period 1<sup>st</sup> July 2018 to 30<sup>th</sup> June 2019 and have received all explanations required by me.

In my opinion the attached statement of receipts and payments fairly reflects the cashbooks presented to me

Dated: 03<sup>rd</sup> October 2019

Suite 1, Burton Street Mall

Vincentia NSW 2540

Greg Herron

## **ANNUAL 'SLIPSTREAM' REPORT 2019**

I present the Annual *Slipstream* Report for the last 12 months.

### **OCTOBER 2018 – MAY 2018**

During this period, Ron Bachelor edited *Slipstream* up until the March Issue 2019. I took over in May 2019. Whilst Editor, Ron's aim was to allocate one half of the magazine for stories for those retired and the other half for the modern Navy. But, he found a lack of response to the current day FAA. Articles were scarce even after seeking input from Sqn CO's.

I, too wrote to COMFAA and SNOs in early September. Although not receiving a direct response from any to date, I'm appreciative of the photographs of the recent Pilot Graduation forwarded to the National President by COMFAA in mid-September. But, no direct answer, begs the question whether the current FAA are seeking publicity or not? The Pilot Graduation will appear in the December issue, but that is the only 'current day' article I have to date. The current day articles in the September issue were 'old news' and were sourced through 'Navy Images' as Ron had done.

The '*Slipstream*' magazine was produced to the best that could possibly be achieved without sufficient input from the current FAA. Present day articles were sourced from 'Navy Media' and 'Navy Images' in the main.

Ron has offered to be my liaison with Red Barron Printing due to my location in Adelaide.

### **CHANGE OF EDITOR**

In May this year the former Editor Ron Batchelor sought a replacement for the magazine. As I was a former newspaper compositor before joining the RAN and had edited two magazines post Navy, I offered my services.

Ron provided a brief hand-over in which he said I could decide the format and stories for the magazine. He also suggested it would be best to retain the services of Red-Barron Printing at Bomaderry NSW. I accepted the task on these conditions including his recommendation to retain Red Barron Printing.

### **CHANGE OF PRESENTATION**

I decided in the first instance that the presentation would benefit from a few changes that would result in a more professional appearance with more in-depth stories. From my experience, *Slipstream* had to be spruced up with a specialist layout and design change. It was also important the magazine provided a wider range of naval aviation topics. By sourcing articles externally and broadening naval aviation information and history, the stories would then encourage discussion and attract more 'Letters to the Editor'.

When assessing the presentation, I immediately returned to my experience in newspaper composing, specifically the style of newspapers, books and/or newsy magazines (e.g. Time, Bulletin etc). Most of the stories are in the Times New Roman font. Normally, newspapers and news magazines run in 9pt with narrower columns. Times New Roman is used because it is easier on the eye. It is known in the printing industry as a ‘Serif’ Typeface. The other is ‘Sans Serif’ (e.g. Calibri/Arial etc) normally used in headlines, captions and ‘by-lines’. Many will know that Sans is French meaning ‘without or less’!



Of foremost importance is that *Slipstream* must be the voice for members enabling them to contribute and continue to enjoy its content. This can be done in a number of ways in ‘Letters to the Editor’, Divisional Reports and Articles written by members. I’ve allocated two pages to each Division with photographs, whilst Divisions with one photo or none only will have one page. Articles submitted by members will be considered separately. All submissions are subject to editing to allow for data checking, grammar correction and spacing requirements. Regarding ‘Letters to the Editor’ a maximum of 250 words would be preferable.

It is intended that the maximum number of pages be restricted to 48 because of weight for postage.

As many of us may be experiencing difficulty with failing eyesight, I’ve elected to use two columns in Times New Roman and increase the size to 12pt compared to the aforementioned 9pt. The choice was either a two or three column option to run this way. In deciding to use the two column 12pt rather than three columns, I believe the layout is more easily readable.

To ensure the magazine used current vernacular and abbreviations (e.g. ranks LCDR not LtCdr; dates 2 February 2019 not 2/3/19 or 3<sup>rd</sup> Feb 19 etc) I have begun working on a ‘Style Sheet’ similar to those used in the newspaper industry. This work in progress ‘Style Sheet’ can be seen in the email attachment.

You will note some of the naval aviation stories have been sourced from other magazines, so to ensure copyright laws are not breached, permission has been sought from the publisher who generally requires acknowledgement to the story, a ‘link’ or filler for subscriptions to the relevant magazine. Some of these stories include: *The Real Story of the Bridges at Toko-Ri; Transatlantic Air Race etc.* which appeared in the September 2019 issue. I also source articles from international and non-member publications affiliated with Naval Aviation. The F-35B story by Steve George an ex-RN AEO Commander who has worked on V/STOL aircraft (Sea Harrier and F-35B) and Basil Nash, a former RN pilot in his 90’s who wrote about ‘Flying the Tiger Moth’ are two examples.

It is not my intention to run in competition with ‘FlyBy’ but to work with the webmaster on ‘links’ and stories. For example, he’ll offer me a story that is more suitable to *Slipstream* and I hope to reciprocate. He’ll also suggest ‘linking’ a story to the website such as the ‘Roll of Honour’ in the September Issue. He informed me that the official list was on the website and in the FAA Museum; and gave me a ‘link’ which would enable members to examine more

closely the story of each accident or incident. Thus, I added the link to the 'Roll of Honour' story in *Slipstream*.

Again, I have the webmaster 'proof read' *Slipstream* prior to printing for any corrections needed and also to suggest further 'links' to the magazine.

## **JUNE ISSUE**

The June issue of 'Slipstream' was produced using Microsoft Publisher 2016 in a format, although acceptable to other main stream city printers was not suitable for Red Barron Printing. I had produced two other magazines in this format, the same size as '*Slipstream*' which were printed satisfactorily. Another magazine produced for the 'Naval Officers Club of Australia' uses the same format I used in the June issue, which also manages to print its magazine in the same size as '*Slipstream*'.

There was some confusion between the printer and I in how the finished copy should be transferred. He indicated he wanted the transfer in 'Dropbox', a transfer software program. By this, I understood he wanted the finished copy of the June Issue in MS Publisher. Apparently, he wanted it in a .pdf file which amounted to only 7MB and could have been transferred by email. In any case, he could have 'saved as' the MS Publisher version into a .pdf file in one easy click that would have taken less than 10 seconds! Unfortunately, I received my printed copy well after many members had. It was then I discovered the numerous printing errors which many members had already relayed to me.

A communication breakdown between the printer and myself was obvious. The difficulty arises with him in Bomaderry and me in Adelaide. To overcome this problem, I've asked Ron Batchelor to liaise on my behalf to examine a 'proof' and check for printing errors. The unfortunate situation is that I don't get my hard copy until well after most members. This is really not good enough because as the Editor I should view the copy **FIRST**. It is a matter I'll discuss with Ron to determine the best way to overcome this situation.

I appreciate the difficulty a country printer such as Red Barron may not have the printing equipment such as main stream printers have in the city. Many of my former colleagues who attended the School of Graphic Arts (Printing Trade School) with me and who remained in the printing industry have indicated the format of the June issue would have been quite acceptable for '*Slipstream*' within their printing companies.

## **FORMATTING ACCEPTABLE TO RED BARRON PRINTING**

After the printing errors in the June Issue, I asked Red Barron Printing how the company wanted it formatted. They informed me it had to be in an A3 format (two A4 pages side by side). The layout is provided (in email attachment) to describe how the pages are set out for Red Barron Printing. Once completed, I'm to provide the printer the final copy in .pdf format and advise him of the 12 pages (limit) to be in colour.

Therefore, the .pdf file I provide to the printer is not suitable for the webmaster, museum, or ISSUU Booklet form as can be seen in the email attachments. The 12 colour pages have to be selected in accordance with the page compilation. That is, three of a group of four are to be selected for colour.

## **EXTRA PDF IN A4 FORMAT FOR ONLINE**

As the printers .pdf version is unsuitable for other '*Slipstream*' online users another format is required (see attached email). This means TWO separate versions of '*Slipstream*' have to be made up. One in A3 format (printer) and one in A4 format (online). Understandably this has placed an extra workload in compiling two different copies.

To do this, I compile a story in the A4 version then transfer it to the A3 version. This requires adjustments which may mean the A3 version doesn't look exactly the same as the A4 version. These will normally be minute adjustments to the naked eye (e.g. a picture might be slightly bigger or smaller; one or two lines may carry over to the next page etc.). I provide Marcus a .pdf copy of the A4 version to proof read as it is not as complex as the A3 version. I then have to correct the two versions. For example, where there were lines missing in the September proof read, I had to check both versions. The A3 version was ok but the A4 version provided to Marcus was not, resulting in corrections for the A4 version only! Another example is on Page 13 of the September issue. The captions under the top two photographs had spacing between and did not conclude in the hard copy, yet in the online copy they were ok. The reason: in copying from the A4 format to the A3 format it 'defaults to 6pt spacing between headings and captions. I forgot to delete the spacing! So, you can see how delicate it becomes between the two formats. In the photo on Page 11, it's all ok, but the one in the hard copy has the caption in black under the photo while the photo in the online version has the caption in white embedded in the photo. There's no intention why the difference, it's just that after reading two magazines 'over and over' sometimes up to 100 or more times you tend to overlook the obvious.

#### **'BOOKLET' VERSION FOR ONLINE SUBSCRIBERS**

To make '*Slipstream*' appear more of a booklet for online subscribers which is now widespread amongst many newspapers and magazines, I chose the 'ISSUU' design because it offered a FREE Basic version. Unfortunately, this Basic version came with unwanted 'pop-ups' appearing every few pages. While most online subscribers have enjoyed this form of presentation, several have quite rightly pointed out that it is also very annoying. The only way these pop-ups could be removed was by upgrading to a Premium version. The National Executive have since approved the upgrade, so the September issue doesn't have 'pop-ups'.

Many Service, Ex-Service Organisations, Newspapers, Magazines and Businesses worldwide use 'ISSUU' including the 'RN Navy News', 'RAF News' and the 'Naval Officers Club of Australia' to name a few. The advantage to the FAAAA using 'ISSUU' is that the .pdf format is provided to the 'ISSUU' website and converted to a booklet using the same .pdf format as used for the FAAAA website and museum records. It is simple to convert to the 'ISSUU' format and I do this myself.

#### **ADMINISTRATION**

I personally didn't realise how much was involved to run '*Slipstream*' from home. I spend several hours a day tracking down stories; designing and changing layout; altering pages and stories within pages; inserting and editing stories; seeking authority to publish stories under copyright, scanning photos; sourcing 'outside' writers for articles and book reviews on Naval Aviation topics etc. As I am hemiplegic (right side) due to a 'stroke' only one arm works! Thus, extra time is required to achieve these goals!

Recently, I wrote to COMFAA and SNOs Pearce, East Sale and Tamworth seeking their input for photographs, stories about their area of responsibility. To date, I await replies.

However, COMFAA forwarded to the National President photos of a recent Pilot Graduation at RAAF Pearce which I'll use in the December issue as mentioned above.

I made contact with Michael Hough of HARS (Navy Heritage Flight Project Leader) who plans to keep me informed of all activities relating to ex-Navy aircraft. I've had numerous questions why was 'Navy' painted out on Tracker 844 and who were the pilots on its first flight from Air Affairs to HARS. He informed Defence Disposals wanted the Navy signage removed. Other heritage aircraft have 'Navy' signage, so why was Tracker 844 singled out? So, in the December issue I'll be running a story: 'HARS Tracker 844 Flies.....but where's the NAVY signage?' and reporting on who declined it. For information, the pilots were ex-RAN Tracker pilots Owen Nicholls and Steve McMahon.

I was looking for a cartoonist in the early stages of taking over *Slipstream*. Several members mentioned Ron Gent, a former RN Wessex Observer who did two years exchange with the 817 Sqn as Senior Observer in 66-68. After, including a 'wanted' notice in the June issue, he suddenly appeared and I've used him ever since. Unbeknown to me, he had migrated to Australia in 1970.

Finally, my computer had to be upgraded to work efficiently in producing the magazine. To give you some idea the motherboard (processor) had to be improved to cope with the graphics and speed; RAM was increased from 4MB to 16MB again to cope with graphics and several other applications running at the same time; upgrade of the printer with a scanner was necessary; external hard drives for storage and backup had to be obtained; and software to run the magazine also was required.

Hopefully now, I have everything in place for the task ahead!!



PAUL SHIELS  
EDITOR  
'SLIPSTREAM'



29 September 2019

**FLEET AIR ARM ASSOCIATION**  
**WALL of SERVICE ADMINISTRATOR.**  
**NATIONAL ANNUAL REPORT – 2019**

In July 2018, the cost of plaques was increased due to foundry costs. The new pricing of plaques are \$190.00 for FAAA Members and \$240.00, for non FAAA members which includes their first year's membership into FAAAA.

Application submissions continue to vary in numbers and intervals.

The current status of Wall of Service plaques/applications is as follows: -

- a. The total number of plaques on the wall now stands at 950,
- b. 37 new plaques have been placed on the wall over the past 12 months,
- c. Order 43 is open with 11 applications received, and
- d. An updated list of all plaques mounted on the Wall of Service (dated 23 June 2019) is available for viewing on the FAAA of A website.

This concludes my report.

J.BALAZIC

WoS Administrator

01 October 2019



**President, Board & Members**  
Fleet Air Arm Association of Australia

Dear Membership

#### **RAN FLEET AIR ARM MUSEUM STATUS OCTOBER 2019**

The year since the Association's last Annual General Meeting has seen a number of significant activities for RAN Heritage and, in particular, for the Fleet Air Arm Museum (FAAM).

#### **Navy Heritage Review**

In April 2019, following a reappraisal of Navy Heritage, Chief of Navy authorised the *Future of Naval Heritage Review*. This ongoing review will inform the strategic alignment of Navy Heritage policy with higher-level Defence policy, such as the *Defence History and Heritage Manual* and is to complete in June 2020.

The FAAM and Spectacle Is are home to the vast majority of the heritage collection, and the FAAM is the most accessible collection of Navy heritage artefacts to the public. The FAAM staff have recognised and are leaning into the opportunity presented by this 'root and branch' review, which will likely have a profound impact on Navy Heritage management for years to come.

#### **Staffing**

After more than 12 years as Manager and Senior Curator of the FAAM, Mr Terry Hetherington retired in January 2019. Terry has had a long association with Navy Heritage and in particular that of the RAN Fleet Air Arm, through his work with the RAN Historic Flight, the Australian Naval Aviation Museum Foundation and subsequently as the FAAM Manager. We wish Terry the best on this next part of his journey in retirement.

On 15 April 2019, I was appointed as the Manager and Senior Curator, FAAM. I have over 42 years in Defence, the first 33 years as a Naval Aviator and the last nine with the acquisition organisation

delivering the ADF Helicopter Aircrew Training System here at Nowra. The RAN FAA is my family and I have developed an abiding interest in our history and heritage having flown the RAN Historic Flight Iroquois for a number of years and acting as the volunteer manager of the Flight from 2013 to 2015.

The permanent complement of the FAAM remains at three, the Manager, Collections Curator and Technical Curator. The FAAM also has one Reserve position with five incumbent members conducting weekend manager and ad hoc duties, and 10 regular volunteers assisting with collection conservation. This workforce is insufficient to facilitate stewardship of the FAAM collection. Whilst the Navy Heritage Review is investigating opportunities for an enduring workforce solution, additional volunteers would be most welcome to ensure the future of our heritage.

## **Collection Management**

### Collection Rationalisation

The FAAM is custodian to an estimated 10,000+ artefacts of which approximately 20% have been accessioned (catalogued). This collection includes duplication and a not-insubstantial holding of non-FAA / Navy related items from the Australia's Museum of Flight era. Collection rationalisation activities in the past year have included:

- Transfer of a Fairey Firefly to the Australian War Museum;
- Transfer of a Gloster Meteor, C-47 and Lockheed L10 to RAAF Heritage;
- Sale of 2 x Wessex, 2 x Iroquois, 2 x Trackers, 1 x C47, 1 x Sea Venom and 1 x Sea Fury to the Historical Aircraft Restoration Society; and
- Sale of 1 x Westland Scout and assorted aviation related components and equipment, already on loan to other institutions and through on-line auctions.

Ongoing rationalisation activities include:

- Sale of the Hawker Hunter;
- Return of the Mig 15, Mig 17 and Twin Bonanza to their owners;
- Sale by auction of the Whirlwind hulk and control tower window structure; and
- Further possible transfers to RAAF heritage.

A concerted effort to characterise the collection continues, with 100% musters underway of ionising radiation sources, weapons, explosive ordnance, Sea Fury components and ROMAN (financial management system) holdings.

### Notable Additions

In late October the Navy Heritage Collection will receive Pilatus PC9/A, A23-028, ex-RAAF Pearce. This aircraft will initially be stored in B Hangar.

In late September 2019 the Australian Aviation Museum of Bankstown offered the FAAM Hawker Siddley HS748 N15-709, which has been in outside storage since 2003, on the proviso that the aircraft must be removed from the existing site by 20 October this year. Recognising the HS748s unique place in FAA history, yet cognisant of the state of the aircraft and lack of suitable display space at the FAAM, an agreement has been reached for Navy Heritage to take the forward fuselage (cockpit & nav stations) and a two metre section of the aft cabin (Electronic Warfare Training System stations). This acquisition will depend on the ability to develop and execute a transportation plan in the limited time available.

### Loans Inward / Outward

Management of loans, both inward and outward, continue to present a burden to the extant Museum workforce, consequently efforts are underway to reduce the number and types of loan, ideally to zero. These activities are hampered in some cases by the period items have been on loan and resultant difficulty in finding /identifying current owners. The FAAM is seeking guidance on the disposition of loan items where, despite reasonable efforts, the owner cannot be identified/contacted.

### **Facilities**

The FAAM continues to house the collection in the Museum (asset 312), J Hangar (asset 105), smaller buildings (asset 100, asset 115 and the old chapel), several shipping containers and in the open air. With the exception of the archive in the Museum, none of these facilities provides appropriate environmental controls for the storage of heritage artefacts. Storage facilities for the Heritage Collection are being considered in the *Future of Naval Heritage Review*.

The FAAM continues to act as Resident Unit for the White Ensign Club, FAAAA and Naval Association of Australia offices. Whilst the Associations may continue some maintenance activities on a self-help basis, the FAAM will look to more actively assist with maintenance requests to Estate & Infrastructure Group.

Visitors regularly comment on the lack of a café at the FAAM. Navy Canteens currently controls the commercial kitchen and will be instrumental in facilitating a café capability into the future. In September 2019, Navy Canteens appointed a new area manager and discussions are now underway for re-establishing the café, possibly by Christmas 2019.

### **Conclusion**

The FAAM has experienced a hectic year and, given the collection cataloguing and rationalisation activities remaining, and governance activities required, this pace is not expected to slow. The *Future of Naval Heritage Review* is expected to present both challenges and opportunities for the FAAM.

I would like to take this opportunity to thank the Board and Members of the FAAAA for their continued support of the FAAM and wish the Association the best for the coming year.

Yours sincerely

**SA Harwood** EMBus(CPM)  
Commander RAN (Retd)  
Manager & Senior Curator