

CABINET - SUBJECTS FOR CONSIDERATION, 15 JULY 2002 9:00 AM

Not Relevant

106

MAS017/02CS

**Upgrade of Torrens Parade Ground
APPROVED AS AMENDED (NEW
RECOMMENDATIONS)**

All Ministers

Not Relevant

106

CABINET NOTE

TO: PREMIER FOR CABINET TO NOTE

RE: TORRENS PARADE GROUND UPGRADE PROJECT – ADDITIONAL INFORMATION

This submission provides a brief response to comments raised by Agencies on the Cabinet Submission that seeks funding approval for the upgrade of the Torrens Parade Ground.

1. Treasury and Finance has commented that if the air conditioning is not provided in the Drill Hall it may affect its marketability and may not be acceptable by the ex-service groups.

Response

Air conditioning the Drill Hall is not an essential building item or a statutory requirement. In the absence of air conditioning, there are a number of interim arrangements that can be put in place to provide satisfactory levels of comfort to ensure the Hall remains useful and marketable for community, cultural and art groups. This may require users of the Drill Hall to consider hiring gas burners during winter and air conditioners in summer. The RSL, the ex-service groups and other potential tenants such as the History Trust, are aware that the Drill Hall may not be air- conditioned.

2. Arts SA has commented about the strong interest of the History Trust to relocate from Edmund Wright House to the Torrens Parade Ground.

Response

This proposal involves consideration of a number of funding and tenure related issues that will be addressed jointly by the Minister for Administrative Services and the Minister Assisting the Premier in the Arts. Additional funding would need to be identified for this proposal on top of the \$3.8M currently allocated to the project.

3. Department of Transport and Urban Planning have commented that the Torrens Parade Ground should not become a 'defacto parking lot'.

Response

The Parade Ground will continue to be made available for restricted casual parking by community groups and as a venue for major events such as the Fringe, Sola Car Race and Festival of Arts. There are no plans for the Torrens Parade Ground to be a commercial car park.

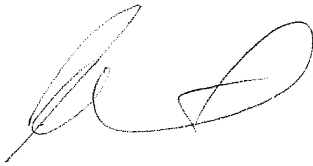
4. Other Points

The project architects have been asked to consider heritage and other related issues associated with the opportunity to repave the Torrens Parade Ground. Such a move will improve its amenity and presence within its Park Lands surrounds. One of the potential repaving options includes the use of crushed rock or gravel. The cost to undertake this work is not included in the current \$3.8M budget and additional funding would need to be identified.

5. Timing

To maintain the project program it is critical that Cabinet consider the submission on 15 July 2002, seeking *iter alia*, funding approval to proceed with the project. This will allow the project to be presented to the Public Works Committee on 25 July 2002.

It is recommended that Cabinet note this submission.



Hon Jay Weatherill MP
Minister for Urban Development and Planning
Minister for Local Government
Minister for Administrative Services
Minister Assisting in Government Enterprises

15/7/2002

CABINET COVER SHEET

1. **TITLE:** Upgrade of Torrens Parade Ground

2. **MINISTER:** Hon Jay Weatherill MP
Minister for Urban Development and Planning
Minister for Local Government
Minister for Administrative Services
Minister Assisting in Government Enterprises

3. **PROPOSAL:** That Cabinet approves the upgrade of the Torrens Parade Ground and approves forwarding the attached submission to the Public Works Committee.

4. **RESOURCES REQUIRED FOR IMPLEMENTATION:** \$3.8M. which has already been allocated to the project in 2001/02 and 2002/03. Agreement with Treasury on costings has been reached

5. **RELATIONSHIP TO GOVERNMENT POLICY:** The upgrade of the Torrens Parade Ground was publicly announced by the Premier on 25 April 2002.

6. **CONSULTATION:** Department for Administrative and Information Services, Crown Solicitor's Office, Department of Treasury and Finance, Adelaide City Council, Returned Services League, Royal Australian Air Force and Vietnam Veterans Associations, Planning SA, Department of Premier and Cabinet.

7. **IMPACT STATEMENTS:**

Family: Project encourages greater public use and access of the Parade Ground.

Environmental: Project preserves the heritage and cultural aspects of the place and recognises the Government's Energy Efficiency Plan.

Regulatory: Nil

Small Business: Minimal impact on small business.

Regional: Nil

8. **URGENCY:** 10 day rule. A decision needs to be made no later than 15 July 2002 to maintain program and for the hearing with the Public Works Committee to take place on 24 July 2002.

9. RECOMMENDATIONS: it is recommended that Cabinet:

- 4.1 Approve funds of \$4.18M (including GST) to enable the upgrade of the Torrens Parade Ground to proceed;
- 4.2 Note that the upgrade of the Torrens Parade Ground will have a net impact on the budget of \$3.8M (exclusive of GST);
- 4.3 Approve the referral of the attached report of the upgrade of the Torrens Parade Ground to the Public Works Committee for consideration and report;
- 4.4 Delegate to the Minister for Administrative Services the authority to approve the use, tenure and rental arrangements of the multi-purpose public spaces on the ground floor.



Hon Jay Weatherill MP
Minister for Urban Development and Planning
Minister for Local Government
Minister for Administrative Services
Minister Assisting in Government Enterprises

Date: 26 June 2002

TO: PREMIER FOR CABINET

RE: TORRENS PARADE GROUND UPGRADE PROJECT

1. PROPOSAL

It is proposed that Cabinet:

- 1.1 approve funds of \$4.18M (including GST) to enable the upgrade of the Torrens Parade Ground to proceed;
- 1.2 note that the upgrade of the Torrens Parade Ground will have a net impact on the budget of \$3.8M (exclusive of GST);
- 1.3 approve the referral of the attached report of the upgrade of the Torrens Parade Ground to the Public Works Committee for consideration and report;
- 1.4 delegate to the Minister for Administrative Services the authority to approve the use, tenure and rental arrangements of the multi-purpose public spaces on the ground floor.

2. BACKGROUND

- 2.1 The Torrens Parade Ground was transferred from the Commonwealth at no cost to the South Australian Government on 5 October 2001. The heritage-listed property is in a freehold state and is under the ownership of the Minister for Administrative Services.
- 2.2 In June 2000, Bassett Engineers completed a building condition audit of the Torrens Parade Ground and reported that the building needs to be upgraded to comply with present building, disability, occupational and health standards.
- 2.3 On 25 April 2002, the Premier announced the \$3.8M upgrade of the Torrens Parade Ground and that part of the building would be leased at reduced rents to the Returned and Services League, the Royal Australian Air Force Association and the Vietnam Veterans' Association of Australia.
- 2.4 The Drill Hall and other ancillary spaces on the ground floor are to be upgraded as multi-purpose public spaces for possible use by arts, cultural and community groups. Basic fit outs of these spaces are included in the project budget.

MINUTES forming ENCLOSURE to:

3. DISCUSSION

Project Scope and Program details

- 3.1 Before the building is made available for public use, it needs to be upgraded to suit current statutory requirements. The proposed works involve the provision of suitable electrical, mechanical, fire, air conditioning and plumbing services.
- 3.2 The project program allows approximately 12 months to design, document and deliver the project using a conventional procurement strategy based on a lump sum contract. The current program shows construction commencing in October 2002 and completion on 19 April 2003.

Project Budget and Funding

- 3.3 The project's cost manager has recently updated the cost of the project using the latest architectural and services information and reports that to undertake the current scope of works will exceed the current budget of \$3.8M by some \$300,000.
- 3.4 To bring the project back to budget, a number of changes to the scope of works can be made including deferring the air conditioning of the Drill Hall.
- 3.5 It is proposed to proceed with tender documentation and specify the Drill Hall air conditioning as a separable cost item. Subject to the response from the tender market an assessment will be made whether the Drill Hall air conditioning will form part the actual scope of works or will be deferred until further funding is available.
- 3.6 In the 2001/02 State Budget, the Torrens Parade Ground was allocated \$3.8M over three years (\$1.5M in 2001/02 and \$1.3M in 2002/03 and \$1M in 2003/04).
- 3.7 As the majority of the funding to complete the project will be spent in the 2002/03, Budget Cabinet approved on 6 June 2002 the timing reallocation of \$1M from the 2003/04 budget to the 2002/03.
- 3.8 The previous Government's Torrens Parade Ground Cabinet Committee and the Executive Director Building Management have approved to date, the expenditure of project funds totalling \$391,921, to advance design and documentation of the project.
- 3.9 Approval to expend the remainder of the project funds will be requested from the Minister for Administrative Services once construction tenders are received and evaluated.

MINUTES forming ENCLOSURE to:

Rental Payments

- 3.10 In April 2002, the Premier approved offering to the RSL part tenancy of the Torrens Parade Ground at a reduced rental of \$20,000 pa. While this amount is less than the potential market rate, the decision allows the building to maintain its military and cultural association. Offers to the Air Force and Vietnam Veterans Associations were reduced proportionally to the RSL's rental payment.
- 3.11 The key terms and conditions of the tenure arrangements with the ex-service groups include a 20 year lease with the following annual payments (to be indexed annually to CPI): RSL \$20,000; RAAFA \$11,480; Vietnam Veterans \$3,210.
- 3.12 As the responsible Minister for the Torrens Parade Ground, the Minister for Administrative Services will consider and approve rental charges and other tenure arrangements for use of the multi-purpose public spaces on the ground floor.
- 3.13 The ground floor offers primarily three exhibition/administrative rooms and the large Drill Hall. These spaces are intended to be made available for use by arts, cultural and community groups. In particular, the Drill Hall will be made available to the ex-service groups on specific occasions such as ANZAC and Remembrance Days. In addition, the practice of making the Torrens Parade Ground available for community events such as the Solar Car Race, the Festival of Arts and the Fringe will continue.
- 3.14 The History Trust has recently expressed interest in taking up the three exhibition/administrative rooms on the ground floor. No allowance has been made in the current funds being sought for additional refurbishment that may be required for the History Trust or any other potential tenancies for the ground floor.

Recurrent Costs and Management of the Building

- 3.15 It is intended that the refurbished building will be managed through the Real Estate Management Group (REM) in DAIS.
- 3.16 REM will seek an annual appropriation to cover the difference between operating costs and any income generated from the rental contribution from the ex-service groups and use of the public spaces on the ground floor.
- 3.17 As part of its budget deliberations on 6 June 2002, Cabinet supported allocating \$238,000 for 2002/03, which takes into account operating costs incurred during the 2001/02 financial year and \$190,000 per annum thereafter, plus an annual adjustment for inflation.

MINUTES forming ENCLOSURE to:

- 3.18 REM proposes to manage the refurbished Torrens Parade Ground through the Government Facility Management Contract.
- 3.19 A Co-ordination Committee with representation from REM, the ex-service groups and an officer nominated by the Minister for Administrative Services will be set up to co-ordinate activities that affect the tenant's day to day use of the Torrens Parade Ground. Some of the activities include attending to flag protocols, control of the boom gate, co-ordinating shared use of car park and Drill Hall etc.

Risk Analysis

- 3.20 While every effort has been made to identify and allow for all of the building and upgrade risk items, the very nature of the work, the age and condition of the building and its heritage status will impose greater program and cost pressures compared to conventional construction projects. The current cost estimate is above budget and options to reduce the cost are being evaluated.
- 3.21 The April 2003 target completion date will require approval processes to be streamlined and a 6 months construction program with a limited allowance for extensions of time. This is an ongoing risk that will need to be managed during the project. The completion date has been set as highly desirable target to coincide with ANZAC Day in 2003. The ex-service groups would not be disadvantaged if the April 2003 target is not achieved.
- 3.22 Potential heritage issues that may arise will be addressed by reference to the existing conservation plan for the Torrens Parade Ground and ongoing consultation with user groups and heritage authorities.
- 3.23 Prior to relocating to the Torrens Parade Ground, the RSL and the Royal Australian Air Force Association plan to sell their properties in Angas Street, Adelaide and Finnis Street, North Adelaide respectively. In the unlikely event the properties are not sold by April/May 2003, the two groups advise they have the capacity, including the option of arranging bridging finance, to commence the lease as soon as the building works are completed.
- 3.24 Standard lease documentation to formalise the ex-service groups' accommodation tenure arrangements is being prepared through the Crown Solicitor's Office. The aim is to have the documentation completed and executed prior to construction commencing. There are no known outstanding issues or legal complexities that are likely to delay this time frame.

MINUTES forming ENCLOSURE to:

Project Delivery Structure

- 3.25 The Major Projects Group is responsible for overall management of the project on behalf of the Minister for Administrative Services. DAIS Project Services will provide risk and project management services to the project.
- 3.26 Within the project team the detailed day-to-day coordination and management of the design process is being provided by Grieve Gillett Architects (primary consultant).

Approvals

- 3.27 As the estimated cost of the project, including GST and the projected over-run, is over \$4M, DAIS Project Services has received advice from the Crown Solicitor's Office that it needs to be referred to the Public Works Committee for report. The hearing date with the Public Works Committee has been set for 24 July 2002
- 3.28 Development Approval for the proposed redevelopment work has been sought as Crown Development pursuant to Section 49 of the Development Act, 1993.

Consultation

- 3.29 Consultation has taken place with the ex-service groups, Arts SA, Heritage SA, Planning SA, DAIS and the Adelaide City Council. The following agencies have also been consulted – Department of Environment and Heritage, Office of Regional Affairs, National Competition Policy Unit (Department of Premier and Cabinet), Department of Industry and Trade and Department of Human Services.
- 3.30 The Department of the Premier and Cabinet, the Department of Treasury and Finance and the Crown Solicitor have been briefed on this project and consider that it has been developed in accordance with legal requirements and accepted procedures and guidelines. Treasury and Finance have also provided a certification comment on the project costs and have highlighted the potential cost over-run as a risk.

Family Impact Statement

- 3.31 The project will encourage community groups to make greater use of the facility and for families to attend planned activities in the Drill Hall.
- 3.32 The central location of the Torrens Parade Ground will make it more convenient and accessible for ex-service personnel and their families wishing to access welfare services and participate in social activities organised by the RSL, RAAF and the Vietnam Veterans Associations.

MINUTES forming ENCLOSURE to:

Environmental Impact Statement

- 3.33 The proposed upgrade will assist preserve the heritage value of the place. There has been extensive consultation with the heritage authorities in formulating the scope of works.
- 3.34 Energy efficiency, water conservation, storm water management, air conditioning and hot water services will have due regard to the Government's Energy Efficiency Plan.

Regional, Regulatory and Small Business Impact Statements

- 3.35 The project will have minimal or no impact on regional, regulatory and small business.

4. RECOMMENDATION

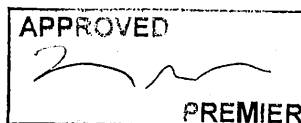
It is recommended that Cabinet:

- 4.1 approve the expenditure authority of up to \$4.18M (including GST) to enable the upgrade of the Torrens Parade Ground to proceed;
- 4.2 note that the upgrade of the Torrens Parade Ground will have a net impact on the budget of \$3.8M (exclusive of GST);
- 4.3 approve the referral of the attached report of the Torrens Parade Ground to the Public Works Committee for consideration and report;
- 4.4 delegate to the Minister for Administrative Services the authority to approve the use, tenure and rental arrangements of the multi-purpose public spaces on the ground floor.

In Cabinet

15 JUL 2002


 Hon Jay Weatherill MP
 Minister for Urban Development and Planning
 Minister for Local Government
 Minister for Administrative Services
 Minister Assisting in Government Enterprises



Date: 15 July 2002

REPORT
to the
PUBLIC WORKS COMMITTEE
of the
PARLIAMENT OF SOUTH AUSTRALIA

for the proposed
UPGRADE OF THE TORRENS PARADE GROUND

MAJOR PROJECTS GROUP (DAIS)
June 2002

1. PROPOSAL

The proposed upgrade of the Torrens Parade Ground will comply with appropriate statutory and building codes and preserve the building and its heritage value and make the building usable for a range of appropriate community, art and cultural related activities. The work will be carried out in sympathy with its heritage status and will comply with statutory and building codes.

2. BACKGROUND

General Background Information

The Torrens Parade Ground site has a long-standing military association dating back to the early colony and has been used as a mustering point for troops leaving for wars and as a base for army regiments.

When the colonies federated in 1901, the ownership of the Torrens Parade Ground was transferred from the colony to the new Commonwealth Government.

The Parade Ground continued to be the mustering point for troops embarking overseas during WW1. The Australian Army used the Parade Ground through to the 1920s, with the Drill Hall being occupied by both artillery and infantry battalions until 1925.

The opening of the new Torrens Depot (the current building) in 1936 coincided with the centenary celebrations of South Australia. The two-storey east wing (facing Kintore Avenue) was added in 1955.

In March 1999, the Commonwealth confirmed it would transfer the Torrens Parade Ground to the State at no cost. The Adelaide University's Regiment and part of the 10/27th Royal South Australian Regiment occupied the Torrens Training Depot at this time.

A building audit by Bassett Engineers in June 2000, found that while the building structure was sound, it required upgrading in order to comply with present building, disability, occupational and health standards.

Transfer of the property from the Commonwealth to the State took place on 5 October 2001.

In April 2002, the RSL, the Air Force and the Vietnam Veterans' Associations agreed to occupy and lease part of the building.

Building Condition

The overall structural condition of the building is sound, however the standard of the tiled roof and roof drainage is very poor which has resulted in significant damage to internal surface finishes and the building fabric.

The overall standard of the building electrical, mechanical and plumbing services is low and in fair to poor condition.

The general standard of access and egress for the building is very poor with significant non-conformity with the Building Code of Australia (BCA).

The building as it stands does not include any features to facilitate access and use by persons with physical disabilities

Without compromising the heritage value of the building there is scope to attend to the above building and service shortcomings and provide for the proposed office and public assembly type uses.

3. KEY AIMS

To preserve the property's heritage value, to offer suitable accommodation for the ex-service groups and provide multi purpose public spaces for use by appropriate arts, cultural and community related activities, the project aims to:

- Undertake a series of works to repair the building and preserve its fabric and heritage value.
- Take account of the heritage setting of the Parade Ground and Depot in determining the future use of the property for outdoor cultural activities, assembly, parades and restricted car parking.
- Preserve the building as generally outlined in the 1992 Conservation Plan and any alteration or removal of significant fabric must be undertaken in a manner that is reversible.
- Provide equitable access to facilities for people with physical disabilities.

4. EXPECTED OUTCOMES

As a result of the upgrade works, the Torrens Parade Ground is intended to be used as a flexible, contemporary facility for appropriate arts, cultural and community activities on the ground floor, and consolidated headquarters for ex-services organisations on the upper floor, with facilities designed to accommodate functional requirements, reflect the projected image of the users and also maintain the heritage values of the place.

The community related areas of the building offers the potential for a variety of performance, administration and exhibition spaces, supporting the public use of the Adelaide Park Lands and buildings within for cultural and recreational uses.

The proposed relocation of three ex-services organisations (the **RSL**, Air Force Association and Vietnam Veterans Association) will maintain the direct association with the site's military history.

The upgrade works will maintain the integrity of the landscaped setting of the building by attempting to incorporate future services (air conditioning, fire booster etc.) within the building envelope and remain out of view from the surrounding Park Lands.

5. FUTURE USE CONSIDERATIONS

During 1999, the Government initiated direct consultation with a number of organisations, including the **RSL**, to seek their view on the future use of the property. These discussions were predicated on the basis the State Government at the time had no preconceived plans for the site but recognised the site's strong military history and associations.

The ex-service groups expressed the strongest interest in having a presence in the Torrens Parade Ground. A number of disparate groups also expressed interest in uses such as a military museum, memorial garden and music school.

Given heritage and zoning restrictions, future uses of the property need to comply with the site's Adelaide Park Lands zoning which specifically supports public use of the property for cultural purposes. Retaining use of the existing offices reinforces and maintains the heritage values of the building.

In June 2000 the Government supported holding discussions with the RSL, Naval and Air Force Associations and the Vietnam Veterans to explore the possibility that they become the 'anchor' tenants of the building. The Naval Association subsequently declined the offer to relocate to the Torrens Parade Ground.

Future use of the Torrens Parade Ground by the ex-service groups is most appropriate given the use maintains the property's military association.

The RSL, RAAFA and the Vietnams Veterans Association recently agreed to occupy part of the building.

Membership and operational details of the ex-service groups are outlined below:

RSL

The RSL represents 18,000 paid up members in the State, Broken Hill and the Northern Territory. There are nine full-time and seven part time staff members in its Angas St headquarters. The RSL provides a welfare/pension service for veterans, produces "*The Advocate*" for veterans, holds historical records of veterans (including a library and memorabilia) which is used for family and student research, and is responsible for the ANZAC Eve Vigil as well as the ANZAC and Remembrance Day services.

The RSL's Angas St property also provides a "Memorial Hall" in memory of those who have fallen in war. The Hall is currently used for both military associated events and social events, such as annual general meetings and indoor bowls.

Royal Australian Air Force Association:

The RAAFA represents 1100 paid up members. The RAAFA operates out of premises in Finnis Street, North Adelaide, with three staff on-call full-time, a full-time advocate and three part time pension/welfare officers. In addition to its welfare and advocacy role, social events are a very important and regular part of the RAAFA's activities. The RAAFA holds valuable records (both a library and memorabilia), including a working flight simulator, the "Link Trainer", which is used to train cadets.

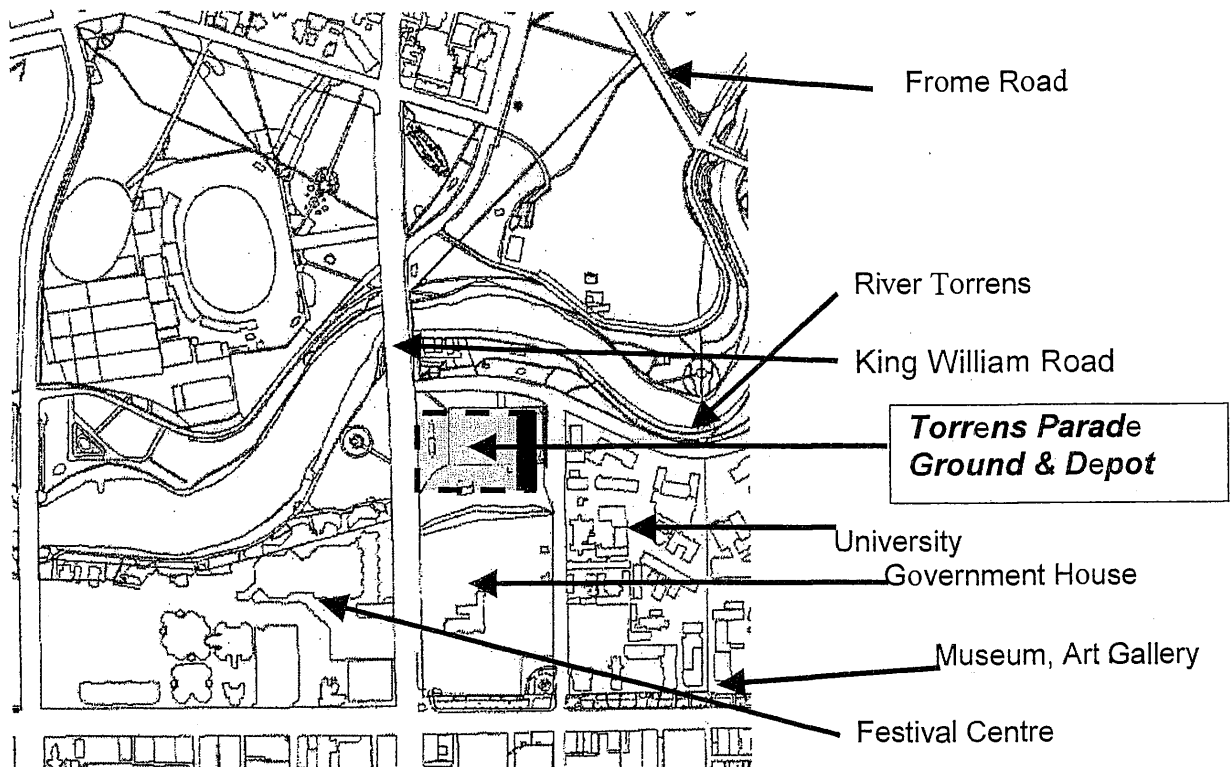
Vietnam Veterans' Association of Australia

The VVA represents 700 paid up members, and 200 non paid-up members. The VVA currently operates out of the Walkerville RSL's premises, with two full-time staff and nine part-time welfare officers. The main focus of the VVA is providing an advocacy and welfare/pension role for veterans. It also produces a quarterly newsletter "*The Vets Post*", and engages in social activities for members. The VVA holds a significant amount of war memorabilia, which it is currently unable to display due to insufficient space.

6. SITE DETAILS

The Torrens Parade Ground and Depot is situated within Section 509, of the Hundred of Adelaide. The property is in a fee simple state and is described as the whole of the land in Certificate of Title Volume 5612 Folio 151. The property was transferred from the Commonwealth to the State on 5 October 2001 and is under the ownership of the Minister for Administrative Services.

The Torrens Parade Ground and Depot is located to the north of Government House, between the Adelaide Festival Centre and University of Adelaide. (see site plan below).



7. PROPOSED SOLUTION

Ground Floor Accommodation (refer to attached plans)

The ground floor will be upgraded to provide five multi-purpose public spaces, suitable for performances, displays, administration, meetings and other uses. Support facilities such as toilets, small kitchens, dressing rooms and store rooms will provide services for both users and the visiting public. Access to the ex-services organisations on the upper floor will be via the main entry stairs and the proposed lift. Circulation between the two floors (and users) will be separated, to maintain security and operational requirements.

Room	Function	Area
Drill Hall	Functions, exhibitions, performances	856m ²
Exhibition spaces	Meeting spaces, exhibition spaces	110 & 63m ²
Memorial Hall	Dedication / Memorial Room for ex-services organisations	110m ²

6 Store rooms	Storage for ex-services organisations	16m ² each
6 Other stores	Storage for Drill Hall – chairs, equipment etc	16m ² each
Production Office	Office for users of Drill Hall	16m ²
Link Trainer room	RAAF Ass'n (SA) Link Trainer	36m ²
Toilets, Dressing Rooms	For public use	-
2 Kitchens	For catering – tea/coffee & warmers	10m ² each

Upper Floor Accommodation

Refurbishing the upper floor will provide office accommodation and meeting/ function spaces for the proposed tenants – the RSL, the RAAF Association and the Vietnam Veterans Association. A common reception will provide an orientation point for all visitors, reached via the main entry stair and proposed lift. Several confidential meeting rooms will be provided for members to discuss pension issues with staff and two large meeting/function rooms will provide flexible meeting and social areas for members.

Support facilities such as toilets and small kitchens and bars will provide services for both staff and visiting members.

Room	Function	Area
RSL	Office headquarters and admin	213m ²
Air Force Ass'n	Office headquarters and administration	127m ²
Vietnam Veterans	Office headquarters and administration	68m ²
Toilets	For staff and visitors	-
Function/Meeting Rooms	For use by ex-service groups	126 m ²
2 Kitchens/ Bars	Servicing meeting/function rooms	25m ² each

Schedule of Proposed Works

The scope of works involved in the upgrade of the Torrens Parade Ground are summarised below:

Exterior

- Construct ramped podium for equitable access to the building.
- Paint external facades, windows and doors.
- Remove ladder fire escapes and construct two new external fire stairs and exit doors.
- Restore roof, replacing broken roof tiles to main roof.
- Construct plant platforms on Drill Hall roof for air conditioning plant.

Interior

- Restore Drill Hall finishes, repair, oil and polish floor, paint walls and trusses, line ceiling between trusses, fit blinds to black out monitor roof windows.
- Install lift in main stair lobby.
- Remove internal walls to form four exhibition rooms along the west side of the building on the ground floor, to create flexible, column free spaces.

- Additional structural works (piers and beams) as required where existing building fabric is altered only - to address DAIS requirements for the resistance of existing building structures to seismic activity.
- Construct new toilet facilities, both floors, to comply with BCA requirements.
- Construct new kitchens and bar facilities to serve function spaces (not commercial quality).
- Upgrade office space on upper floor to suit proposed tenancies.
- Construct four unisex toilet facilities (two per floor, each end) for people with disabilities.

Services

- Install new transformer for power supply, outside south east corner of building.
- Install a fire sprinkler system throughout the Drill Hall, smoke detectors throughout the building, upgrade existing hydrants, install an occupant warning system, upgrade hose reels and fire extinguishers.
- Install new water supply, hot water units and drainage for wet areas in building.
- Install new lighting, security, power cabling and communications cabling throughout the building.

Heritage Considerations

- Lighting will be simple, with period style pendant lighting used in 1936 spaces and contemporary fittings used elsewhere.
- Air conditioners will be 'split system' in type, to minimise penetrations for ductwork.
- Lighting, fire sprinklers, power etc. to the Drill Hall will be surface mounted.
- Externally, little additional work will be undertaken. The podium would be isolated from the existing building and new plant would be kept out of view by passers-by walking through the Park Lands.

Access Provisions

- Access for people with disabilities will comply with required standards and Acts, with ramps incorporated in a new podium at the entry to the building. Equitable access to all entrances can be achieved through the use of a podium with access ramps, suiting statutory requirements and causing minimal visual and physical impact on the heritage significance of the place.
- Vertical access for people with disabilities through the building will be achieved using a fully compliant lift to AS1735.12, located in the main entry foyer. The lift will also operate as a means of egress during a fire emergency.

Structural Resolution

- The proposed redevelopment will not impact significantly on the existing structure.
- To facilitate the removal of several load bearing ground floor walls, additional steel beams will be required to maintain support. The beams will be protected with fire rated cladding and be supported on new reinforced block work piers at either end.
- The air conditioning plant is to be located above the Drill Hall roof.
- The new lift will require a reinforced concrete over run pit. Some minor modification to and underpinning of existing footings may also be necessary. The lift shaft walls are to be constructed of core filled reinforced block work, to provide the structural strength and fire rating necessary.
- New civil works include the reinstatement of the bitumen paving immediately around the building; along with additional pits, a new spoon drain and drainage along the east side of the building. The main area of bitumen to the west of the Depot will remain unaltered.

Mechanical Services

- The proposed air conditioning installation will incorporate wall mounted split system air conditioning units to serve the offices, 'link trainer' room and administration areas. Ceiling mounted cassette type air conditioning units will service the exhibition rooms, Memorial Hall and the meeting and function areas.
- The Drill Hall is proposed to be air conditioned by means of roof mounted packaged air conditioning units, serving the occupied space via an exposed ductwork air distribution system.
- Fresh air intake is proposed to be incorporated into the air conditioning systems serving the exhibition spaces, the Memorial Hall, the Drill Hall and the two meeting/function areas upstairs, since these areas will experience high occupancy levels. Outside 'fresh' air is to be provided to all other areas via operable windows.
- Ducted mechanical exhaust ventilation systems are proposed for the cleaners rooms, dressing rooms and toilets, with the provision made for domestic style exhaust hood systems to serve the cook-tops in the kitchens.

Electrical Services

- The proposed electrical services for the building completely replace the existing services, to meet current codes and standards and to cope with the significant increase in the power load on the building due to the proposed air conditioning system.
- A new main switchboard is proposed, fed from a new ETSA Utilities transformer located outside the south east end of the building.
- Offices in each tenancy are serviced with power and data communications cabling, linked to central communications cabinets to suit modern office data and communications needs.
- A basic security system is provided suitable for remote monitoring. All external perimeter doors are monitored and movement detection provided in the main entrance foyer.

Fire Protection Services

- The existing automatic fire detection and alarm system will be upgraded to incorporate smoke detectors on extended spacings throughout the building, replacing the existing thermal detection system.
- An occupant warning system, incorporating audible/visual alarms will be provided to the Drill Hall, Exhibition Rooms, Memorial Hall and first floor corridors.
- An automatic fire sprinkler system is proposed for the Drill Hall only, as agreed with the South Australian Fire Service and the project Building Certifier. Being a two storey building, other areas within the building are not required to be sprinklered.

Hydraulic Services

- It is proposed that the SA Water Corporation upgrade both the water meter and water supply to the building. New hot and cold water reticulation is proposed to service all new plumbing fixtures throughout. Zip boiler units are to be installed over kitchen sinks.
- Reticulation of gas is proposed to service the hot water units and kitchen appliances.

8. PROJECT BUDGET & FUNDING

The budget to upgrade the Torrens Parade Ground, inclusive of fees, contingencies and builder's preliminaries is \$3.8M.

The project's cost manager has recently updated the cost of the project using the latest architectural and services information and reports that to undertake the current scope of works will exceed the current budget of \$3.8M by some \$300,000.

To bring the project back to budget, a number of changes to the scope of works can be made including deferring the air conditioning of the Drill Hall.

Subject to the specific accommodation needs of future users of the ground floor (other than the ex-service groups), there may be a need to undertake further works to the building that will incur additional expenditure and require further funding.

A summary of the key budget items for the project is provided below:

Consultant Fees and Disbursements	\$ 613,000
Construction Costs, (See Note 1)	\$2 838 665
Design & Construction contingency	\$ 285 000
Escalation	\$ 60 000
TOTAL(not including GST)	\$3,800,000

Note1: Assumes the air conditioning cost is removed from the current scope of works.

Attached to this report is a more detailed breakdown of the project cost together with a separate table showing project fees and disbursements.

The ex-service groups will be responsible for funding their own fit-out costs, estimated to cost \$150,000.

In the 2001/02 State Budget, the Torrens Parade Ground was allocated \$3.8M over three years.

9. RECURRENT COSTS

It is intended that the refurbished building will be managed through the Real Estate Management Group (REM) in DAIS.

Recurrent or operating costs associated with maintaining the Torrens Parade Ground (electrical, fire services and lifts running and maintenance costs, cleaning, graffiti removal, pavement maintenance, vandalism repair, facilities management, etc) have been estimated by REM to be in the order of \$200,000 per annum.

REM will use the revenue generated from renting the building (including rent payments by the ex-service groups) to offset the cost of managing and maintaining the property.

10. INCOME

The key terms and conditions of the tenure arrangements with the ex-service groups include a 20 year lease with the following annual payments (to be indexed annually to CPI): RSL \$20,000; RAAFA \$11,480; Vietnam Veterans \$3,210.

While the rental payment negotiated with the ex-service groups is below the potential market rate, the Government considered it important to find suitable tenants that preserved the building's cultural and military history. Other than making a few alterations, the ex-service groups will maintain the existing office layout, further reinforcing the building's cultural significance and maintaining the heritage values of the property within the Park Lands.

Rental charges for use of the spaces on the ground floor will be established by REM and approved by the Minister for Administrative Services.

11. IMPACT ON CONSOLIDATED ACCOUNT

The net anticipated cash flow requirements (not including GST) for the Torrens Parade Ground project over five years is set out in the table below:

	01/ 02	02/03	03/04	04/05	05/06	TOTAL
Capital Expenditure	\$200,000	\$3.6M	nil	Nil	nil	\$3.8M
Recurrent Costs	Nil	\$238,000	\$190,000	\$195,000	\$200,00	\$823,000
Total Impact on Consolidated Account	\$200,000	\$3.838M	\$190,000	\$195,000	\$200,000	\$4.623M

In summary, a total of \$3.8M will be required for capital works, including approximately \$200,000 in 2001/02 for concept evaluation and documentation works.

Recurrent costs have been estimated to be in the order of \$238,000 for 2002/03, which takes into account operating costs incurred during the 2001/02 financial year and \$190,000 per annum thereafter, plus 2.6% inflation rate compounded annually

12. ECONOMIC EVALUATION

Barry Burgan from Economic Research Consultants has undertaken a broad analysis of the outcomes associated with the proposed upgrade of the Torrens Parade Ground, in terms of the benefit to cost relationship, that is consistent with Treasury Guidelines for Project Evaluation.

Considering the cost of the project and the benefits in terms of preserving the heritage value of the place and to the user groups like the ex-service community, Economic Research Consultants estimates that the project has a NPV relative to the base case (ie. do nothing) of between \$0.5M and \$1M, with a benefit cost ratio of 1.1 and 1.2.

Attached is a copy of the report by Economic Research Consultants.

13. PROGRAM

The program shows construction work commencing in October 2002 and completion occurring in April 2003.

Proposed project approvals and milestones include:

- | | | |
|---|-----------|------|
| • Public Works Committee hearing | July | 2002 |
| • Lump sum tender call | August | 2002 |
| • Development Assessment Commission recommending approval | September | 2002 |
| • Commence construction work | October | 2002 |
| • Construction completion | April | 2003 |

14. PROJECT PROCUREMENT

Project Delivery Structure

Responsibility for the Torrens Parade Ground project rests with the Minister for Administrative Services. The Major Projects Group of Department for Administrative and Information Services (DAIS) is responsible for the overall management of the project on behalf of the Minister.

The Building Management group within DAIS provides risk and project management services (scope, program, budget, human resources, procurement, design, construction, organisation and reporting).

Within the project team the detailed day to day coordination and management of the design process is being provided by Grieve Gillet Architects (primary consultant) in accordance with the scope of work as defined in the standard DAIS consultant engagement agreement.

Rawlinsons Group Pty Ltd are providing independent cost management services.

Procurement Process

The consultant team has been appointed in accordance with standard DAIS invitation, selection and engagement processes utilising standard conditions of engagement for the provision of consultancy services. The consultants have been drawn from the field of DAIS pre-qualified consultants.

It is proposed that the form of contract to be used for the construction works will be the DAIS modified AS 2124 contract and that tenders will be sought from contractors in the applicable DAIS pre-qualified category. A registration of interest will be given consideration for contractors with experience with work on Heritage buildings in assessing the field applicable for tender call.

The Project Initiation Process and/or appropriate supply guidelines (as applicable) will be applied in delivering this project.

15. HERITAGE STATUS

The Torrens Parade Ground and Depot is entered on the following heritage registers:

Register of the National Estate

Administered by the Australian Heritage Commission – controls actions by Commonwealth Government to heritage listed places – has no status once Parade Ground and Depot transferred to State Government ownership.

South Australian State Heritage Register

Administered by Heritage SA, of the Department of Environment and Heritage – controls actions by State/ Local Govt. or private owners to heritage listed places

A Conservation Plan was prepared for the place in 1992 to identify the heritage values of the place and guide future development through conservation policy. The Plan states that the Torrens Parade Ground and Depot is of cultural significance:

“The site of the Torrens Training Depot and Parade Ground has been associated in the public consciousness with military activity in South Australia since 1893.

The Torrens Parade Ground has been the mustering point for troops embarking for wars in which South Australian soldiers have been involved – the Boer War, World War I and World War II. It has also been used constantly as a review and parade ground, and meeting point for military commemorative services such as Anzac Day marches.

The Torrens Training depot is an excellent example of the Inter-War Stripped Classical style of architecture in Adelaide, particularly as interpreted by architects working for the Commonwealth Government on public buildings of the time.”

16. ABORIGINAL LAND OR SACRED SITES

The Department of State Aboriginal Affairs has been notified of the proposed upgrade of the Torrens Parade Ground. The Department advises that no determinations pursuant to the Aboriginal Heritage Act have been made in relation to the Torrens Parade Ground nor are any sites recorded in the Register of Aboriginal Sites and Objects for the area of land covered by the Act.

17. CONSULTATION AND APPROVALS

Consultation

General endorsement of the project brief and design has been the subject of consultation with:

- RSL, Royal Australian Air Force Association and Vietnam Veterans Association with respect to their accommodation and tenure arrangements.
- Arts SA regarding future use by art and cultural groups of the ground floor

Preliminary discussions have been held with the SA Metropolitan Fire Service regarding the requirements for fire approvals and BCA certification advice will be provided on the proposed component designs.

It is proposed that a high level of consultation will be maintained during the life of the project.

Acquittals

The Department of Premier and Cabinet and the Department of Treasury and Finance and the Crown Solicitor have been briefed on this project and consider that it has been developed in accordance with legal requirements and accepted procedures and guidelines. No outstanding issues were identified.

Cabinet Approval

On 8 July 2002, Cabinet approved the upgrade of the Torrens Parade Ground and this submission to the Public Works Committee.

ATTACHMENT 1

Upgrade of Torrens Parade Ground
Estimated cost as of June 2002

Cost Item	\$
Hydraulics and associated builders works	141,000
Mechanical services and associated builders works	519,000
Fire Protection and associated builders works	95,000
Electrical services and associated builders works	494,000
Lift and associated builders works	88,000
Building works (alterations & upgrade)	949,000
External works	386,000
External water services	4,500
External fire protection services	18,500
External electrical services	188,000
Builders preliminaries	250,000
Design contingency	60,000
Construction contingency	225,000
Escalation provision	60,000
Professional fees and associated costs	615,000
ESTIMATED TOTAL	\$4.10M (see note)

Note: estimated cost includes the current projected 'overrun'. To bring the project back to budget the overall scope of works will be evaluated on receipt of tenders and may necessitate deferring the air conditioning of the Drill Hall.

ATTACHMENT 2**PROJECT FEES AND DISBURSEMENTS**

<i>Upgrade of Torrens Parade Ground</i>			
Fee Component	Role	Fee (\$)	% of Overall Cost
<i>Consultants:</i>			
Grieve Architects	Primary Consultant	357,400 (fee includes sub-consultants)	9.4%
Fee Contingency	Primary Consultant	24,445	.64%
Rawlinson Pty Ltd	Cost Manager	35,000	.92%
Fee Contingency	Cost Manager	3,500	.09%
<i>DAIS</i>			
	Risk/Project Manager	56,350	1.48%
	Budget Audit	12,000	.31%
	Contracts	4,000	.10%
	Design Audit	6,000	.15%
	Construction Audit	10,050	.26%
	Disbursements	20,645	.54%
	<i>DAIS Sub-total</i>	88,400	2.32%
<i>Agency Costs</i>			
	Administration & legal	86,000	2.26%
		-	
Totals		615,390	15.63%

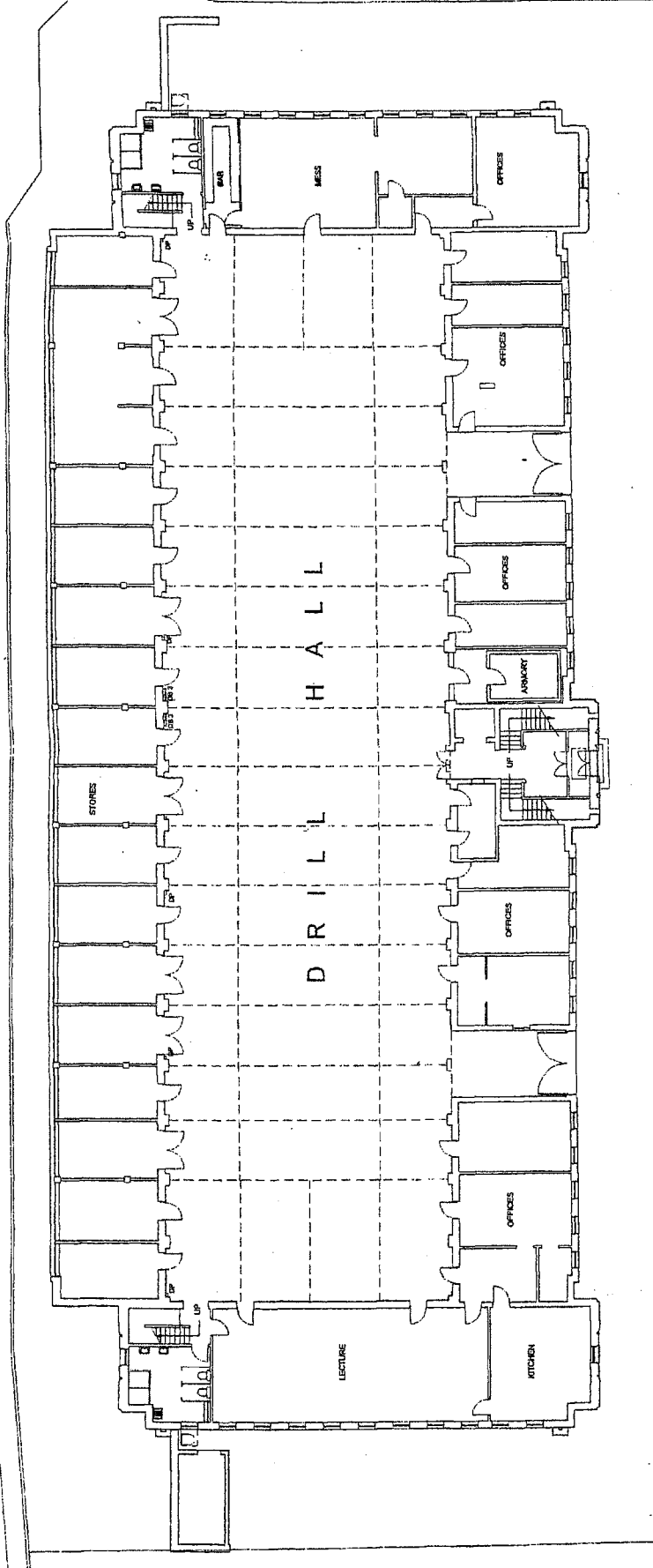
ATTACHMENT 3

COST BENEFIT EVALUATION

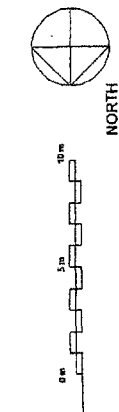
ATTACHMENT 4

CONCEPT PLANS

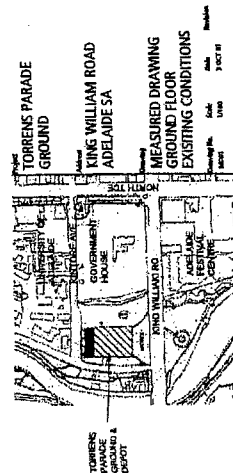
KINTORE AVENUE

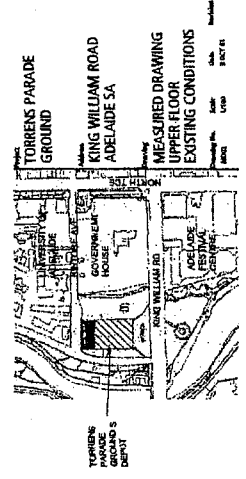
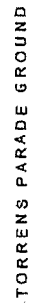


TORRENS PARADE GROUND
EXISTING BITUMEN PAVING





GROUND FLOOR
MEASURED DRAWING OF
EXISTING CONDITIONS





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WALLS REMOVED	PROPOSED WALLS
	

COMMUNITY USE

EX SERVICES ACCOMMODATION

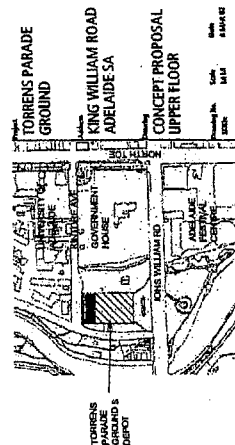
TORRENS PARADE GROUND

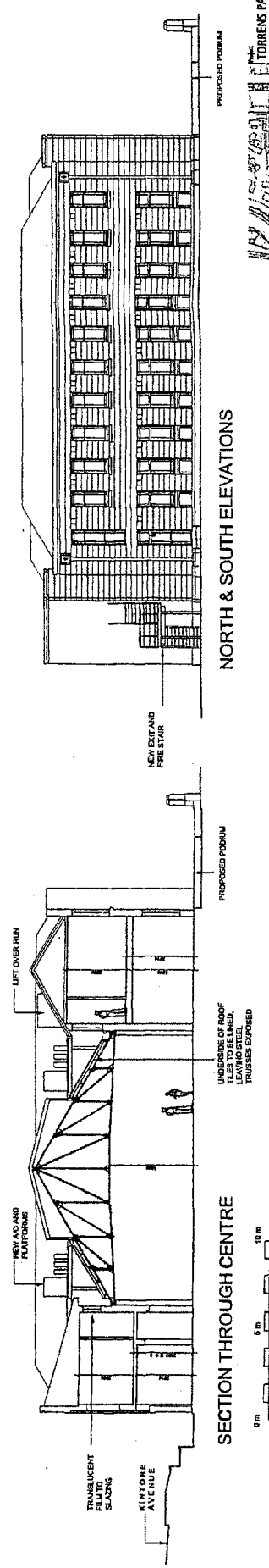
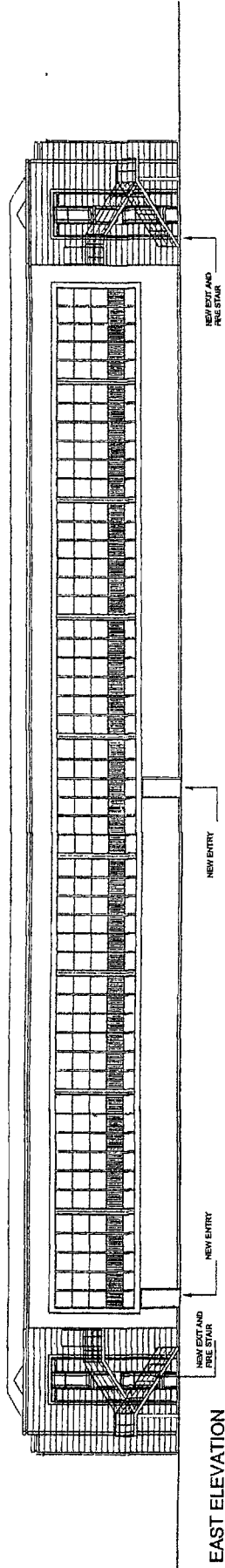
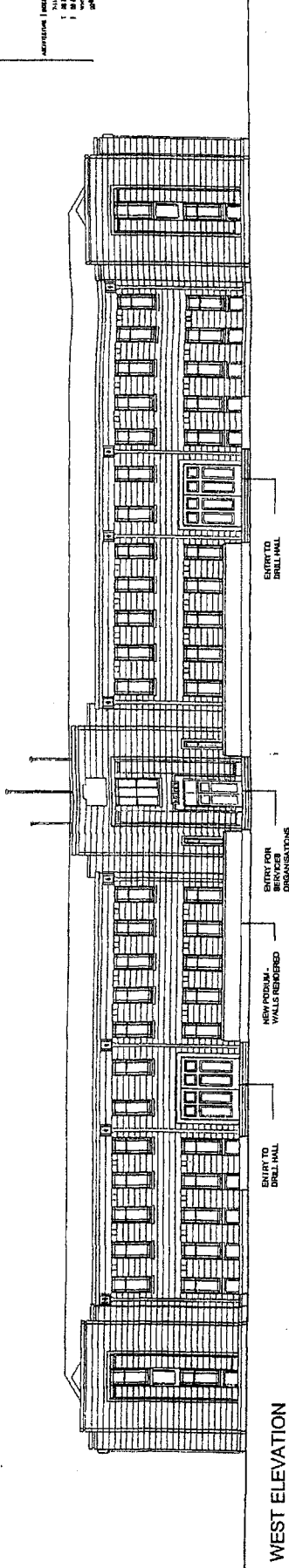


NORTH

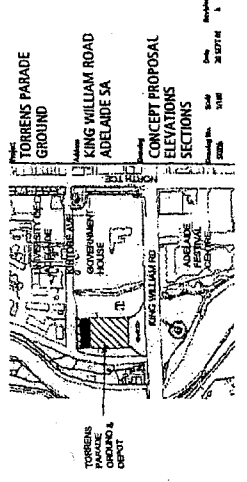
0 m 5 m 10 m

CONCEPT PROPOSAL UPPER FLOOR





NORTH & SOUTH ELEVATIONS



[illegible]

SPATIALS

Project	Location	Phase	Start	End
TORRENS PARADE GROUND, ADELAIDE		P/L	OCT 2001	
BUILDING SERVICES				
GROUND FLOOR SPATIAL REQUIREMENTS		Working Model	1:100	MEFH-SK1 1 2 05

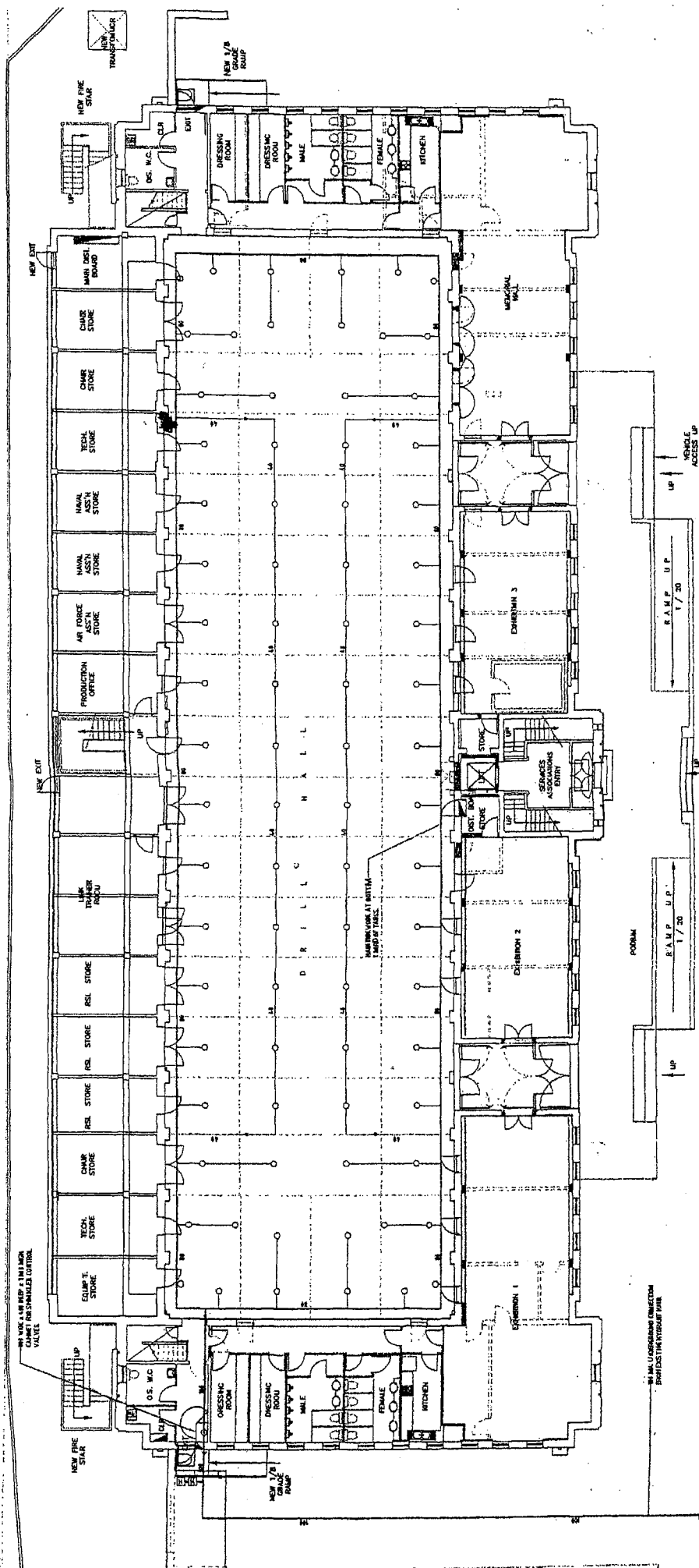
Building Pkg. Ltd.
 L.C.B. 608 178 614
 Building Engineering
 Services Technicians
 Consulting Engineers
 144 Gander Place
 Adelaide 5000
 South Australia
 B.P.S. Box 618
 Adelaide 5001
 Telephone (08) 8332 4442
 Facsimile (08) 8332 4244

UFE III B

Grieve Griit
DIRECTOR | 1st Deputy Director | Deputy of Chief
211 Maple Lane | Jackson MS, 39201
P 601.933.2222
F 601.933.2222
www.grievetriit.com
448 (one-eight) seven

Item	Frequency	Score
41. PRELIMINARY SPATIAL RECOGNITION		32.67/40
42. LOGIC WORK TO SMALL DATA		31.66/40
43. REVERSED PLACEMENT INCORPORATED		36.5/40
44. REVERSED PLACEMENT INCORPORATED		32.5/40
45. REVERSED PLACEMENT INCORPORATED		44.1/42

KINTORE AVENUE



PRELIMINARY

Project Name	City	Contract Number	Contract Value	Contract Date
TORRENS PARADE GROUND KING WILIAM ROAD, ADELAIDE	CH	52039	1.01	OCT 2001

London Plc. Ltd.
Building Engineering
Systems Technology
Consulting Engineers
44 Gower Street
London WC1E 6BT
Tel: 01-253 8116
Telex: 940400
Fax: 01-253 8116

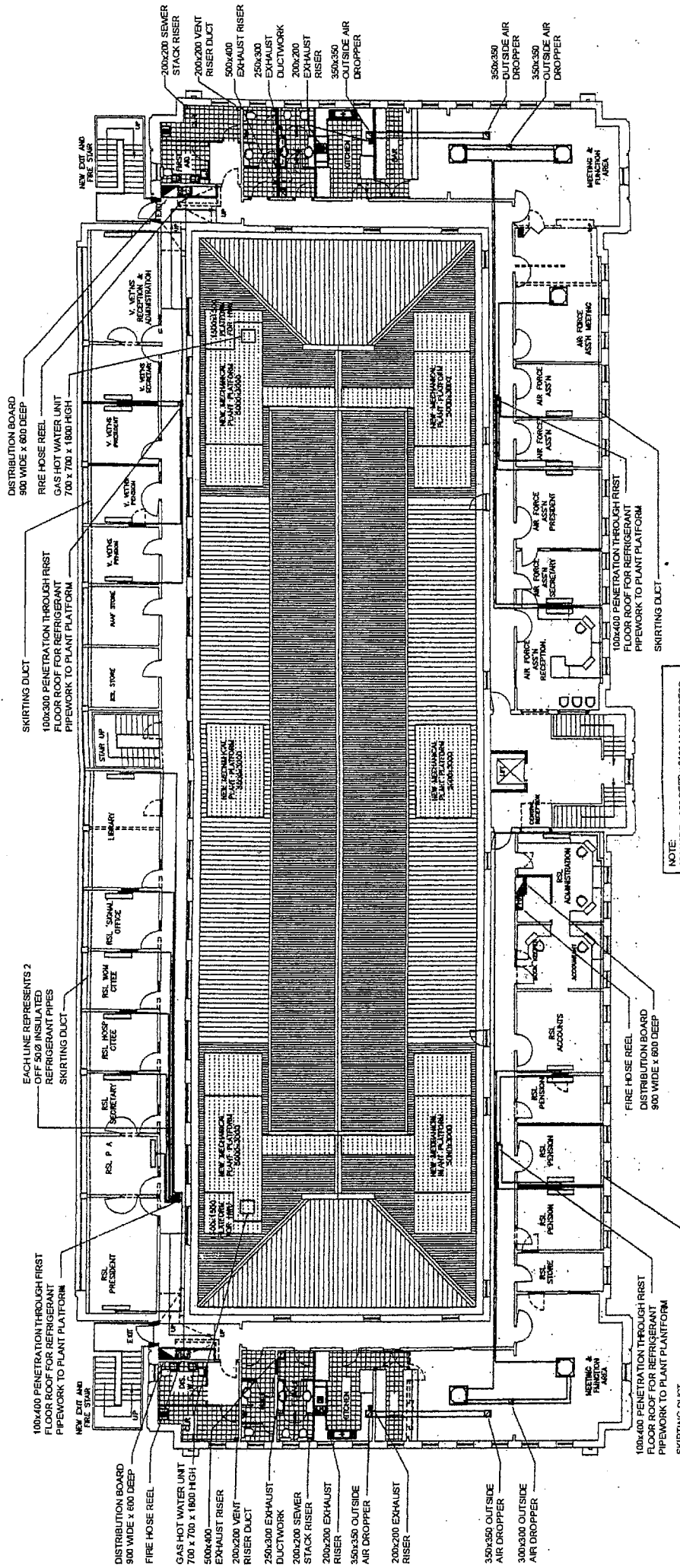
U
F
E
S
I
B

WORLD ORGANIZATION
New York, N.Y.
T 86 9022 8000
F 86 9022 8000

Greene Gillett

[illegible]

KINTORE AVENUE



TORRENS PARADE GROUND

SPATIALS

Project	TORRENS PARADE GROUND, ADELAIDE	Date	SEPT 2001
Drawn	P.J.L.	Scale	1:100
Check		Drawn	1:100
Rev		Rev	
BUILDING SERVICES		Project Number	52038
UPPER FLOOR		Sheet	MEFH-SK2
SPATIAL REQUIREMENTS		Page	2 of 2

Architect
Building Services
Mechanical Engineering
Electrical Engineering
Civil Engineering
Structural Engineering
Environmental Engineering
Acoustic Engineering
Energy Engineering
Fire Engineering
Healthcare Engineering
Industrial Engineering
Marine Engineering
Process Engineering
Rail Engineering
Retail Engineering
Sports Engineering
Theatre Engineering
Transport Engineering
Water Engineering

BESTEC

North Arrow

Greaves Gifford
ARCHITECTS
111 King Street, Adelaide
Tel: 08 8232 4444
Fax: 08 8232 4445
www.greavesgifford.com.au

Rev	Description	Date
01	PRELIMINARY SPATIAL REQUIREMENTS	20.07.01
02	PLANT PLATFORMS, GAS & WATER	11.08.01
03	SPATIAL REQUIREMENTS TO 500 MM CHANGES	13.09.01



RSLWA
supporting Veterans

PUTTING VETERANS AND FAMILIES FIRST

August 2019







Content

INTRODUCTION	4
WHO WE ARE	5
OUR CORE BUSINESS	5
EVIDENCE-BASED RESEARCH	6
WHERE WE ARE GOING	7
TARGETED SERVICES	7
DESIRED IMPACT	7
THE FAMILY	8
VETERAN CENTRAL MODEL	8
TRIAGE MODEL	9
SERVICE DELIVERY	10
ANZAC HOUSE VETERAN CENTRAL	10
ENGAGEMENT OF VSPS AND ESOS	11
VETERAN HUBS	14
ROLE OF VETERAN HUBS	14
VETERAN CENTRAL	14
GREATER PERTH METRO VETERAN HUBS	15
REGIONAL VETERAN HUBS	15
THE NEXT STEP	17
OUTLOOK	18

Introduction

The Returned & Services League of Australia WA Branch Incorporated (RSLWA) is taking a ground-breaking approach to serving the needs of Veterans as more serving men and women of the Australian Defence Force transition from military to civilian life.

By ground-breaking we mean that, for the first time, a truly collaborative and centralised model of service delivery is planned as the way to the future.

With greater numbers of ADF personnel leaving the military, service delivery to Veterans and their families need to be more agile, more responsive and more focused. Looking to better ways of *doing things better together* with Ex-Service Organisations (ESOs) and civilian Veteran Service Providers (VSPs) is essential for improved outcomes.

Over the next five years, RSLWA will work even more closely with ESOs and VSPs to provide a wider and more diverse range of services by implementing a dynamic Veteran Central Model of service delivery. This model essentially places the Veteran and his or her family at the centre of the circle of services and support. In this way, Veterans will be able to more easily access the help and support they need and deserve.

By any measure, emerging statistics send out a clear message that more support for Veterans is needed. The facts speak for themselves:

- The suicide rate among ex-servicemen between 2002 and 2015 was 14% above the national average.

- One in 20 Australians experiencing homelessness have served in the Australian Defence Force.
- Veteran unemployment is 5 times the national average.
- RSLWA has developed a number of key objectives to drive its service delivery to Veterans and their families, namely:
- Refining service offerings and developing new and innovative services for Veterans.
- Developing lasting partnerships and collaborative opportunities with like-minded organisations within the ESO and VSP entities.
- Ensuring continued sound financial management in growing our business and securing new income streams to drive better support to Veterans including wellbeing, transition, welfare advocacy, commemoration and aged care.
- Growing and protecting the reputation of RSLWA including Sub-Branch governance and finances.
- Maintaining the highest possible level of governance in everything RSLWA does.

With the support of Government, the corporate sector and the community, RSLWA is confident it can forge a new approach to Veteran support. The Veteran Central Model, supported by strategically-located Veteran Hubs in Greater Metropolitan Perth and in Regional Centres of WA, is the way to the future and cannot be achieved without goodwill among the ESO and VSP communities.



Who we are

RSLWA is Western Australia's primary provider of wellbeing, welfare, advocacy, transition and commemoration support to serving and ex-service members of the ADF and their families.

RSLWA is an innovative and agile organisation that continually looks to improve ways of serving all Veteran and, in particular, newer (contemporary) Veterans, who have recently transitioned from military to civilian life.

RSLWA comprises a State Branch and 130 Sub-Bran­ches throughout WA with 8,000 Service Members and 2,000 Affiliates.

The way ahead for RSLWA toward 2022 and beyond is redefining the way we connect; the way we communicate and the way we contribute to Veterans and their families and the wider community.

This is achieved through the use of traditional communication means and new technology while, at the same time, providing leadership which is backed by sound financial competence and compliance.

RSLWA is an incorporated body in Western Australia under the Associations Incorporation Act 2015 and complies with the requirements and standards of the Australian Charities & Not-for-profits Commission (ACNC).

The RSL in WA was founded in 1916 to provide comradeship and support to Australia's Veterans and their families. This core mission has never changed. What has changed is the need to evolve to meet the needs of new generations.

The objects of RSLWA are central to what we do. They are to:

- Assist and care for serving and ex-serving ADF personnel and their dependants who are sick, suffering from mental illness, elderly, homeless or otherwise in need of relief.
- Support serving personnel of the ADF at home and abroad, and actively assist them in

their transition to civilian life, especially if they are detrimentally affected by their service.

- Provide assistance to serving and ex-serving ADF personnel and their dependants to secure compensation, benefits and assistance that they are eligible to receive by law.
- Assist in the preservation of the memory, honour and records of those who suffered and died for Australia.
- Do any act, matter or thing which is ancillary or incidental to carrying out the above Objects.

RSLWA advocates for the best possible conditions for our serving and ex-serving men and women in recognition of their service to the nation.

OUR CORE BUSINESS

The core business of RSLWA is the delivery of Veteran support in well-being, transition, welfare, advocacy, commemoration and aged care.

Wellbeing & Welfare

Providing quality services that meet the needs of our serving and ex-serving Defence Force personnel and their families including mental health support and the proposed development of accommodation and care options in the retirement and aged care sector.

Transition Support

Working with the ADF to accompany and support serving personnel through the transition from military to civilian life and the related employment support.

Advocate Services

Providing quality services that meet the advocacy needs of our serving and ex-serving Defence Force personnel and their families.



Commemoration

Conserving our history and legacy and, by doing so, recognizing the critical importance that commemoration and remembrance has in validating the roles and sacrifices of those who have served and who are still serving.

Aged Care

Partnering with our Veterans and their families throughout life and the importance of planning and support when aged care is needed.

EVIDENCE-BASED RESEARCH

A new body of research demonstrates a real and pressing need to address Veteran issues and Veteran support mechanisms.

Today, an Australian Veteran may be any age or gender, and may have served in a wide variety of military environments. Military tasks may have included border protection at sea, searching for bodies after bushfires, or war-like services in places such as Afghanistan and Iraq.

There are an estimated 25,000 Veterans in Western Australia alone – many of them younger Veterans who face emerging challenges. An estimated 7,000 to 10,000 West Australians have deployed to overseas conflicts since 1999.

Research and clinical experience has found that military personnel will be changed because of exposure to high-risk environments. A significant number will experience symptoms of fatigue, sleeplessness, impaired concentration, nightmares, intrusive thoughts, hyper-arousal or anger.

For many Veterans, these symptoms will resolve and they will view their experiences positively and potentially as a source of personal growth. However, others will be negatively affected and will go on to have mental health issues.



WHERE WE ARE GOING

As more serving men and women transition out of the ADF and join the Veteran ranks, RSLWA has identified the need for a more agile and collaborative way of providing services.

The delivery of practical, yet innovative, ways to improve support to Veterans and the importance of community and government backing is fundamental.

RSLWA firmly believes that what we are doing here in Western Australia is a game-changer. We have a real opportunity to forge ahead by collaboratively looking at better service delivery.

Organisations such as RSLWA face new challenges and new paradigms in addressing Veteran and family needs. We believe that RSLWA provides the leadership, compassion and support for Veterans who have sacrificed so much for the Australian people.

RSLWA is now in its second year of a five-year plan to deliver a new model to capture Veterans looking for help and then support their needs by way of a Veteran Central portal, triage support and referrals.

OUR TARGET SERVICES

By placing the Veteran and his/her family at the centre of the service circle, a more collaborative and effective way is achieved in supporting their needs.

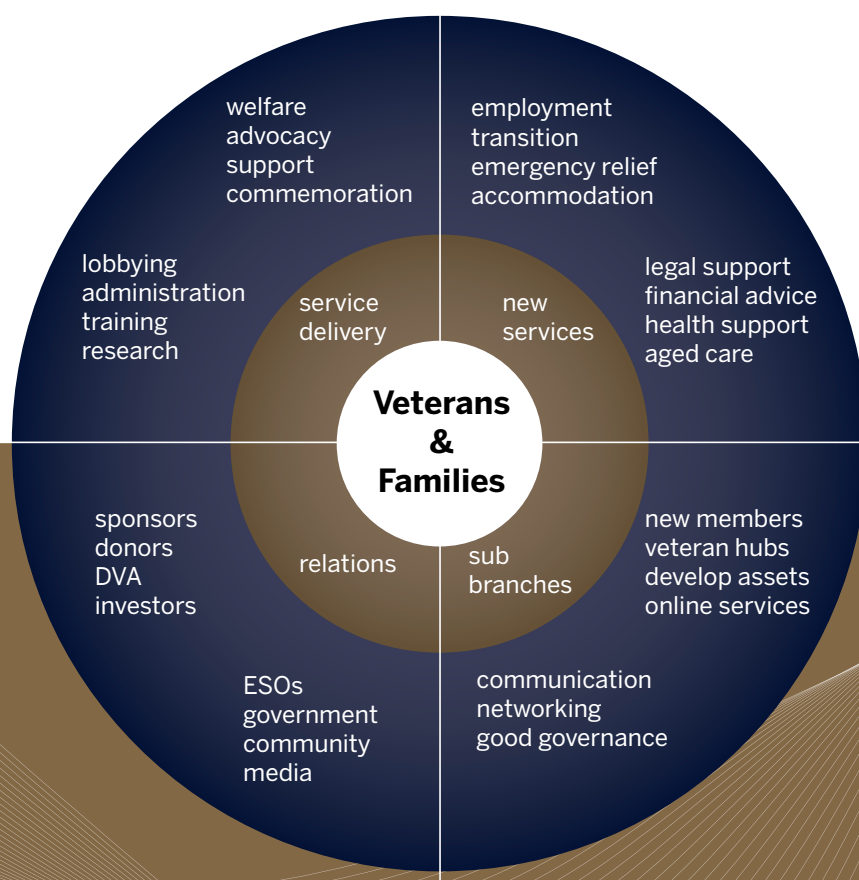
DESIRED IMPACT

RSLWA seeks to achieve an enduring capability of standing by, and standing up for, Veterans and their families with the support of the Western Australian community.

How RSLWA plans to deliver its wellbeing, transition, welfare, advocacy, commemoration and aged care services has been the subject of a comprehensive review of both organisational structure and intent.

Such intent is to work with as many VSPs and ESOs as possible to deliver packages of services and associated support.

How we respond to calls for help is vital. Importantly, there is a need for a systems model to share client information, subject to privacy provisions, and involve the client at every step along the journey.



The Family

Contemporary defence personnel and those recently returned to civilian life commonly often grapple with the challenges of relationships, children and mortgages. This can be difficult enough for an average family but there are additional challenges associated with our newer Veterans:

- **46%** need additional help with financial planning or advice.
- **42%** need additional emotional support for their children.
- **37%** need additional medical and mental health support.
- **32%** would like additional support with meeting people in the local community.
- **28%** experience social isolation, especially among those who have relocated after service.



WHY WE ARE COMMITTED TO A CENTRALISED VETERAN SERVICES MODEL

The recent growth in Australia's Veteran support system is a proud reflection of the nation's commitment to repay the sacrifices made by Veterans and their families.

However, this growth has also led to an increased complexity that can be difficult and frustrating to navigate. For these reasons, RSLWA is focused on leading the development of one-stop shops, collaborative engagement and strong advocacy to government.

The combination of the above is likely to contribute to improving health and wellbeing outcomes for Veterans and their families, more effective utilisation of financial and human resources and increased trust and confidence.

Instead of Veterans having to shop around for services and support, RSLWA submits the opposite. Veteran services providers need to work collaboratively so that the Veteran receives more comprehensive and holistic care and support either under one roof or by access to electronic centralised systems.

This document provides an overview of RSLWA activities and plans that include the establishment of a centralised referral service to capture initial calls for support. How the Veteran or his/her family members access help and support is critical.

Team-based care using a central web-based portal (assisted by Apps on mobile devices) will provide guidance to assist Veteran seeking help and accessing support. Critically, this software-based system has to be as robust as it needs to be simple.

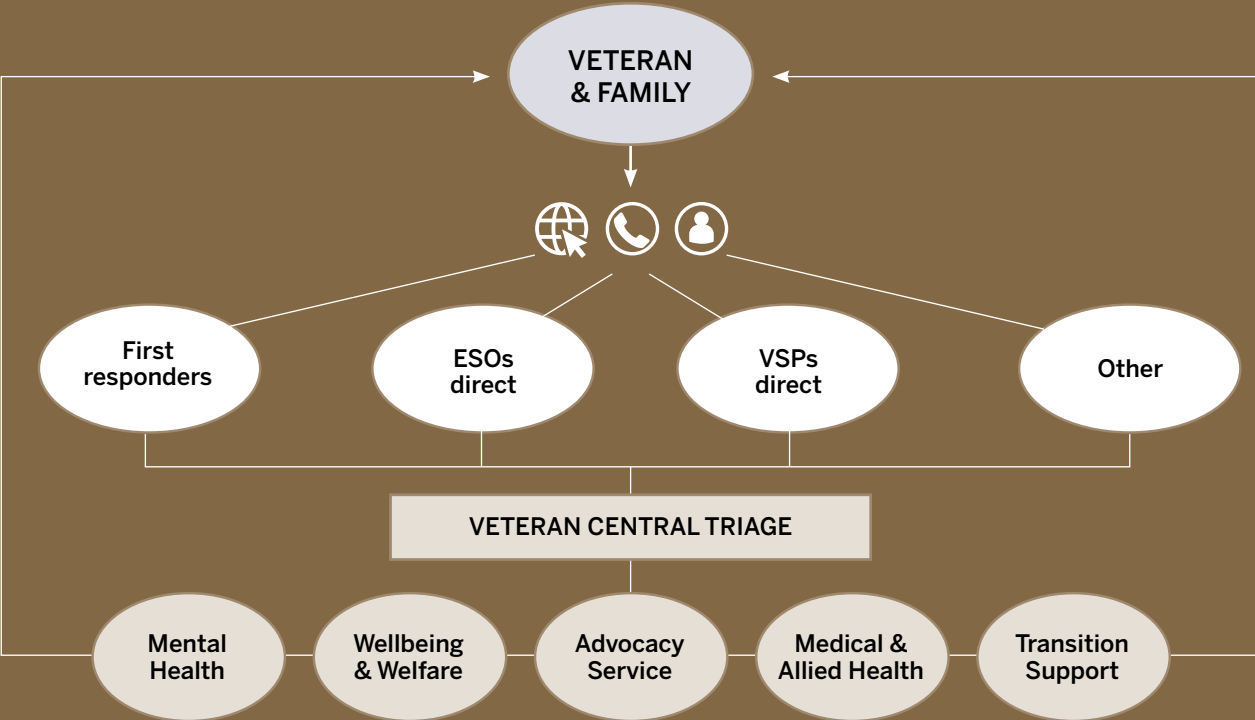
A Veteran Central Referral Service (VCRS) will embrace this web-based support via a new domain **www.vetnet.org.au**, a 24/7 telephone hotline and associated social media support.

TRIAGE MODEL

It follows that capturing Veterans in need, via a dedicated portal, needs to be augmented by a professional triage service to direct the Veteran (or family member) to the most appropriate care provider in collaboration with other VSPs and ESOs. This would require the need to share client information subject, of course, to client permission and the ongoing maintenance of privacy.

The triage and referral model would apply to both electronic platforms and physical platforms at Veteran Central and Veteran Hubs.

Importantly the triage model requires suitably-trained and experienced operators. The triage concept is being included in the development of a business case on how to manage and finance the service.



*Shared information through collaborative case management



Service Delivery

ANZAC HOUSE VETERAN CENTRAL

Fundamental to our service delivery is the development of ANZAC House Veteran Central. The facility is due for completion by August 2020.

It is a key part of our plan for a centralised one-stop-shop in the Perth CBD, supported by strategically-located Veteran Hubs throughout the Greater Perth Metro area and in Regional Centres throughout the State.

RSLWA sees itself as the enabler and facilitator of greater services that include key partnerships with ESOs and VSPs including medical, legal, financial and social support.

The new Veteran Central facility is a game-changing approach to the provision of a comprehensive suite of services to as many Western Australian Veterans as possible as well as family members. This is why RSLWA differs to what is currently being offered. It's as simple as it is innovative.

The 7-storey facility located at the corner of St Georges Terrace and Irwin Street in the Perth CBD is easily accessible by train or bus with ample nearby car parking. The new facility will feature:

- A fully-maintained concierge on the Ground Floor to direct Veterans and family members to required destinations.

- A fully-equipped medical floor providing a wide range of services from GP appointments through to Day Surgery and consulting services by specialist doctors and surgeons. Also provided will be allied health support such as physiotherapy and occupational therapy. For the most part all these services will be provided free to Veterans and direct dependents.
- Comprehensive mental health support with the co-location and/or visitations of appropriately qualified VSPs, including psychologists and psychiatrists.
- Meeting rooms for ESOs and VSPs as well as small and large conferencing facilities.
- A family-orientated facility called Poppy Lane Café on the Ground Floor with a child play area, free wifi and quality service.
- A gymnasium in the basement with change rooms for Veterans to not only keep fit but to gather with like-minded men and women – considered important for good mental health.
- A large ANZAC Club facility for social interaction. The facility will include high-standard food and beverage, a restaurant and reading areas – all themed with Veterans and serving ADF members in mind.
- A dedicated commemorative reflection courtyard.



The new ANZAC House Veteran Central will be like nothing else in Australia and demonstrates the commitment of RSLWA to cut through the maze of an ever-growing ESO environment.

The reality is that Australia's Veteran support environment is over-crowded, creating confusion and duplication of services and support, no matter how well-meaning. An effective, efficient and unified approach to providing service and support is the way forward.

To make it simpler in a sometimes complex service-delivery environment, Veterans will have a streamlined and practical way to access services provided by a host of ESOs, government, health, legal, financial and counselling providers by using the RSLWA Veteran Central approach.

- It's about making life easier for Veterans.
- It's about making life better for their families.
- It's about focussing on the Veteran and not just systems.

For these purposes, RSLWA is focused on leading the development of a series of one-stop-shops supported by collaborative engagement and strong team-based advocacy to government. The combination of the above will contribute to improved outcomes, more effective utilisation of financial and human resources and increased trust and confidence among those who need and deserve our help.

ENGAGEMENT OF VSPs AND ESOs

The importance of partnerships and engagement with ESOs and VSPs in utilising ANZAC House Veteran Central is fundamental to RSLWA's collaborative concept.

As construction of Veteran Central reaches its half-way point, RSLWA has offered a mix of occupancy opportunities and options for co-location – including having dedicated space for smaller ESOs that lack the financial resources to take up leased space but who would welcome the opportunity to share facilities including 'hot-desking'.

To date the following organisations have expressed interest in co-locating or providing consultancy visitation services:

- Soldier On
- Working Spirit
- Department of Veterans' Affairs
- Defence Force Recruiting (currently negotiating)
- Veterans Health Solutions WA
- Soldiers & Sirens Psychology Services
- Salvado Consulting (psychiatric services)
- Open Arms, Veterans and Families Counselling
- WA Branch of the Partners of Veterans Association of Australia

Further to the above RSLWA has formalised Memorandums of Understanding with the following Veteran Service Providers (VSPs) who have expressed interest in utilising common areas in the new Veteran Central.

- At Home Health
- The Perron Institute
- Financial Planning Providers
- Foodbank WA
- St Bartholomews House
- Military Arts Program Australia
- Mole Patrol Skin Clinic
- Companion Dog Program
- WA Recovery & Restoration Centre
- White Oak Veteran Care Services
- RAAFA Association



ENGAGEMENT OF VETERAN SERVICE PARTNERS AND ESOs (continued)

The following members of RSLWA's Unit and Kindred Group currently utilise RSLWA premises and intend to continue to have access to ANZAC House Veteran Central for meetings and fellowship.

- 102 Field Battery
- 2/11th Battalion Group
- 2/16th Battalion AIF Association Incorporated
- 2/43rd Australian Infantry Battalion Assoc. WA Division
- 2/4th Machine Gun Battalion (AIF) Ex-Members Association
- Airborne Forces Associations WA Incorporated
- Allied Merchant Seamen Assoc. of WA Incorporated
- American Returned Military Services
- Australian Ex-Services Atomic Survivors Association
- Australian Peacekeeper & Peacemaker Veterans Association
- Australian Red Cross
- British South Africa Police Regimental Association
- Burma Thailand Railway Memorial Association
- Defence Reserves Association
- Far East Strategic Reserve Navy Association
- Fleet Air Arm Assoc. of Australian WA Division
- Greek Australian Returned Servicemen's League
- HMAS Bataan / Tribal Class Destroyers WA
- HMAS Canberra-Shropshire Association WA Incorporated
- HMAS Hobart Assoc. (WA Division)
- HMAS Perth National Assoc. WA Branch
- Malaya Borneo Veterans WA Incorporated
- Malayan Volunteers Group Australia
- Mandurah Murray Vietnam & Veterans Group
- N Class Destroyers Assoc. WA Branch Incorporated
- National Servicemen's Assoc. of Australia

- (WA Branch)
- Naval Association of Australia (WA Section)
- North American Veterans Unit
- RAAF Police Association
- RAAF Vietnam Veterans Association of WA
- Rhodesian Services Association of WA
- Royal Australian Armoured Corps Assoc. (WA Branch)
- Royal Australian Army Ordnance Corps Association WA
- Royal Australian Artillery Association WA Incorporated
- Royal Australian Electrical & Mechanical Engineers Association
- Royal Australian Engineers Association of WA Incorporated
- Royal Australian Navy Clearance Divers Association (WA Chapter)
- Royal Australian Navy Communications Branch Association WA
- Royal Australian Signals Association WA
- Royal Military Police Association (WA Branch)
- Royal Western Australia Regiment Association Incorporated
- Submarines Association Australia WA Branch Incorporated
- The 28th Battalion (Swan Regiment) Association
- The British Ex-Services Association Incorporated
- Veterans of Foreign Wars
- Vietnam Logistics Support Veterans Assoc. WA Incorporated
- War Widow's Guild of Australia WA Incorporated
- WA Branch of the Partners of Veterans' Association of Australia Incorporated
- WRAAC Association WA
- WRAAF Branch of RAAF Association WA Division
- WRANS-RAN Women's Association WA

The following list of other ESOs have been encouraged to use the hot desk/hot office facilities from time to time by use of electronic diary access:

- 11th Battalion Association
- 16th Battalion Foundation

- 16th Infantry Battalion Association
- 1st Armoured REGT Association
- 1st Aust Field Hospital Association
- 2/13th Field Ambulance Association
- 2/16th Battalion Association
- 2/2 Commando Association of Aust
- 2/26th AIF Battalion Association
- 2/32 Battalion Association WA
- 22nd Construction Squadron
- 28th Battalion (Swan Regiment) Association
- 3 Telecommunication Unit Association
- 3rd Cavalry Regiment Association
- 5th Battalion Royal Australia
- Aboriginal and Torres Strait Islander Veterans and Services Association WA
- Airborne Forces Association of WA
- Allied Merchant Seamen's Association of Western Australia Incorporated
- ALONGSIDE
- American Returned Military Services
- Australian American Association
- Australian Federation of Totally and Permanently Incapacitated Ex-Servicemen and Women
- Australian Intelligence Corp Association
- Australian Navy in Vietnam Veterans' Welfare Association of WA
- Australian Peacekeeper & Peacemaker Veterans Association
- British Airborne Forces Association
- Burma Thailand Railway Memorial Association
- Defence Force Welfare Association
- Defence Reserve Association WA
- Ex-Prisoners of War Association of Australia
- Greek Australian Returned & Services League
- HMAS Canberra-Shropshire Assoc (WA Division)
- HMAS Perth National Association Inc WA Branch
- Honouring Indigenous War Graves
- Korea and South East Asia Veterans Association
- Malayan Volunteers Group Australia
- N Class Destroyers Association
- National Association of Extremely Disabled War Veterans Incorporated
- National Malaya Borneo Veterans Association
- National Servicemen's Association of Aust (WA Branch Incorporated)
- National Servicemen's Association of Australia
- No 25 (COP) Squadron RAAF AR Branch
- North American Veterans Unit
- Overwatch Support Association Australia Incorporated
- Pathfinders Association
- Polish Ex-Servicemen
- RAAF Police Association
- RAAF Vietnam Veterans' Association WA Incorporated
- RAN Australian Navy Clearance Divers WA
- RAN Women's Association WA
- Rhodesian Ex-Servicemen's Association of WA
- Royal Air Force Association (WA Division)
- Royal Australian Army Ordnance Corps Association WA Incorporated
- Royal Australian Army Pay Corps Association
- Royal Australian Artillery Association WA
- Royal Australian Electrical & Mechanical Engineers Association (RAEME)
- Royal Australian Engineers Association WA Inc (RAE)
- Royal Australian Navy Communications Branch Association (WA Branch)
- Royal Australian Signals Association (WA) Incorporated
- Royal Australian Survey Corps Association
- Royal Military Police Association WA Branch
- Royal Western Australia Regiment Association
- South African Military Veterans Organisation of Australasia
- Submarines Association Australian WA Branch
- Veterans of Foreign Wars
- Vietnam Logistical Support Vets Association (WA) Incorporated
- Vietnam Veterans Association WA
- WA Branch of the Partners of Veterans Association of Australia Incorporated
- WA University Regiment

Veteran Hubs

The operation of Veteran Hubs is an RSLWA State Branch responsibility but with the support of the volunteer base among each of our 130 Sub-Branches spread throughout the State.

These Hubs would be a mix of extended services provided by ANZAC House Veteran Central as well as voluntary welfare and advocacy support provided by geographically-aligned Sub-Branches.



* Two-way communication channels between veteran Central, Veteran Hub and Sub-Branches

ROLE OF VETERAN HUBS

- In consultation and liaison with RSLWA State Branch, Veteran Hubs would provide localised services and support as follows:
- Welfare and wellbeing services.
- Advocacy services for DVA claims for compensation and entitlements.
- Information in relation to a range of other support activities including any need for assistance from a community or Government provider.
- Social inclusion and community-based liaison, especially in the aged care environment.
- Access to various services including medical and allied health needs, mental health referrals, financial and legal advice, transition support and referral.

The establishment of the Hubs in the Greater Perth Metro area and Regional Centres would rely heavily on Sub-Branch support along with potential redevelopment of Sub-Branch properties, most likely by joint ventures.

Critical to the rollout of Veteran Hubs, RSLWA is seeking support through a number of

Government and non-government entities, not least of which is the Western Australian ANZAC Day Trust.

A key component of RSLWA's grant application for Year 2020 is to use a significant portion of grant funds to engage a leading business and financial modelling agency to partner with RSLWA to develop a business case (including forward estimates on likely capital costs and ongoing operational expenditure). The business case would embrace RSLWA's significant scoping and development of the Veteran Central Model that places Veterans and their families at the centre of the service delivery circle.

Veteran Central

For practical purposes, given their proximity to the Perth CBD, the following RSL Sub-Branches would use ANZAC House Veteran Central as their Hub: Applecross, Bedford-Morley, Cambridge, City of Belmont, City of Perth, City of South Perth, City of Subiaco, Claremont, Highgate, Mt Hawthorn, Mt Lawley-Inglewood, Nedlands, Returned Ex-Servicewomen, Riverton, Shenton Park, Sir John Monash, Turkish, Victoria Park, Vietnamese Services, Yokine-Joondanna.

Greater Perth Metro Veteran Hubs

North Metro: Joondalup City, Lancelin & Coastal Districts, North Beach, Nollamara, Osborne Park, Quinns Rocks, Scarborough, Wanneroo, Yanchep-Two Rocks.

West Metro: Bicton-Palmyra, City of Cockburn, Cottesloe, Fremantle City, Mosman Park.

North East Metro: Eastern Regional, Ellenbrook, Ballajura, Bullsbrook & Districts, Bellevue.

South East Metro: Armadale, Canning Districts, Gosnells, Kalamunda, Kelmscott Roleystone, Serpentine-Jarrahdale.

Regional Veteran Hubs

Latest RSLWA membership statistics show that 41 percent of Veterans live in regional areas throughout a State the size of 2.646 million square kilometres. This poses significant challenges, yet opportunities, for RSLWA to improve service delivery and administrative support.

North West Region: Broome, Derby, Exmouth, Karratha & Districts, Kununurra, Newman, Port Hedland, Tom Price, Wyndham.

East Region: Bakers Hill, Beverley, Bindoon, Brookton, Chidlow, Cunderdin, Dowerin, Kellerberrin, Mundaring, Narrogin, Northam, Pingelly, Tammin, Toodyay, Wagin, Wangan Hills, Wubin-Dalwallinu, Wyalkatchem, York.

Greater Peel Region: Mandurah, Dawesville, Dwellingup, Harvey, Pinjarra, Port Kennedy, Rockingham, Kwinana, Waroona-Hamel.

South West Region: Busselton, Bunbury, Boddington, Boyup Brook, Bridgetown, Capel, Collie-Cardiff, Darkan, Donnybrook, Dumbleyung, Greenbushes, Karridale-Augusta, Manjimup, Margaret River, Nannup, Pemberton.

Goldfields Region: Kalgoorlie, Boulder, Coolgardie, Leonora, Merredin, Norseman.

Great Southern Region: Albany, Denmark, Esperance, Gnowangerup-Borden, Kojonup, Kondinin, Kulin, Mt Barker, Peaceful Bay, Ravensthorpe, Walpole.

Midwest Region: Bencubbin, Dongara, Gascoyne, Geraldton City, Jurien Bay, Moora, Morawa-Gutha, Northampton, Perenjori, Shark Bay, Three Spring-Arrino, Kalbarri.





The Next Step

This document has outlined the reasons why change is necessary in the provision of services and support for veterans – with attention on the family environment critical to successful outcomes. But this is only part of the journey.

The Veteran Central Model provides an entry point for Veterans to get the help and support they deserve. What RSLWA is now planning is a long-term vision to support Veterans throughout their life's journey.

To be clear, the Australian Parliament's definition of a Veteran is one who has served as a member of the Australian Defence Force, irrespective of whether an ADF member has deployed overseas or not. They're all the same as far as RSLWA is concerned.

RSLWA is looking at the next step, partnering with serving and ex-service men and women throughout their lives – from initial recruitment to aged care. RSLWA wants to let everyone know that we'll back Veterans for life, not just when they transition out of Defence with the need for short-term help.

RSLWA recently changed its Constitution to allow for those who have served just one day in the ADF to qualify for membership.

This allows us to introduce what we do and how we can help from the day a new recruit is sworn in. In fact, RSLWA has been hosting swearing-in ceremonies for Defence Force Recruiting in our State Branch headquarters and will continue to.

RSLWA has established partnerships with a range of Veteran Service Providers to help RSLWA accompany veterans on the road from recruitment, to ADF service, transition, ongoing Veteran support, eventual retirement and then aged care. We're with you all the way.

With the advent of Veteran Central in the Perth CBD and Veteran Hubs throughout the State, life's journey for our Veterans will be enduringly supported.



For example, the proposed Veterans Hub in Busselton is set to be a joint venture between RSLWA and a major retirement and aged care organisation.

RSLWA has current partnerships with Veteran Service Providers for the life-cycle of our men and women who serve and who have served, no matter how young or old our Veterans are. Such partnerships and associated services include:

- Support for serving personnel – from recruitment to transition.
- Support post-transition – medical, wellbeing, advocacy, financial and legal advice.
- Retirement planning including downsizing and transition to retirement estates.
- Aged care support from at-home services through to aged care and high care.

And it doesn't matter if a Veteran is not a member of RSLWA. Our job is to look after and support Veterans, wherever they are, whatever they need.

Outlook

RSLWA is ensuring its development and financial planning is established as part of a five-year plan, with mid-2019 signposting the end of the first two years.

OBJECTIVES	MECHANISMS	RESPONSIBILITY
Continue to refine service offerings and develop new and innovative services for Members and Veterans generally.	<ul style="list-style-type: none"> • Prioritise key services and ancillary services in support. • Reserve space in new ANZAC House for other by ESOs and VSPs. • Communicate new offerings to members and other stakeholders. 	Chief Executive Officer (CEO) and staff with ongoing recommendations and resolutions by the Board of Directors.
Develop and maintain lasting partnerships and collaborative opportunities with like-minded organisations within the Ex-Service Organisation community and veterans service delivery entities.	<ul style="list-style-type: none"> • Liaise with other ESOs/VSPs. • Liaise with service providers. • Memorandums of Understanding. 	RSLWA operational staff under direction of the CEO.
Ensure continued sound financial management with growing our business and securing new income streams to drive better services to veterans in well-being, transition, welfare and advocacy.	<ul style="list-style-type: none"> • Seek investment opportunities – property and markets. • Scope new opportunities with stakeholders. 	Provision of financial and compliance advice and recommendations from Chief Financial Officer (CFO) to CEO for consideration by Finance Committee and IAG.
Grow the image and reputation of RSLWA including Sub-Branch governance and finances.	<ul style="list-style-type: none"> • Through Chief Operations Officer, close and ongoing liaison with 130 Sub-Branches throughout WA. • Maintain and grow State Branch marketing and branding. 	Key responsibility of Director of Marketing & Development in liaison with CFO and CEO.
Increase membership growth and retention.	<ul style="list-style-type: none"> • Through the Membership Officer, and ongoing liaison with 130 Sub-Branches throughout WA. • Improve offerings to members. 	Key responsibility of State Branch Membership Officer.
Provide and maintain the highest possible level of governance in everything RSLWA does.	<ul style="list-style-type: none"> • CEO • CFO • Director of Marketing & Development 	Key responsibility of Senior Leadership Group for advice to Governance Committee and Board of Directors.





RSLWA
supporting Veterans

The Returned & Services League of Australia WA Branch Incorporated
Level 3, 66 St Georges Terrace, Perth

T: (08) 9287 3799 | E: admin@rslwa.org.au | www.rslwa.org.au

South Australian Torrens Parade Ground Precinct Steering Committee

Terms of Reference

Role/purpose

The role of the South Australian Torrens Parade Ground (TPG) Precinct Steering Committee is to develop a scoping paper for the Premier on the future possibilities relating to the Torrens Training Depot (TTD), parade ground and memorial precinct.

The Premier specified that the Steering Committee should give consideration to:

- How the TTD can contribute to the cultural and historic value of the greater North Terrace Precinct; and
- How the South Australian Government, in partnership with the veteran community, can ensure the ongoing relevance of the TTD to the wider South Australian Community.

The scoping paper developed by the Steering Committee will also be informed by the Veterans' Advisory Council (VAC), current and potential future tenants of the TTD and other stakeholders identified by the Steering Committee.

Term

The working group is formed for the period 1 September 2021 until 31 January 2022.

Roles and responsibilities

The role and responsibility of the Steering Committee is to develop and provide a scoping paper for the Premier on the future possibilities relating to the TTD. An initial discovery paper will be provided to the Premier by the end of November 2021. A final scoping paper with recommendations (and informed by consultation with the veteran community) will be provided to the Premier by the end of January 2022.

Specifically, the Steering Committee will consider:

- Definition of the TPG Precinct, including agreed naming conventions and terminology respectful of the distinguished history of the location,
- Ongoing and future role and function of the TPG Precinct, within the context of current and potential future state-government locations supporting veterans and their families and the proximity to the North Terrace cultural precinct,
- Potential uses that meet the vision of TTD and TPG to:
 - Continue as a site of cultural and historical value to the South Australian veteran and broader community,
 - Provide opportunities for ESOs, VSOs and other community organisations to develop lasting partnerships and collaborative opportunities to maximise use of the location for the benefit of the veteran and wider South Australian community,
 - Raise awareness of the role that South Australians have undertaken, and continue to undertake, in the service of Australia during war and conflict, and
 - Improve community engagement and visitations to site.
- Appropriate acknowledgement and recognition of First Nations people and their connection to the land on and around the TTD,
- Sustainability,
- Accessibility,
- Constraints on use, and
- Consideration of, and advice on, stakeholder engagement.

It is imperative that conflicts of interest of Steering Committee members are declared prior to the commencement of each meeting or upon discovery that a matter under consideration realises a conflict of interest. Steering Committee members are required to identify their conflict of interest to the Committee Chair immediately, and the Chair will make a determination about the declared conflict and mitigations to take. Conflicts of interest will be recorded on a register administered by Veterans SA.

Veterans SA will provide secretariat support to document the discussions and deliberations of the Steering Committee.

Membership

The membership of the Steering Committee should be flexible but include representation from:

- Current serving and veteran representatives from a range of service backgrounds, deployment experience and gender,
- Veteran families' representation,
- Indigenous serving/veteran representation,
- City of Adelaide,
- Defence Industry,
- Department of Education,
- Arts, curatorial and media, and
- Department of Environment and Water.

Inaugural Steering Committee members are identified in the table below:

Chair	Rear Admiral the Hon. Kevin Scarce AC CSC RAN (Ret'd)
Deputy Chair	Brigadier Mick Burgess*
Current serving and veterans' representatives	AIRCDRE Ross Bender, Senior ADF Officer, South Australia* Mr M Von Berg MC OAM* Mrs Diane Fairhead* Mr Bill Denny AM BM*
Indigenous serving/veteran representation	FLTLT Steven Warrior Ms Charmaine Locke
Veteran families' representation	
Defence Industry	Mr Adam Watson, Chair Defence Teaming Centre*
City of Adelaide	the Hon Sandy Verschoor, Mayor, City of Adelaide
Education Department	Mr Malcolm McInerney, Manager Premier's Anzac Spirit School Prize
Arts and media	Ms Tracey Whiting AM, Council of National Museum of Australia Mr John Baker, Chair KwP!
DEW	Mr Michael Queale, Principal Heritage Conservation Architect
<i>Ex officio</i>	<i>Col (Rt'd) Susan Neuhaus, Chair Veterans' Advisory Council SA*</i> <i>Ms Catherine Walsh, Director Veterans SA*</i>

*Members designated *have undertaken operational service with the ADF in the Middle East, Afghanistan, Bougainville, East Timor, Rwanda, Vietnam and United Nations operations.*

Meeting/reporting

The Steering Committee will meet face to face and/or virtual platforms as required and progress the development of the scoping paper primarily through electronic means.

Public release/comment

Any public enquiries, requests for information or comment regarding the Steering Committee, its deliberations and recommendations are to be forwarded to the Chair of the Steering Committee who will consult with the Premier's Office.

Stakeholder engagement will be necessary in the development of the scoping paper for the Government's consideration. Beyond initial contributions sought by the Steering Committee from existing and likely future tenants of the TTD and from the VAC, an engagement plan for wider community consultation, including any resource implications, will be approved by the Premier's Office prior to commencement.

The work of the Steering Committee will remain in-confidence for the duration of the Steering Committee's existence.

Amendment/Modification/Variation

These Terms of Reference may be amended, varied or modified as necessary by the Steering Committee Chair in consultation with the Premier's Office.

PRINCIPLES FOR TORRENSTRAINING DEPOT AND PARADE GROUND

Originally developed by the Veterans' Advisory Council; adopted by the Torrens Parade Ground Steering Committee

The purpose of the principles is to provide a vehicle for consultation about the redevelopment and future use of the Torrens Training Depot and Parade Ground (TTD & PG) Precinct.

Role and Function of Torrens Training Depot and Parade Ground (TTD & PG) Precinct

- TTD & PG should be a centre for honouring service.
- TTD & PG is and must always aspire to be an inclusive precinct, deeply connected to all parts of the South Australian community; the value of activities, exhibitions, and events at TTD & PG (including digital and physical artefacts) is found in the stories they tell about people and organisations in, from and with the South Australian community, particularly those whose voices are not always heard.
- The TTD & PG precinct should also be forward looking to project the future relationship of Defence with the South Australian community (ie it not exclusively an historical retrospective)

Accessibility

- The TTD & PG precinct elements are to be as accessible and useable as possible; the precinct must be accessible to as diverse a range of people as possible including all parts of the veteran community and broader South Australian community; it should routinely include digital and physical exhibition elements for those physically present and those physically remote.
- The stories told in the Anzac Highway plaques are more accessible to the community if displayed around TTD, with their final location in the precinct to be informed by the consultation and design feedback to Government.
- Potential tenancies and use of TTD space should support the veteran community; priority should be given to those organisations whose presence at TTD & PG is necessary to provide that support and for them to support the aims and objectives of TTD & PG as a precinct.

Sustainability

- The future TTD & PG precinct model of operation must be a self-sustaining model of funding (operational costs and contribution to a sinking fund for future capital expenses); this should be achieved as soon as possible in the redevelopment process.
- The TTD & PG redevelopment will occur in phases, with a long term, master planning approach across the decade.
- Future tenancies' spatial allocation will be reviewed every two years, to enable the TTD & PG precinct to evolve in line with the principles for its use

and the development of services and facilities in other areas around Adelaide and South Australia more broadly.

- There should be governance arrangements with representation from Ex-Service Organisations, South Australian Government Departments and Agencies and other representatives as the Government deems appropriate.

Connections

- In addition to encouraging connections within the South Australian community, the TTD & PG precinct (infrastructure and mode of operation) should value partnerships with like-minded public and private sector institutions and organisations for purposes consistent with the purposes of the precinct.
- The TTD & PG precinct should particularly value engagement with individual and organisational subject-matter experts for curation of stories, including partnerships with South Australian, national and international cultural institutions.
- TTD & PG should value connections and partnerships to bring expertise and skills not normally present in the veteran community; an example would be connections with LOT 14 (science and technology) developments, cultural institutions and current Defence and related organisations.

Committee-in-confidence

Committee-in-confidence

Torrens Parade Ground Community Consultation

SURVEY RESPONSE REPORT

20 November 2021 - 19 December 2021

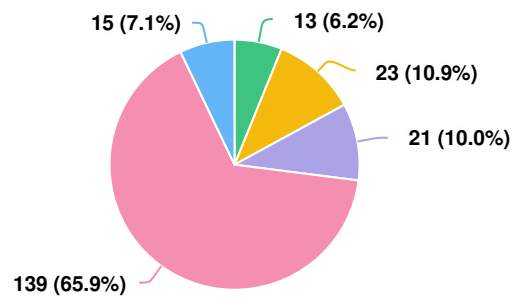
PROJECT NAME:

Torrens Training Depot



SURVEY QUESTIONS

Q1 Which of the following communities do you most closely identify with? (tick one only)



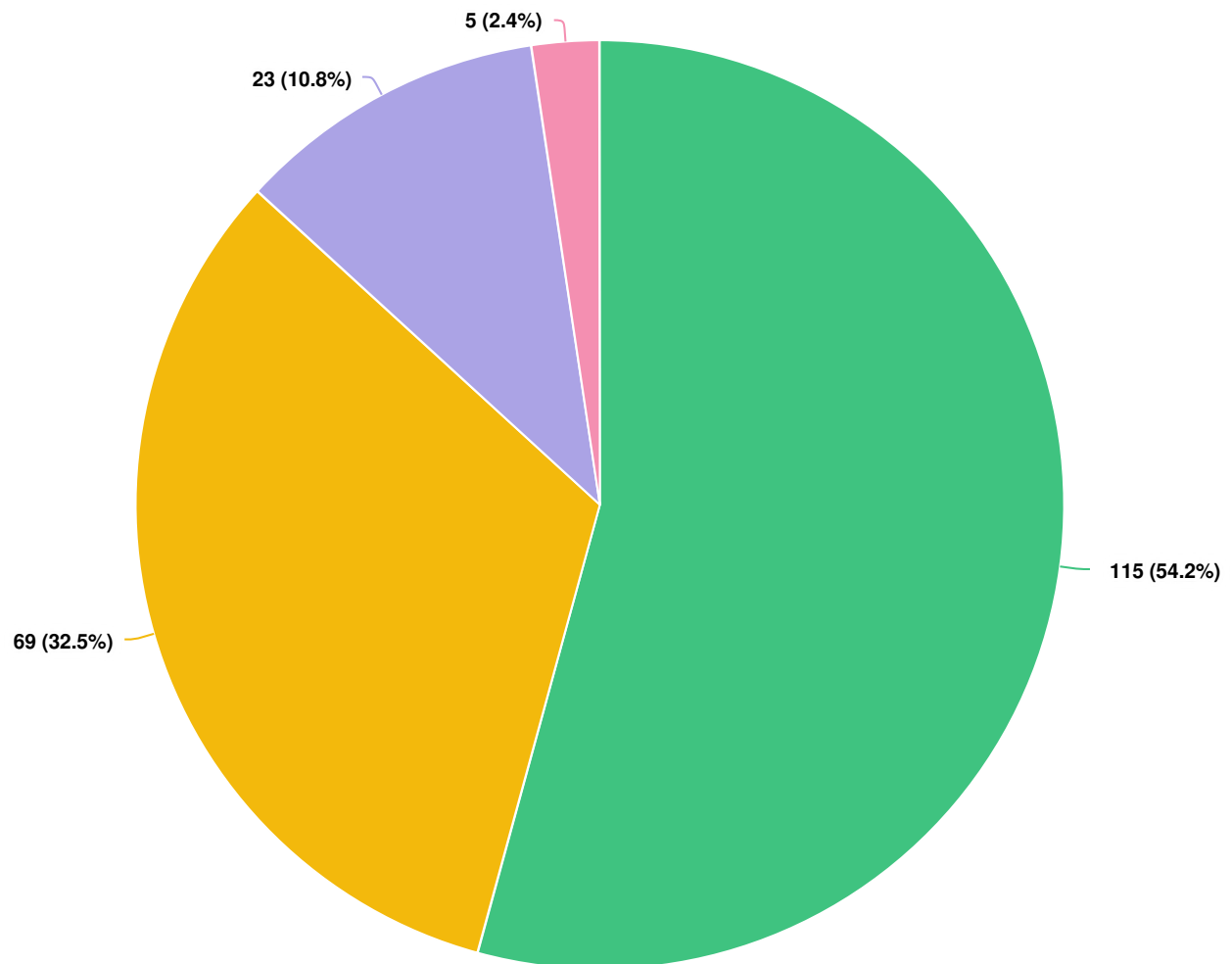
Question options

- ☐ Arts/Cultural
- ☐ Education
- ☐ Heritage/History
- ☒ Australian Defence Force & Veteran Community (ie Serving member of ADF, ADF Veteran, family with ADF and/or veteran connections)
- ☐ Other

Optional question (211 response(s), 1 skipped)

Question type: Radio Button Question

Q2 How often have you visited the Torrens Parade Ground/Training Depot site?

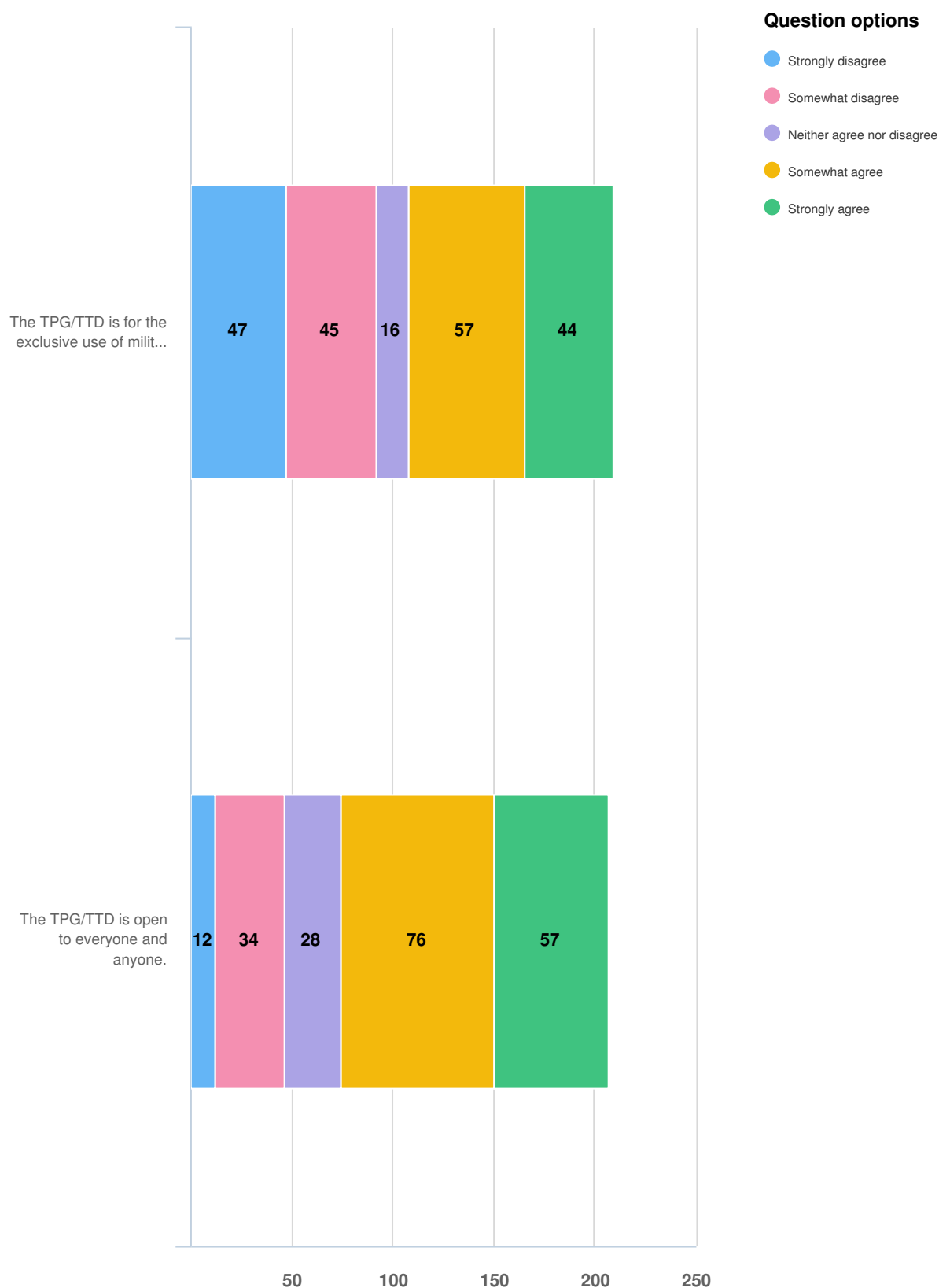


Question options

☒ Regularly (several times a year) ☐ Occasionally (2x in the last 5 years) ☐ Less often ☐ Never

Optional question (212 response(s), 0 skipped)
Question type: Radio Button Question

Q3 In considering how a revitalised TPG/TTD precinct might be used, we'd like to understand if you feel it should be primarily focussed on the needs of veterans or, available for broad community use with a focus on military heritage.

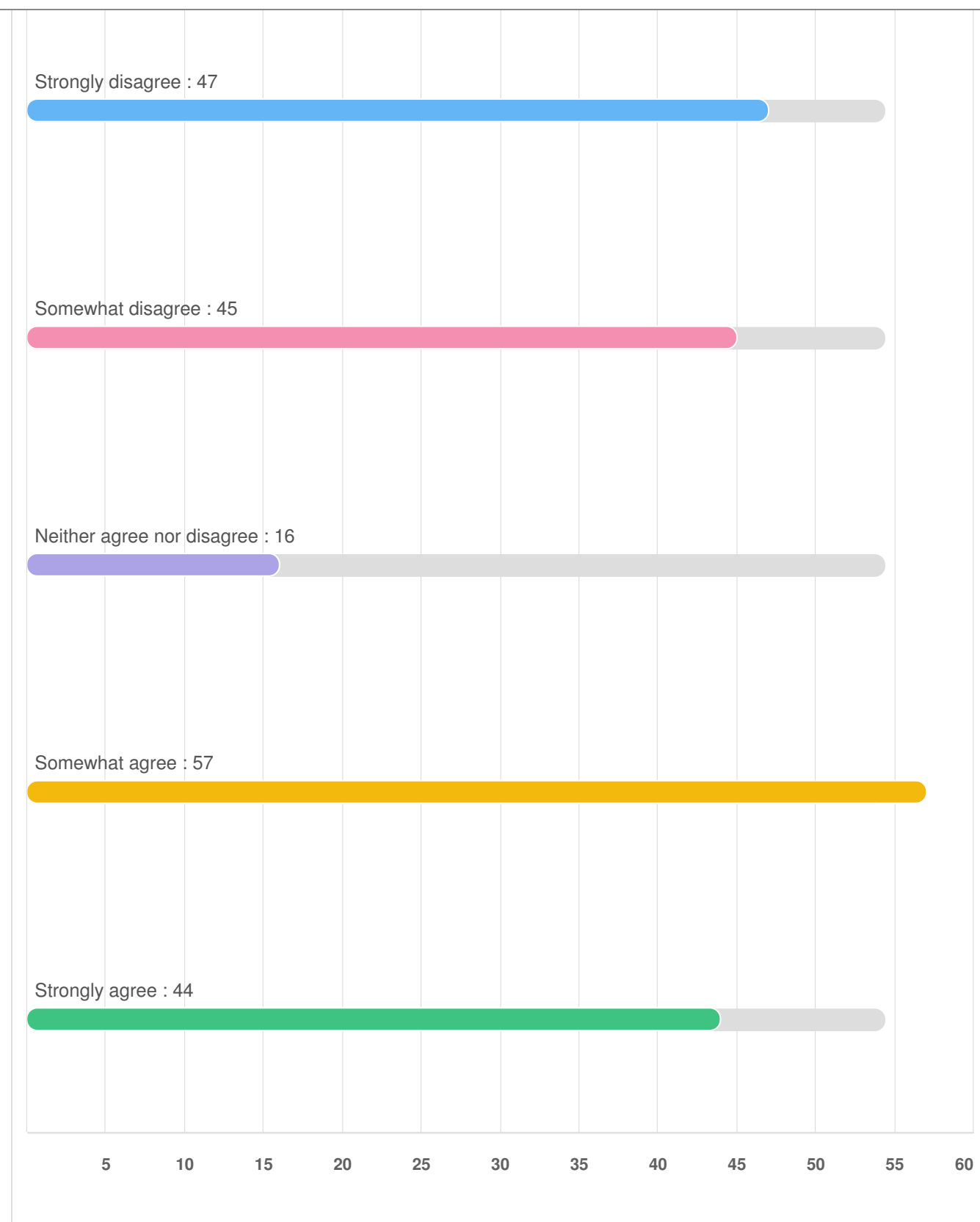


Optional question (211 response(s), 1 skipped)

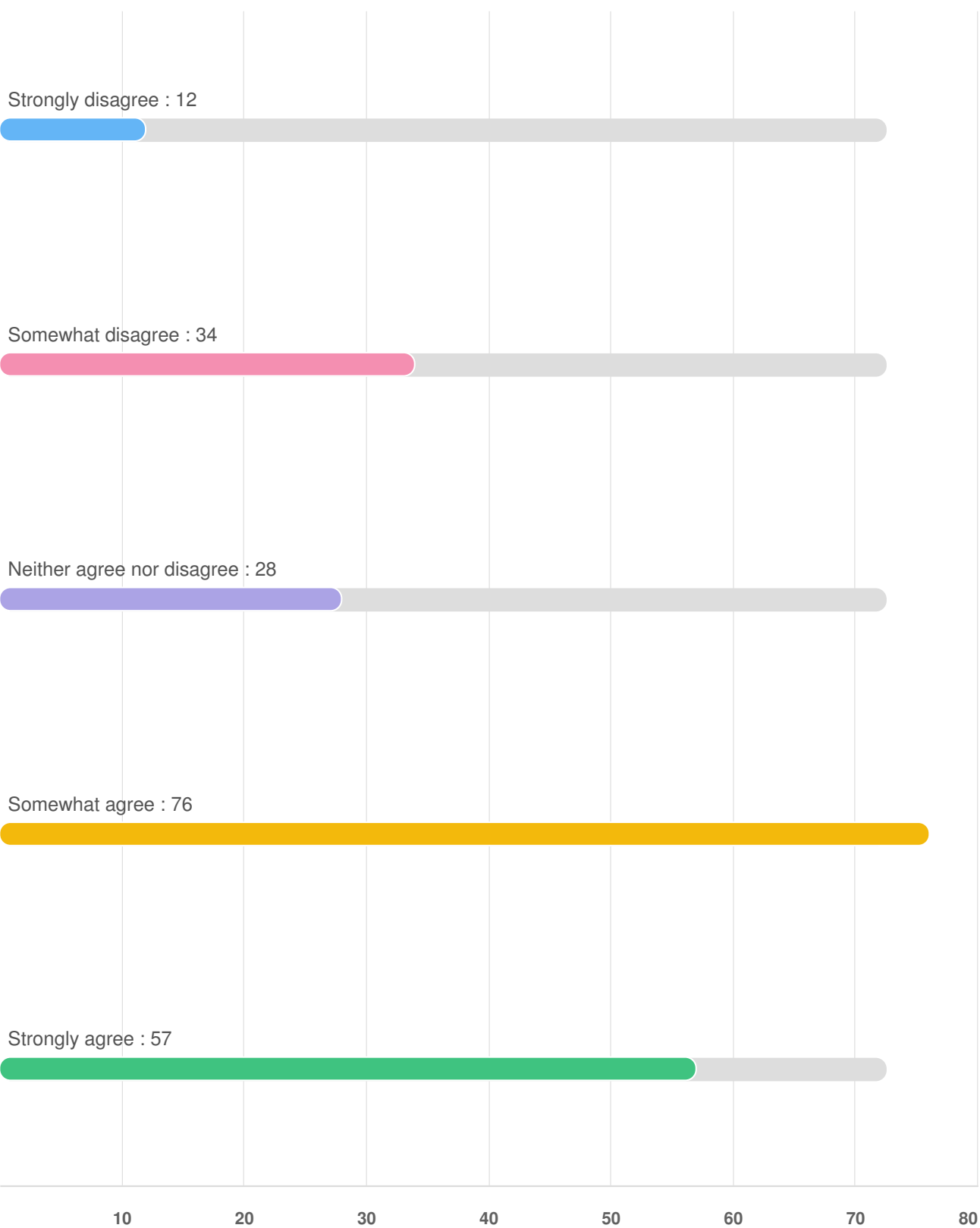
Question type: Likert Question

Q3 | In considering how a revitalised TPG/TTD precinct might be used, we'd like to understand if you feel it should be primarily focussed on the needs of veterans or, available for broad community use with a focus on military heritage.

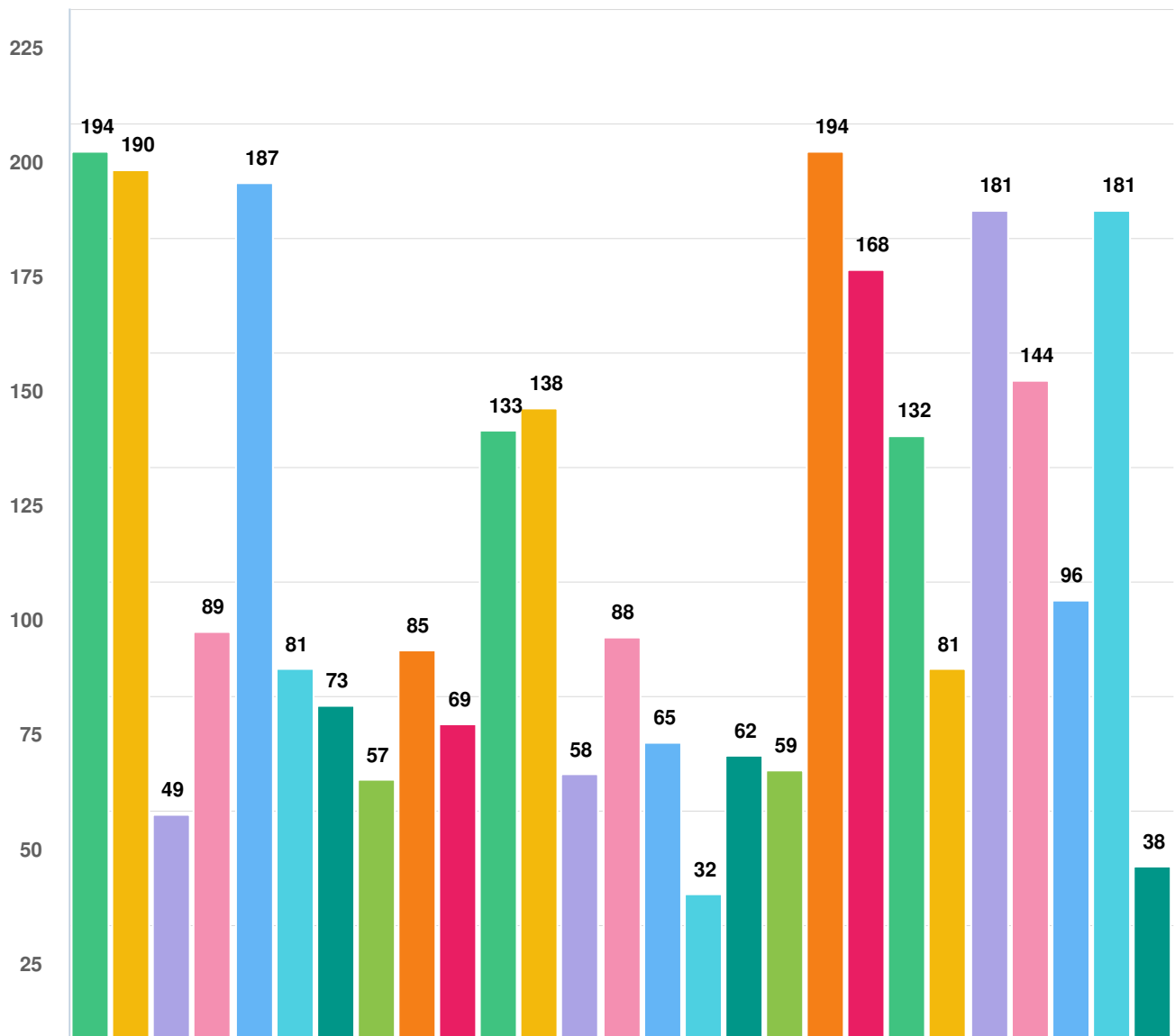
The TPG/TTD is for the exclusive use of military personnel or veterans.



The TPG/TTD is open to everyone and anyone.



Q4 Which of the following uses or functions do you think are acceptable at a revitalised TPG/TTD precinct. (Tick as many as you like)



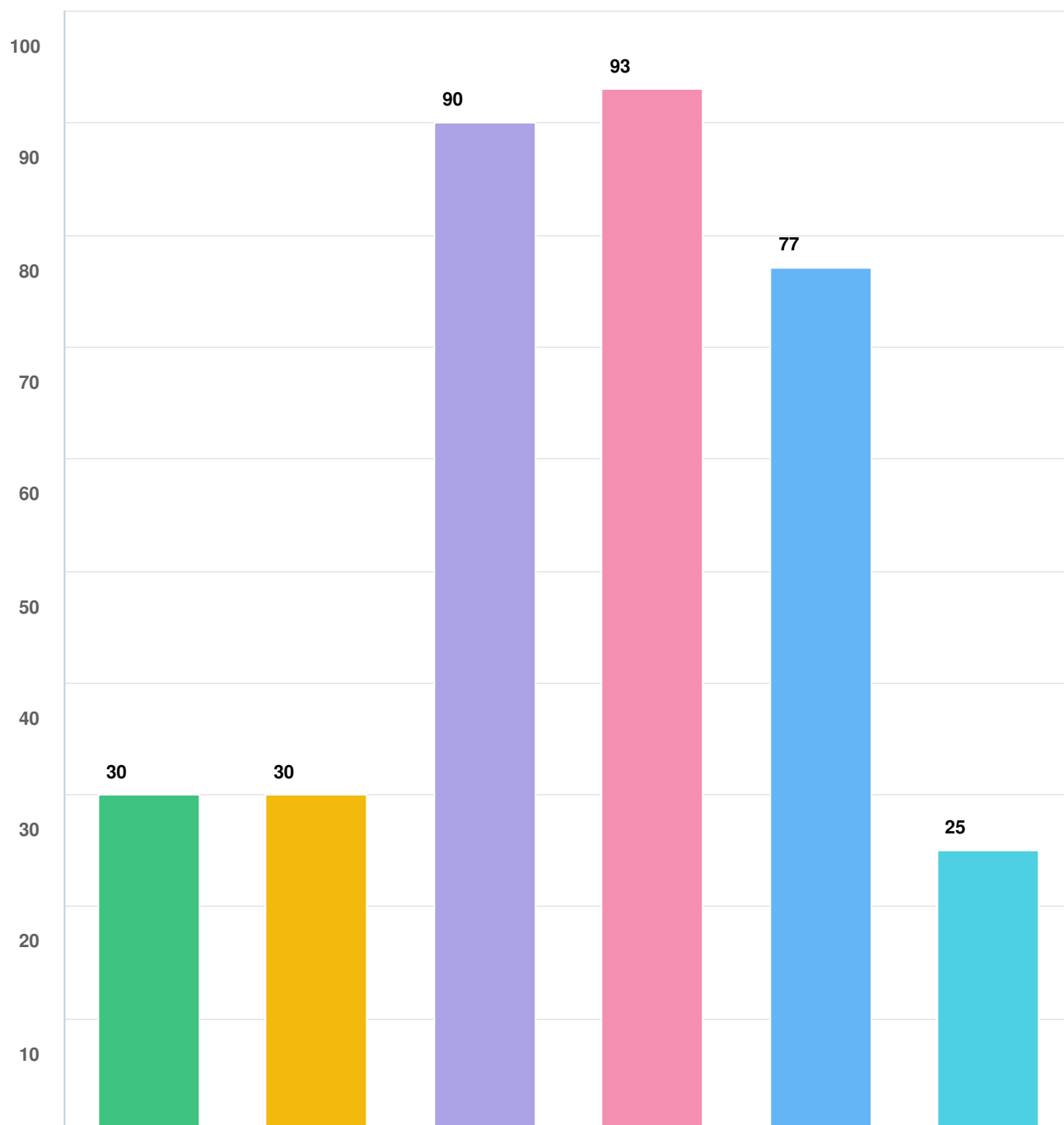
Question options

- Other (please specify) Ex-service organisations events Coffee shop Illuminations on the main building
- Military history education centre Art exhibitions Defence Force Recruitment Military education forums
- Anzac Day and associated commemorative events Performance concerts Food & Wine fairs Fashion Shows
- Fringe Festival Shows Adelaide Arts Festival events (i.e Writers Week) Book shop Defence industry displays
- City classroom for schools to study the history in the commemorative precinct Family research centre Outdoor cinema
- Expos (non-Military) Conference space for general hire Music Concerts
- Australian War Memorial (AWM) displays Sunday markets Car parking for Adelaide Oval events
- Military exhibitions Military ceremonial parades

Optional question (212 response(s), 0 skipped)

Question type: Checkbox Question

Q5 The Torrens Parade Ground and Training Depot is currently managed by the Dept. of Environment and Water (DEW). Which of the following do you think is best placed to take on future management of the overall site?



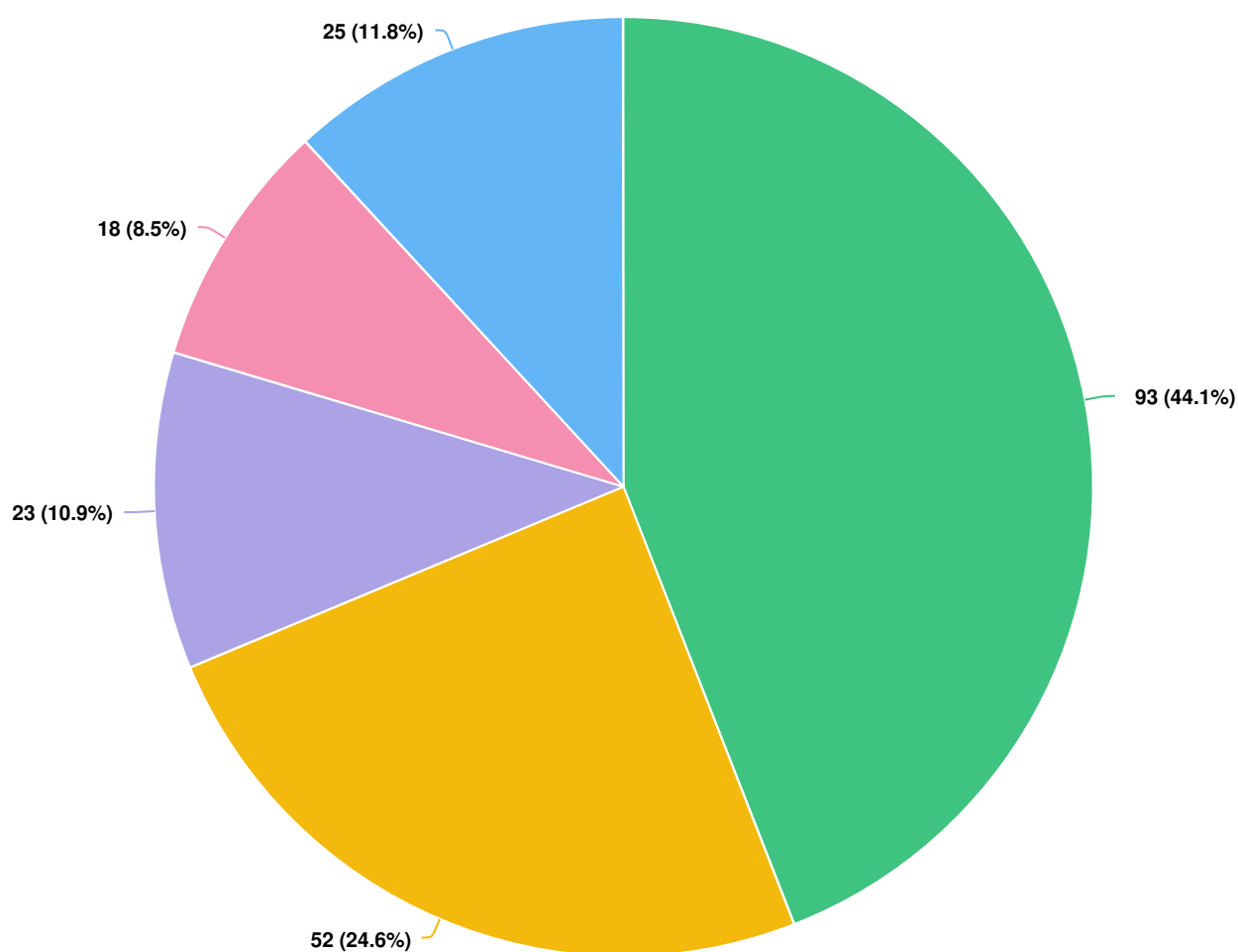
Question options

- Other (please specify)
 ● Independent committee comprising various military organisations
- Government led committee comprising currently serving and veteran appointees
 ● Veterans SA
- Dept. of Premier & Cabinet (DPC)
 ● Dept. of Environment and Water (DEW)

Optional question (210 response(s), 2 skipped)

Question type: Checkbox Question

Q6 The TPG and TTD site's link with the SA Military goes back to 1893. However, the location has long had significance to the Kaurna people. How strongly do you feel that any redevelopment of the site, should acknowledge and educate the wider populat...



Question options

☐ Strong disagree ☐ Somewhat disagree ☐ Neither agree nor disagree ☐ Somewhat agree ☐ Strongly agree

Optional question (211 response(s), 1 skipped)

Question type: Radio Button Question

**Q7 | What changes to the TPG/TTD that would encourage you to visit the area in the future?
(please write in your response below)**

A more inclusive resource which can be utilized by community and veterans alike. It should be an educational facility for school children and the general public.

I need no encouragement. I work there. But sensible recommendations from the Steering committee are anticipated.

No events/activities that are disrespectful of the sites enduring and foremost commemoration role (eg Winter Village). More effective and less bureaucratic management by Departments or government agencies (keep Veterans SA out of it) Th TPG precinct is unique and should be appropriately managed/protected. It should be used as a priority for commemoration, military heritage, military education, veterans support. Any other role/function/activity should be secondary to these key roles. At the same time there is an opportunity to revitalise how the precinct can be used in terms of its four key and enduring roles.

it is fine as it is at present... although a major display or military function will always attract

Arts Exhibition or a Historical Exhibition.

It should be used for the reasons it was built for , military parades and displays from all the services . And a Military Tattoo should be held there once a year or every second one , let's start a tradition here in Adelaide it could become something very special , it won't be a quick fix but its something that will build up in the following years and will put South Australia on the map

I believe the area should be an annex of the Aust War Memorial and displays should be changed biannually. The area could have a war education focus perhaps in partnership with the Army museum at Keswick. School excursion groups shoul visit both venues in a day long excursion. TTD should have a covered, lockable reflection area near the womens garden where people can pay their respects. Areas

on the first floor should be bailable for the veteran groups/ community.
The recent images on the building should be maintained as a permanent display. On Anzac Day , TTD should be the hub for veterans to commemorate sacrifice.

Coffee Shop/Bar/lunchshop, Military displays and especially commemorations, Possible permanent display of military hardware on perimeter, staff manning enquiry booth at all relevant times, interactive displays around perimeter of drill hall

That it become a centre for celebrating our military history. With interactive displays and historical military equipment and military themed art displays, and incorporating a Veterans wellbeing centre. And finally a parade ground is hallowed ground and should not be used as a carpark.

Having a city classroom that commemorates and educates students on both the indigenous heritage of the site and the contribution South Australians have made during the war would be excellent. A visit to a facility like this could compliment the other historical sites in the area such as; the migration museum, the Holocaust museum, the North Tce historical walk, the SA museum and the State Library. South Australia has a unique opportunity to cement the centre of Adelaide as an educational hub for future generations.

Military exhibitions, commemorations, parades, school educational tours.

This would make a perfect site for an Education facility. That education could include areas such as: War History, Colonial History, Indigenous History, Women's History as well as Civics Education.

More military activities, particularly parades and displays, talks/presentations, permanent museum or display of military vehicles and equipment (could change regularly), special dinners with a speaker on a military theme either open to the public or form service related groups (ADF and public) to hold periodic lunches. Night time parades and firing an artillery salutes. Greater publicity of Right of Entry parades and special commemorative events by units represented on memorials. Changing Audio Visual displays of significant ADF events to play continually during open hours for tourist and schools and selected after hours for workers eg AWM

footage, news reels, living histories,- have on a theme and promote 6 month calendar of shows

Use of the space as a targetted educational space/facility

Seating. A pergola or similar open structure with vines for shade.
Toilet facilities. Food carts?

Significant Kaurua input is essential

Military parades & ANZAC/ Memorial Day events should be returned to the parade ground. Use it as it is intended to be used

get rid of the car parking or limit to one side of parade ground

Memorials outside, either around the edge of the parade ground or in the gardens would encourage people passing by to stop and read/engage. This could make the precinct feel more 'open' to people of all backgrounds.

The bar should be used as the RSL/veteran hub and be promoted as such. It is a fantastic location and the development of the area is important, and should continue to recognise military service, current and past.

Display of historical importance on military importance to SA. ANZAC Day programs.

More accessibility and events for military and defence industries.

Nothing in particular I quite like it the way it is. With the increasing demand on support services for veterans I can only see use by DVA representatives and other support groups increasing. As a result there arises the potential need for additional privacy and rooms in which to conduct interviews and counselling et al

Marketing/Advertising majority of community wouldn't know what is even at the TPG/TTD

A once a week social evening for families, a drop-in centre for Military personnel

Psycho social activities for veterans and their families Would trial a pop up cafe/book store/ that would also sell merchandise for various ex military organisations. A model for the pop up cafe would need to be for at least 12 months with management coming from a successful tender in the hospitality industry that understands the veteran community. Should not be licensed but can obtain a special license for functions, meetings etc. The model should also have governance and also education and training for veterans and their families wanting to belong again in a community. It will not work with an ESO managing the pilot cafe. All if any revenue should go back into the precinct. The pilot should incorporate outdoor alfresco so the public is aware they are welcome. Education/virtual and physical war memorial pop up displays on rotation. Precinct tours during the seasonal months giving veterans a role in educating the community. Free high quality Wi-Fi will bring people to the precinct. Annual small fee of parking for veterans and their families so they have a commitment to visit the precinct. If you make it welcoming and have stakeholder commitment they will come. Complete modernization of the tenants offices and hallways, paint/furniture, facilities. A family Centre lounge for children instead of tenants having boxes of toys for veteran families. Maybe a safe small playground in the council area of the parade ground? But that maybe asking for too much. The precinct has a unique opportunity for the upcoming younger veteran demographic to come together and take it to a level where it will can be an educational and welcoming experience. Veterans need to feel they belong again, as for far to long they have been searching for a purpose this can be their purpose with an equal governing committee mixed with government (Veterans SA), respected members of the community, defence industry, defence SA, business SA, Adelaide City Council and veterans and or a family member of a veteran.

Keep for parades and functions that are military related

I will continue to visit regardless, however, ESO's (particularly the RSI) must be far more welcoming.

What about changing this question so that it is expressed in correct

English?

School education services to support excursions to the memorial precinct

Enlivening of the site by lighting the building, memorials and flagpoles and flying flags 24/7, interpretive signage, consistent marketing to the whole SA population via social media and by intra and interstate tourism bodies, military history travelling exhibitions in the Drill Hall, historical military vehicle displays on the parade ground, ADF ceremonial parades etc.

As a teacher, I would visit if there was an education officer who has teaching and curriculum knowledge in SA History and military history that could work with me and with my students. I would also attend professional learning for teachers on SA History and global conflicts.

Army museum signpost on King William St and Victoria Drive footpaths.

perhaps using the area as a training facility for new teachers or History related training and development

n/a - I am currently posted outside SA.

Education opportunities, historical education opportunities for the community, historical military exhibitions

Better nearby parking. More advertisement/promotion of events at the site (not interested in festivals etc)

TPG should not be commercialized the way it has been used recently. Must respect the Military heritage and used it respectfully.

That it is easier to host veterans events at the site. Previously there have been issues with veterans booking the hall even with a long lead time, and for annually conducted events associated with ANZAC Day planning etc. I don't believe it should be the reserve of only the

veterans community, however the managing department should be more sympathetic to this group and give preferential treatment based on its history, and the siting of the ex-service organisations, such as the RSL, there.

Return an active military unit there or relocate some Keswick barracks elements

A sense that the building itself is welcoming to people - at the moment it is very much not welcoming. Also, educational programs using the building and grounds would create an understanding in younger people of what the are is, and what it is for.

Connections with schools and education

Museum style displays open to the public. Military researching facilities (historical/future careers), coffee shop, book shop.

Parking and personally a better understanding of what is in there and whether you have right of access to where and how

Public visitation of military displays.

Veteran and Military events are held on a regular basis!

I would visit it more often when we can connect our military history with the surrounding memorials, just consider how important to Australian War Memorial is to our nation, we could have a similar focus with our own history celebrated at TTD

Military events - current and historical. Veterans hub.

Open for regular school visits

More advertising of events, and things to do there. It would be great from an educational standpoint to be able to go there, see the monuments, walk up the street, visit the War Memorial and Migration Museum.

Update / facelift , better access to wealth of resources for students, school-friendly

Increased awareness of opportunities at the TPG/TTD and also multiple attractions to provide a comfortable and attractive environment for all members of the community to engage with the precinct.

Generally a more diverse use of the space.

Increased awareness via media (not social) of events/exhibitions taking place - and the actual parade ground to be kept free of vehicles - ie not to be used as car park, which tends to then place that perception only in the minds of visitors or people passing by.

As I ticked above, I think the space should be mainly used by military and veterans to commemorate and memorialize service of the nation. I do think it's reasonable to allow the space to be used for short term, essential activities like Sunday fruit and veg markets which decrease our carbon footprint through maximising sale of local produce, or light displays which align with military history and the values of our nation. Further, I strongly believe that any redevelopment or discussion of future use should be in conjunction with the traditional owners of the land; the Kaurna people.

Needs to remain like it is - this is a valuable part of our history.

As a 30 year serving member, I would like to be able to park on TPG every now and then, perhaps limited to 10 times a year and electronic access via my Defence ID. Coffee shop/cafe - open to the public and tied-in with military history displays.

I think it is a lovely building and area now.

Better advertising

It should be not privatised, It should be preserved for it Military history, any money raised used for a carpark should go to the upkeep of the area, I think the military should use it more I think it is under used more parades and military historical events should be there

- While I acknowledge the importance of the site for Kaurana People, there are many important sites already that are able to educate on this topics. An exclusive military/veteran focussed facility would be of significant importance to the community as there is nothing to focus purely on this and there should be. A parade ground is sacred land to the military so this area will be treated with nothing but respect. Indigenous culture and history is extremely significant to this country and so it should be, however this parade ground has too much history and meaning to change its focus. - Make a conference/dining room that is available for military units, functions and dinners. Bring in funds through catering and beverage support. Make this the main place for military functions in the State. - As a veteran, I feel that potential recruits coming to TPG for recruitment would generate a spark in them and get their career started in a way a bland office building can't. - A redevelopment of this area is a great opportunity to create spaces for a veteran support facility that can accept homeless veterans temporarily and support those in need. The suicide rate of veterans is getting out of hand and this is a perfect time for the State Government to show support. - I don't particularly like using a parade ground for car parking for Adl Oval events, maybe this could be reserved for veterans only. Many many veterans have life long injuries and a short walk to the Oval would be a welcome offer. - Is there a possibility to become a mini war memorial? Share exhibits with the AWM and have a really meaningful permanent display for the public to walk through. A coffee/gift shop would raise funds to support and maintain. Employ only veterans to run it to show additional support. This is the right time and perfect opportunity to show unwavering support and respect to the Veteran community. There are so many that have given so much and a single place to focus on this would show that it wasn't in vain. Please, if nothing else, do something to help prevent Veteran suicide..... Show support, put Veterans in charge and do this right. Bravo for putting this out to the public, however I fear they don't have the passion for veterans to do this right. I beg you to please listen to veteran feedback a little more closely than you do the general public.

Making it a family friendly location where we can educate visitors on

the service and sacrifice servicemen and women have made so we can live the life we can today. Being an ex-serving member I would love to have a location I could take my daughter to and show her the contributions South Australians have made for not only our state but for our country. Creating a family friendly location would not only bring older veterans to the site, but also younger veterans, current service personnel and community members with young families. This could create a great opportunity to support local military members and veterans as well as providing the community an opportunity to educate them on the past.

The site should be upheld for military and DVA use primarily, if the building can be used for alternate events that don't wear the building or site without impacting primary user schedule. Additional events could be held that are in with good taste of the venue if profits are returned to the venue and DVA.

As a former Soldier any development of this site that encourages more public access MUST include EDUCATION on what the meaning of a Parade Ground is and what it represents. A parade ground is not just a drill square for military parades. Its also representational of a sanctuary of a units fallen soldiers and in line with this symbolism is deemed "hallowed ground" and is respected as such. Its not a place to hold markets, park cars or have Fringe Shows on, nor let people run around on it in general, its a sacred place and must be treated as such.

No changes other than maintenance on the existing building are required and any events hosted there should not require any changes.

Introduce a coffee shop for people to have a stop for refreshments whilst exploring the Torrens region.

nothing much. I quite enjoy it the way it is. I have often seen young people vandalising or disrespecting areas of the site and I am concerned that changing it to a less military site would only increase the instances of such disrespect. It is a unique and special landmark that should be left alone and not changed for corporate greed.

As I live in the Barossa and very rarely travel to the city, I would only go for a special event, live music for veterans, Defence bands, Veteran Art Exhibitions, Etc. From a current serving aspect,

Commerative events, parades etc.

Community events that are tasteful and respectful to ehr hisitory of the site, military and indiginous

Veteran art gallery, veteran services, military history tours or exhibitions. It has to stay a monument to the military and veterans as we in Australia don't have much history we can all support and it is really important to recognize the contribution of the military and its history in providing us the foundations we have today. perhaps hire it to schools or competitions on military/remembrance art works, and veterans support groups for rehab services. DVA could open an office in there. Get in touch with South Australian military/militia historical societies and other SA historical groups for museum exhibitions. Anything to showcase SA history to schools and the community to give pride in the state and educate the community on the positives of our history from colonization onwards. The Aborigines that previously lived in the area can have a separate monument somewhere close by, near the water or where ever but the building is really rare colonial history, we should celebrate that because we don't have many (if any) other places like it.

If the parade ground is to be used at times as a car park, it should be opened to Defence Personnel/Veterans only.

More Green space, and more military displays such as the 21 gun salutes etc - things that all can share, but also increase the presence and standing of the Military

I would like to see the TPG/TTD utilised for more public events that let the community see the work that the ADF does & be available for meaningful exhibitions & ceremonies eg Australia day/ANZAC Day/Remembrance day etc. The utilization the TPG/TTD as a carpark , market or commercial space is disrespectful.

Further Educational displays for children and visitors to the area.

The site needs to more welcoming, coffee shop with an Annex of the Australian War Memorial focusing on South Australian Military history. I reflection garden for current and ex serving members with an area for our aboriginal military history also. Something that schools

can visit and get a sense of SA's Military history and pride. The area shouldn't be managed by ex - service organisations as a lot of ex and current serving members distance themselves from them for a number of reasons.

Just don't build another sport stadium or hotel. It must be burning Marshall's developer mates' pockets having that open space there.

To ensure a broad consultation is conducted and the space ALWAYS retains the military heritage; additionally, adequate budget is allocated each year to KEEP the area in tip top condition so it retains a quality feel and look to the area, so it is ALWAYS usable.

Better advertising of the TPG/TTD and what is at the location (recent arrival to SA and I hadn't heard of the TPG until this survey). I believe, as with all historical locations, that it should continue to be used/accessed in a way that reflects its heritage eg. in the case of this military establishment it would be best used for commemorative military purposes such as memorial displays and parades. Under no circumstances should the parade square itself be used for car parking/festivals noting the symbolism of the parade square as a mass grave.

To have the TPG/TTD more accessible and widely used to non-military organisations to ensure the facility is not under utilised. Thus bringing an income in to go towards maintenance upkeep and refurbishment. The building is tired and needs to be renovated to enable this facility to be more widely used by the greater SA community into the future.

Transformation into a museum centered around SA history - all eras, inclusive of Military

More welcoming for veterans and their families. More of a focus on veteran recovery from injury. A focus on adaptive sports as a part of recovery. A place to come for a quality meal with family.

Restaurant, theatre, concerts, exhibitions

more accessible to the public

Activation of the site with more cultural events which co-ordinate with the festivals and events on the program in the state

I live outside the city, But i would like to visit TTD when I can

The TPG is unique to South Australian Military History and must be acknowledged as such with reverence. Both my grandfather (WW1) and Father (WW11) paraded there before embarkation to war. Attempting to relate yesterday's history to today's political culture must also be strongly resisted. Additionally, I believe it is completely disgraceful for the TPG to be used as a transit hub for Adelaide Oval events.

Making it a gateway for personnel exiting the military, and a focal point for exdefence support services.

More events IAW the above selected usage

Better signage. Clear and obvious main entrance with a welcoming reception function.

Access given to AAFC staff and Cadets. We have a passionate dedicated team of Officers of Cadets and Instructors of Cadets. It would be advantageous to include AAFC for the future of Defence. Kind regards SQNLDR(AAFC)Lorraine House.

Affordable parking for adf members/family and veterans, family friendly events

More military based events.

Greater access given to military personnel past and present

I'd like to see Defence Force Recruiting utilise the facilities and other

wider organisations that are more relevant to the current ADF members and their families as they are the future. As it currently sits the site isn't welcoming to these members and it's very much an old boys club. If I didn't frequent the grounds regularly for work I wouldn't enter the TPG/TTD at all because there is no purpose for families to visit. We're made to feel inadequate and unvalued to all the current tenants.

Australian Air Force Cadets squadron being invited to run in the area. Possible use as a commemorative RSL type restaurant, with history kept intact and for all to see

DCO should organise events there and it could be utilised for mid year and end of year balls. Maybe have an open day for defence members and their families. Any changes should respect the history of the site. Too often now the history of Adelaide is being demolished and the character of Adelaide is being lost.

Having events that connect the community with veterans and have a space that shows the history of Defence.

Internal updates to make the whole building usable for modern businesses technology, especially for use by the RSL and Legacy into the future. With the team stop opposite and traffic lights, it will enable Legacy Widows and their young families easy access. It will make an ideal new home, subject to the internal make over.

Good indicative signage. Safer vehicle exit from driveway onto Victoria Drive. Current street parking blocks vision of passing traffic and is dangerous. Change it to kerb parallel parking to give better visibility to all users. Coffee and snack opportunities when a major event is conducted. history of the site. Any activities need to be appropriate and respectful to the history of the site. Greater control of parking for major activities. Several parking guides are required. Address the precarious angles of some of the palm trees, an accident waiting to happen.

While I appreciate that some very small sectors of the military might have some form of attachment to the site, the reality is this place has only come alive since it has been in State government ownership and been used more broadly by the arts and cultural fraternities. I can say this as both a member of those communities and spouse of RAAF

member (now retired). Without broader use there will be limited understanding of the site which will ultimately diminish its importance to the community. I see you are planning to prepare a plan for surrounding gardens and memorials - the Pioneer Women's Memorial Garden located adjacent has nothing to do with TPG TTD and it is the height of arrogance to think that the military should be making any decisions about this adjacent site, which is a memorial to the contribution women have made to South Australia.

Stop the parade ground being used as a car park for events. Within the Australian Army, the Parade Ground holds a symbolic representation of a sanctuary of a unit's fallen soldiers and in line with this symbolism it is deemed "hallowed ground" and is respected as such. (www.army.gov.au/our-heritage/traditions/parade-ground) Having military and veteran community events and the education and points of interest for visitors and wider community to display and inform the local military history and sacrifices of Australian service men and women.

Engaging, respectful events on the TPG and within TTD, by invitation or open to the public.

To be made to feel more welcoming, it is an imposing site where one feels like one should not be there

I wouldn't visit unless cultural activity / event/ presentation is happening at the site. There is a way that the military history and cultural events can both be pursued at the site. It doesn't have to be either or.

My main interactions with the TPG/TTD have been through arts and cultural activities. As someone who doesn't have any direct association with veterans I am unlikely to engage with the precinct for veteran related activities, although I would attend veteran interpretive/historical events and support the use of the precinct by veteran organisations and for veteran activities, providing they do not preclude broader community access to the Drill Hall and Parade Ground. Use for current ADF activities - recruitment etc - is not supported. These activities should be undertaken on ADF sites. My perception of the TPG/TTD precinct is that it is under-utilised and that outside of arts/cultural activations, most people would not see it as a destination or even a public space. A rotating program of activities within the precinct in addition to continuing activation provided by a

cafe and exhibition space would support improved community engagement. These facilities would need to be of high quality and the exhibitions curated to a standard that supports ongoing visitation by locals as well as being attractive to tourists. A program similar to the MPavilion <https://mpavilion.org/> would be possible and would provide a great opportunity for vibrancy and engagement outside other key activation periods such as the Arts Festival and Fringe. The TPG/TTD is an important central site within the cultural precinct and needs to be managed in a way that maximises its potential and realises the interests of the vereran organisations as well as the broader community of which they are a part. Using the Parade Ground as a car park is not appropriate.

More military displays, regular events / lunches at the combined mess

Broader interest community events eg festival & writers week activities.

Anything- it always seems crazy that there is no parking in the city for events like oz Asia festival yet the space is shut with a boom gate

Coffee shop and army museum

Make (part of) it a venue for the ASO

Ensure that the parade ground is kept in pristine condition as it should be the future of the area.

Some form of seating for outdoor events.

ENGAGE THOSE RESPONSIBLE FOR THE BOTANIC PARK AND REWORK ACCORDINGLY LINKED INTO THE " TORRENS LAKE " All named WILLIAM LIGHT BOTANIC PARK " May need an underground car park

symphonic or military band concerts with the building illuminated as a backdrop. Would be perfect for a military tattoo location as part of the

arts festival.

Regarding tenancy in the building, it is best utilised as a one-stop hub for veterans in the current generation and in the future. Services that veterans require include DVA advocacy, Invictus and other rehabilitation through sports programs, Veterans SA, Open Arms, With You With Me and other job service/training providers. The focus on veteran wellbeing in modern society is on rehabilitation and reintegration. I would recommend a place where veterans and the community are comfortable interacting with each other and developing relationships. In the best scenario, this would incorporate a means for veterans and the community to bring their children and families. Something that may fit this bill would be an RSL sub-branch with catering facilities. This may require redevelopment or addition to the physical aspect of the site. I am a young veteran (32) with a young family. I live with PTSD and physical injuries as a result of my service. I spent approximately 10 years as an advisor and representative to the Vice Chief of Defence Force Group in a number of roles in both a civilian and uniformed capacity. I currently volunteer with the Australian Air Force Cadets many of whom will be our next generation of veterans. I offered my perspectives at the most recent town hall meeting and would like to volunteer to be a part of the steering group and/or any future committees which may be established for the development of this area.

Better connectivity

Leave it alone. If you've got no military background you have no right making any decisions on it's use. A parade ground is considered sacred ground to military personnel.

Tour guides addressing the Military History of the location and the state. A central location to display military memorabilia. This site compliments the military museum at Keswick but due to this location is more accessible to the public.

I believe it should remain in its current form until there is a substantive protocol(s) for its future use

Art and History exhibitions maybe linked to the festivals. A place

where research and further education of the SA Military history can be undertaken. Such as the Virtual War Memorial having a physical presence to assist those who are researching the military history of their families. The exterior of the building used as part of the illumination festival. A coffee shop or cafe that operates within the TTD so that it attracts people to it, for instance those veterans and their family and friends who cycle. A hub for veteran support services in a collaboration with all the Ex-Service Organisations.

I live in rural SA now, but if I was still in Adelaide I would regularly visit exhibits etc. Also by opening it up to wider non military style exhibits - money from space rental could go to various military organisations to support them.

keep the parade ground as is - its military heritage plays an important role in past and present military members - it is sacred ground and needs to be kept that way. It reminds us of those past and present who made sacrifices for our country. It should not be open to the public unless by invitation for special military occasions - it is a landmark with much history that needs to be preserved.

Activating the space with people would be great. At the moment, I have no reason to go there. An acknowledgement and sharing stories of the Kaurna people, including their contribution to the war, and the difficulties they faced upon their return, would be vital. Without this information, discussed in a frank and honest way, and also in consultation with the community, and led by the community, I do not feel that the space is welcoming and I do not feel comfortable saying 'yes have a military history display' when only a part of the story is being told.

1. "Humanise" the parade ground - get some regular events happening on it. 2. Open your doors to the public, make them feel welcome - The Drill Hall appears very forbidding, especially viewed from across that vast expanse of "carpark". 3. Respect the ADF and our veterans, but recognise that "for King and Country" doesn't resonate with most Australians in the twenty-first century. We have morphed into a culturally-diverse population, and really should consider balancing respect for the site's military status with a more engaging and welcoming atmosphere. Consider the wonderful memorial walks and pathways nearby, which draw one's attention to the conflicts and honour our cultural diversity.

The TPG should NOT be used to house The History Trust of SA nor should Ayers House. There are so many empty buildings in Adelaide. Please return Ayers House to The National Trust. Keep the TPG as a military installation.

There is nothing there for the public to access.

Cafe would be a good idea

More awareness of what is happening at the TPG/TTD.

Make it less officious.

Family friendly environment. Opportunity to upskill. Social networking events.

It needs to maintain its military ties however, it's way under utilised and should support Adelaide oval events for parking. The general public also need to feel part of a great building and valuable site, by outdoor events, availability to hire, it's a big central part of Adelaide need to involve all South Australians. S.A revenue would assist the whole state indirectly.

Re-greening the TPG with lawn, select tree plantings and permeable pavers would create a much more welcoming area.

Restore as parklands

Not currently very welcoming.

Re-greening of the area would make it welcoming and, introducing community and family events.

Less motor vehicles on parade ground if retained, preferably none.

Convert to green space.

Extension of the natural parklands environment

Re-greening - significantly. But permitting occasionally use for festivals, historical events, music events etc

A Concert Hall built on the parade ground that would be used every week, not just a couple of times a year

If the area was regreened as a community green space - with so much pressure on the parklands from permanent commercial structures, the least that can be done is return a very small part to the original parkland vision!

Re greening the whole area while still enabling cultural activities to continue ie returning from it to the parklands

Make it a green space with lots of trees.

Why is the Parade Ground linked to the building. The Parade Ground has a tenuous link to the past, is not consecrated, has no architectural merit and is used as a car park for the few. I am part of a city business where hospitality workers pay up to \$26 per day to park their cars. Some veterans and their families get few car parking to go shopping and attend city events. Past military service should not create a life-long entitlement of exclusivity. These organisations who become tenants of the building should be continuing to serve the whole community and not just themselves. The whole precinct needs to be outwards looking, and not the subsidised private offices of a few inwards looking organisations. My service was, and continues to be, to the whole community!

More knowledge about the history centre.

Museum and coffee shop

Keep the Link Trainer as is but install a viewing window on an inside wall for the public to view and also information about the Trainer near the viewing window.

Replacement of the bitumen with lawn, trees etc.

I came hear to absolutely condemn the actions of those involved in allowing vehicles to park on our hallowed ground. As a current serving ADF member, it sickens me to my core, and infuriates me, to see such a disgraceful act take part on the very ground that represents our fallen. It is absolutely reprehensible to allow such an act to have occurred in this first place, and it is an utter disgrace. I cannot put into words how much fury I am currently in, even as a peaceful man. That parade ground is hallowed ground, and it should be treated as such. To park vehicles, and allow the crossing of it, is walking on the graves of the men and women that sacrificed themselves for this nation. I have discussed this issue with many veterans, and current serving members, and they all present this same view, and some of a more extreme nature. It is purely disgusting and dismissive of our men and women. I understand the person reading this is not responsible for this occurrence, however I plead with you to take this into serious consideration, as the implications it has on veterans is extreme. Thank you for your patience.

greening the site

The building is of historical importance and its history should be honoured however the building itself could have wider functionality. As to the Parade Grounds, this area would most certainly attract more people, including myself, if the site was re-greened using indigenous plants thereby returning something of it's original form. Curved paths to link areas of interest would give a contemplative feeling whilst the whole area would provide a relaxed and friendly meeting place.

Greening the asphalt

Remove the car park, replace it by parklands and let the building be a museum in a park (a bit like the economic museum in the botanical gardens)

A green space with trees and lawn and recognition of Indigenous connection to this land

Greener space and a wide variety of use for functions, events

A return to green space with native flora and linked in to the riverbank and the Pioneer Women's Memorial garden, although with some, not very large, space for compatible events. The whole area between K William Rd and From Rd is also short on public toilets, benches and similar facilities which would make it more attractive to pedestrians and families with children. The riverbank is heavily used for active informal recreation and this could be a great addition to that.

Family friendly, access to services

Sheltered from harsh weather. place to sit quietly on the quiet days. Associate with Womens history ground. A local custodian who loves what can be made from presently an ugly car park. Link to the City Connector bus as an Adelaide visitation spot. I do respect and do have military connections but a period in common with Govt House is the way to look at this unloved place.


Optional question (157 response(s), 55 skipped)

Question type: Essay Question

Swanbury Penglase

Torrens Parade Ground and Drill Hall Spatial Needs Analysis

January 2022, ref 21273



Contents

1. Executive Summary	3
2. Information Collection Process	4
3. Definitions/Glossary	5
4. Facilities Analysis	6
4.1 Current Tenants	6
4.2 Tenancy Plans	12
5. Accommodation Schedule – Existing Areas	15
6. Opportunities and Constraints	21
6.1 Conservation Management Plan	21
6.2 Areas by Function	22
6.3 Redevelopment	26
7. Conclusion	34
Appendix A – Stakeholder Meeting Notes	35
Appendix B – Photo Pages	47

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1. Executive Summary

In 2021 Swanbury Penglase were engaged by Veterans SA to undertake a Spatial Needs Analysis of the Torrens Parade Ground facilities, focusing on current building usage by Veterans groups who are tenants in the building.

Swanbury Penglase were to also liaise with the Department for Environment and Water who operate and maintain the State Government owned asset.

At the time of preparing the report it was known that the History Trust, the other building tenant would be leaving at some point in 2022 so they were not included in this review.

The purpose of the analysis and report was to contribute to a submission being prepared by a Steering Committee about the Torrens Parade Ground and its role as a place of historical and cultural significance in South Australia. It aims to provide information on current use, the issues and constraints faced by occupants and ideas for how it might be used in the future.

2. Information Collection Process

To prepare the report Swanbury Penglase undertook stakeholder discussions with:

- The Returned & Services League (RSL) South Australia Headquarters
- The Vietnam Veterans Association of Australia (VVA) South Australian Headquarters
- The Air Force Association South Australia (AFA)
- The Department for Environment and Water (DEW)

Copies of the notes taken at these sessions are provided as an appendix to this document.

A walkthrough of the facility was also undertaken to verify floor plans provided by DEW were accurate. Work currently under construction has been shown nominally on the plans prepared for this report.

Not all spaces were accessed during this visit, including the following areas:

- RSL Store Areas on the ground floor
- History Trust Tenancy
- VVA Tenancy

Photographs taken during this walk through have also been used in this report.

3. Definitions/Glossary

DEW - Department for Environment and Water

RSL – Returned & Services League of Australia (South Australian Branch)

AFA – Air Force Associate

VVA – Vietnam Veterans Associate

VWM – Virtual War Memorial

Invictus - Invictus Pathways Program

ESO – Ex-Service Organisation

TPG – Torrens Parade Ground

CMP – Conservation Management Plan

Spatial Efficiency – Used to describe the arrangement or configuration of an area that results in an efficient use of space i.e., that it does not create wasted or excess space that cannot contribute to its functional purpose

Space Utilisation – Used to describe a space in relation to its frequency of use or capacity, i.e., a well utilized space is one used to its capacity at most times

4. Facilities Analysis

The Torrens Parade Ground or more specifically the Drill Hall is a two-story building which sees a variety of different spaces arranged around the Drill Hall itself.

According to the latest Conservation Management Plan the current building was built in 1935 with the two-storey east addition undertaken in 1955.

The ground floor is accessed through two separate formal entries and has two other entry/exit points on the north and south side. In addition to the Drill Hall, the ground floor contains the RSL Memorial Hall, tenancy space, accommodation for the DEW staff onsite plus storage spaces, the Link Trainer plus kitchens and amenities.

The first floor is accessed from its own ground floor entry point located between the two Drill Hall entries. Visitors can use stairs or a central lift. The tenancy spaces around the perimeter are accessed via central circulation space which has a number of locking doors to provide tenants with security. The first-floor level also contains two kitchens and two sets of amenities and has external fire egress stairs located in the north east and south east corners.

The Drill Hall building is surrounded by the parade ground and a number of memorials that contribute to its context and significance.

4.1 Current Tenants

RSL

Usage

The South Australian branch of the Returned & Service League of Australia (RSL) are the largest tenant in the Torren Parade Ground facility, occupying 460m² and sub-letting an additional 34m² to the Virtual War Memorial (VWM) and another 11m² to the Naval Association.

Their tenancy is spilt over ground and first floor, with ground floor accommodating storage areas and the Memorial Hall and the first-floor, administration spaces for the organisation, the boardroom and an adjoining bar and kitchen space for staff.

The Memorial Hall is used by the RSL for meetings and commemorative events and is available to other organisations for similar functions and is often used to support large events held in the Drill Hall.

RSL do not believe they will require additional space in the future, but note current spaces are constrained by the cellular nature of the TPG building plan, particularly the spaces available on the first floor.

RSL acknowledged the constraints imposed by the heritage nature of the building but believed improvements would be possible, particularly if the kitchen and bar space adjacent the boardroom on the first floor was refurbished to provide a more modern staff break-out space.

Condition, Spatial Efficiency and Utilisation

From our site investigation (noting we did not access all the RSL's spaces) the tenancy is tired and to some extent cluttered with a mixture of items including excess furniture, artefacts, memorabilia and administrative papers etc. The reception desk in the first-floor office appears to be purpose made for the space.

Some improvement to spatial efficiency could be achieved with new furniture and cosmetically with a soft refurbishment (paint & carpet) however, this would not address the issues driven by the building plan. Modest intervention to open spaces together may deliver a space that is easier to collaborate in. However, this will remain constrained for the organisation by the fact RSL administration functions on the first floor are spread across two sides of the building.

Generally, RSL had only one person per space, aside from one office shared by four staff. This arrangement is likely driven by the existing building plan, especially noting the comments about the desire for some more collaborative space. However, most of the spaces, particularly those on the eastern side of building, are sized appropriately for one person and as there is only one main meeting space, the boardroom, the offices are also used for smaller meetings.

Should spaces be reconfigured, some further efficiency may be achieved but not enough to substantially change or reduce the tenancy size currently occupied.

In terms of utilization RSL are in occupation Monday to Thursday between the hours of 8:15 to 4:30pm. This implies there is a small window when spaces are not being used and if it was appropriate these areas could be shared by other organisations noting we understand the boardroom is already used by others outside of the RSL.

Virtual War Museum

The VWM are a sub-tenant of RSL, occupying two office spaces on the eastern side of the first floor of the building. The larger space is shared by five staff while the adjacent space is currently only occupied by one person though has capacity for two and has been used this way previously

The spatial arrangement then is reasonably efficient, but we are uncertain as to the hours/days the space is occupied by the VWM and therefore have no comment regarding utilization, though as a sub-tenant of the RSL they are in a way improving utilization of the RSL tenancy.

Naval Association

The Naval Association also occupied one space on the eastern side of the building. We were unable to access this space and have no further comments about it.

AFA & Invictus Pathways

Usage

The Air Force Association (AFA) are the third largest tenant in the Torrens Parade Ground building occupying 232m². The AFA sub-lease space to the Invictus Pathways program who occupy 27m² of their space.

The AFA tenancy is also split over the two levels, with the ground floor accommodating storage areas and the Link Trainer and the first floor their administrative accommodation, meeting space and the Combined Ex-Services Mess. The Combined Ex-Services Mess is a shared facility with responsibility for this undertaken by the AFA via a Memorandum of Understanding.

AFA did not believe additional space would be required in the future and confirmed that the current arrangement suited them, noting just under half of the space they lease is for the Mess (95.4m²).

The Link Trainer is a WW2 era flight simulator intended to teach pilots how to fly by instruments. Located on the ground floor, it has been built into its location. It was up until recently still in use by Cadet groups however this has ceased due to concerns about the radium luminous paint on the instrument panel. It is not owned by the AFA but by the Air Force and discussion about its future is ongoing. AFA believe it should remain at the TPG however would like to see it on display rather than hidden away as is the current arrangement.

The other significant area is the Combined Ex-Services Mess located on the first floor. This consists of a meeting space adjoining the mess space or function area. The two are divided by an operable wall, however this is rarely used.

The Mess is serviced by an adjoining bar and kitchen space and is in regular use by members and for member related events and meetings.

Condition, Spatial Efficiency and Utilisation

From our site investigation, and like the RSL spaces, the areas are tired and in need of refresh, noting the furniture in reception on the first floor appears purpose made for the space.

The spaces are also cluttered with AFA explaining they receive artifacts and memorabilia from members. They aspire to turn one of the areas into a library and resource space but the room is currently full of books along with other related items (memorabilia and artefacts) and some excess furniture.

The reception area and adjacent office are sized appropriately for their function, though with improved storage the reception area could be reconfigured to house an additional desk.

In regard to utilization, AFA are in occupation three days per week between 9am and 2pm so as a dedicated space usage is not optimized, with occupation only 40% of the time in 38 hour working week. As per previous comments, if it was considered appropriate, this area could be shared by other organisations to improve utilisation

The operable wall between the AFA meeting space and Mess has been described by users as difficult to use and if used infrequently would likely need servicing. The sound rating (acoustic separation) delivered by this divider is unknown. If this was addressed and the space not in use by the Mess, with the wall in place it would provide an additional meeting area on the first floor, in addition to the RSL board room.

Combined Ex Services Mess and Mess Association

The AFA are responsible for the space occupied by the Combined Ex-Services Mess. The Mess is managed by the Mess Association. Mess Associated administration is run in part from the AFA reception space as the support staff for the AFA are also one of the key persons responsible for the Mess Association. Within the Mess Association there is also representation from RSL, VVA and the Naval Association.

The space uses mobile tables and chairs in various arrangements and contains some single lounge chairs, but all furniture is retained in the space as there is no separate storage available on the first floor, the AFA store being full, and already used for excess items related to the bar.

The Mess also houses an amount of AFA memorabilia and artefacts, the most significant being the Battle of Britain lace suspended from the ceiling in a purpose made housing.

As mentioned, this area represents a significant proportion of the space leased by AFA. As place for functions arranged by the Mess Association it appears suitable in terms of space and the events described. To determine its utilisation, more information is needed as to the frequency of events and if it is accessible for use by those other than the Mess Association. As mentioned previously, if the operable wall was operational, the Mess could be divided allowing the spaces either side to be used independently which may increase utilisation of the space overall.

Invictus Pathways

The Invictus Pathways program have a sub-lease agreement with AFA for an office space, located on the first floor and some storage space located on the ground floor.

These spaces are suited to their purpose, noting the ground floor store appears at capacity and accessing items or equipment quickly would be difficult.

The Invictus Pathways group, alongside the AFA have presented to the Steering Committee ideas for the future TPG. This includes the creation of a café space which they hope will be attractive to younger veterans and become a 'go-to' destination.

VVA

Usage

The Vietnam Veterans Association occupy only a small part of the TPG with 67m² of tenancy space. This is primarily used for administrative activities for the association. They also use the Combined Ex-Services mess for meetings, including the VVA committee meetings held 4 to 6 times per year.

Of all the tenants, VVA have the most densely populated spaces with each space occupied by at least two and up to four persons.

They also have storage for records, as well as memorabilia and merchandise they sell.

VVA were not seeking any additional space or changes as it related to their tenancy. Based on the occupancy it is unlikely spatial efficiency would be improved with changes, however it would be interesting to know if creating openings and larger or linked spaces would benefit them operationally.

Condition, Spatial Efficiency and Utilisation

We were unable to access the VVA spaces during our visit to site, but it was raised in our stakeholder meeting that they did not believe the tenancy had been repainted or re-carpeted since they moved in 2003.

As noted above, the spaces themselves are all occupied by more than one person, so it would appear to be reasonably space efficient, noting we did not visually confirm this.

In regard to utilisation, the VVA are onsite for only two half days per week (5 hours or 13% of a 38-hour week) so like the AFA and to a lesser extent the RSL, if it was considered appropriate, these areas could be shared by other organisations to improve utilization.

DEW

Usage

Department for Environment and Water are the facility managers of the TPG. The spaces they occupy are a single office on the ground floor plus the adjacent entry area used for meetings.

There are a number of storage areas and cleaners' areas, plus all of the shared spaces that DEW are responsible for.

DEW have advised there is not enough space onsite to accommodate items used for functions including chairs, tables and a temporary stage.

Condition, Spatial Efficiency and Utilisation

The condition of the spaces used by DEW are in a similar to condition to those of the tenants, noting that shared spaces are regularly maintained.

There is also the work currently underway to install a divider to the Drill Hall and new amenities and kitchen to service the divided Drill Hall section.

The location of the facility managers office is difficult to find as it located at the rear of the building.

In terms of spatial efficiency, the DEW facility areas are small, and areas for storage, maintenance, and waste management are insufficient for the requirements and not functional.

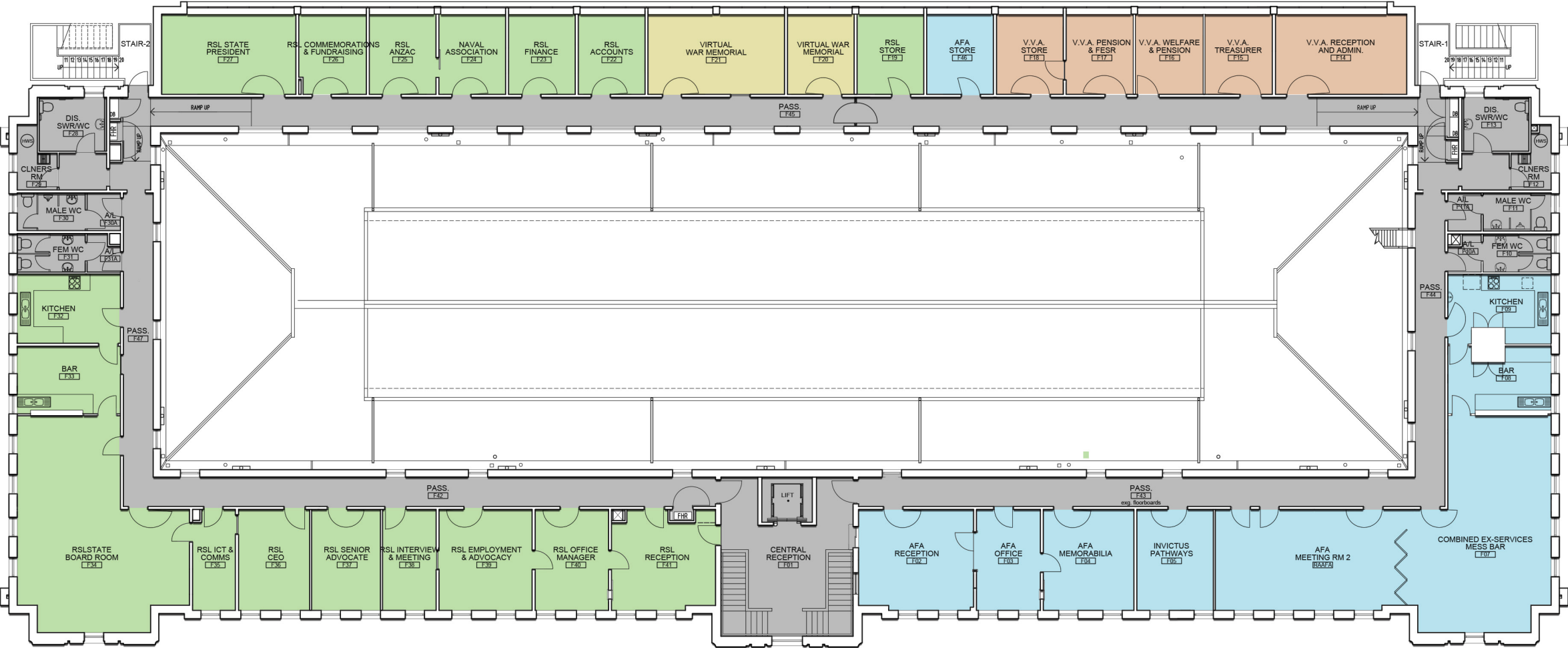
Further, using the Drill Hall for storage of furniture and staging equipment represents poor utilization of what is the most significant and impressive area of TPG.

4.2 Tenancy Plans

CURRENT TENANCY ARRANGEMENT
GROUND FLOOR PLAN



CURRENT TENANCY ARRANGEMENT
FIRST FLOOR PLAN



LEGEND

 AFA	 VVA
 RSL	 VWM
 DEW	

5. Accommodation Schedule – Existing Areas

The following schedule has been prepared using information gathered onsite and from electronic drawings provide by DEW noting dimensions/area have been visually checked but not measured onsite.

This information it intended for use in understanding tenancy areas sizes in relation to other tenants and the base building space.

All information in regard to dimensions and areas must be verified onsite should further planning and documentation be undertaken following the delivery of this report.

A summary of areas by tenancy is provided on the first page with a breakdown floor by floor following.

Available space on each level, excluding base building areas, main circulation, amenities, kitchens and the Drill Hall is as follows:

- Ground Floor 554.8m2
- First Floor 534.1m2

Accommodation Schedule

Torrens Parade Ground Spatial Needs Analysis

20 December, 2021, ref. 21273

**Swanbury
Penglase**

Summary - Ground Floor and First Floor

Designation	Area m2	No of Occupants
RSL	460.9	15.5
DEW	1543.3	2
AFA	232.8	4
VWM	33.9	6
VVA	66.7	12
NEW TEN	335.74	unknown
	2673.34	39.5

Storage	183.8	0
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Accommodation Schedule

Torrens Parade Ground Spatial Needs Analysis

**Swanbury
Penglase**

20 December, 2021, ref. 21273

Ground	Room Number	Designation	Area m2	No of Occupants
Foyer Entry	G00	DEW	3.9	0
Store	G00a	DEW	3.2	0
Store	G00b	DEW	2.9	0
Foyer	G01	DEW	10.5	0
History Trust Reception	G05	NEW TEN	55	unknown
History Trust Server	G06	NEW TEN	3.8	unknown
Drill Hall Entry 1	G04	DEW	13.1	0
History Trust	G03	NEW TEN	31.44	unknown
History Trust	G48	NEW TEN	30	unknown
History Trust	G46	NEW TEN	31.9	unknown
History Trust	G47	NEW TEN	16.2	unknown
History Trust	G45	NEW TEN	48.8	unknown
History Trust	G40	NEW TEN	21.9	unknown
Pass	G44	DEW	9.9	0
Unisex WC	G43	DEW	3.8	0
Unisex WC	G42	DEW	3.4	0
Store	G41	DEW	4.7	0
Meeting	G39	NEW TEN	32.5	unknown
Kitchen (under construction)	G38	DEW	16	0
Access WC (under construction)	G37	DEW	8.8	0
Male WC (under construction)	G36	DEW	10.5	0
Female WC (under construction)	G35	DEW	15.4	0
Air Lock (under construction)		DEW	11.6	0
Strong Room Store	G34	RSL	16.4	0
Store	G33	RSL	16.5	0
Store	G32	RSL	16.9	0
Store	G31	RSL	16.5	0
Entry 4	G30	DEW	22.2	0
Facilities Manager	G30a	DEW	10.8	2
Store	G29	AFA	10.8	0
Store	G28	AFA	10.8	0
Passage	G29a	DEW	10	0
Link Trainer	G26	AFA	28.9	0
CPTR Room	G27	AFA	3.5	0
Production Store	G25	DEW	16.5	0
Main Switchboard	G23	DEW	10.7	0
Entry 3	G24	DEW	3.9	0
Store	G22	DEW	4.6	0
Access WC	G21	DEW	5.7	0
Cleaner	G20	DEW	2.9	0
Pass	G19	DEW	9.9	0
Male WC	G15	DEW	16	0
Female WC	G13	DEW	16.3	0
Pass	G18	DEW	10.5	0
Kitchen	G12	DEW	21.3	0
Pass	G17	DEW	67.9	0
Memorial Hall	G11	RSL	110.5	0
Drill Hall Entry 2	G10	DEW	13.1	0
Store	G08	NEW TEN	2.9	unknown
History Trust	G09b	NEW TEN	14.8	unknown
History Trust	G09	NEW TEN	25.9	unknown
History Trust	G09a	NEW TEN	17.2	unknown
History Trust	G09c	NEW TEN	3.4	unknown
Drill Hall	G02	DEW	860	0
Area Total Ground Floor			1786.54	

Accommodation Schedule

Torrens Parade Ground Spatial Needs Analysis

20 December, 2021, ref. 21273

**Swanbury
Penglase**

Ground	Room Number	Designation	Area m2	No of Occupants
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Summary - Ground Floor

Designation	Area m2	No of Occupants
RSL	176.8	0
DEW	1220	2
AFA	54	0
VWM	0	0
VVA	0	0
NEW TEN	335.74	unknown
	1786.54	2

Store	122.7	0
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Accommodation Schedule

Torrens Parade Ground Spatial Needs Analysis

**Swanbury
Penglase**

20 December, 2021, ref. 21273

First Floor	Room Number	Designation	Area m2	No of Occupants
Central Reception	F01	DEW	37.8	0
Reception	F41	RSL	20.4	1
Office	F40	RSL	15.4	1.5
Office	F39	RSL	19.4	4
Interview/Meeting Room	F38	RSL	11.3	0
Office	F37	RSL	14.5	1
Office	F36	RSL	15	1
Store & Comms	F35	RSL	8.8	0
Boardroom	F34	RSL	60.9	0
Bar	F33	RSL	14.5	0
Kitchen	F32	RSL	14.9	0
Pass	F47	DEW	19.3	0
Pass	F42	DEW	34.2	0
Female WC	F31/F31A	DEW	7.9	0
Male WC	F30/F30A	DEW	8	0
Cleaners Room	F29	DEW	4.1	0
Access WC	F28	DEW	7.3	0
Office	F27	RSL	22.4	1
Office	F26	RSL	11.1	1
Office	F25	RSL	11.1	2
Office	F24	RSL	11.1	1
Office	F23	RSL	11.1	1
Office	F22	RSL	11.1	1
Office	F21	VWM	22.8	5
Office	F20	VWM	11.1	1
Store	F19	RSL	11.1	0
Store	F46	AFA	11.1	0
Store	F18	VVA	11.1	0
Office	F17	VVA	11.2	4
Office	F16	VVA	11.3	2
Office	F15	VVA	11.2	3
Office	F14	VVA	21.9	3
Pass	F45	DEW	97.9	0
Access WC	F13	DEW	7.3	0
Cleaners Room	F12	DEW	4	0
Male WC	F11/F11A	DEW	8.1	0
Female WC	F10/F10A	DEW	7.8	0
Kitchen	F09	DEW	14.9	0
Bar	F08	DEW	14.5	0
Combined Ex-Services Mess	F07	AFA	95.4	0
Meeting Room	F07	AFA		0
Office	F05	AFA	16.1	1
Store/Library	F04	AFA	19	0
Office	F03	AFA	13.4	1
Office	F02	AFA	23.8	2
Pass	F44	DEW	17.8	0
Pass	F43	DEW	32.4	0
Area Total First Floor			886.8	

Accommodation Schedule

Torrens Parade Ground Spatial Needs Analysis

**Swanbury
Penglase**

20 December, 2021, ref. 21273

First Floor	Room Number	Designation	Area m2	No of Occupants
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Summary - First Floor

Designation	Area m2	No of Occupants
RSL	284.1	15.5
DEW	323.3	0
AFA	178.8	4
VWM	33.9	6
VVA	66.7	12
NEW TEN	0	0
	886.8	37.5

Store	61.1	0
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6. Opportunities and Constraints

This section discusses the main functions currently accommodated in TPG and their compatibility with the existing building. These comments are supported by plans in section 6.3 following.

6.1 Conservation Management Plan

The latest Conservation Management Plan (CMP) was completed in 2007 by DASH Architects and is a document outlining how future works should be managed to ensure the historical significance of the building and its setting is maintained.

The CMP notes that the most recent redevelopments have seen the Drill Hall change from military tenancies to more general-purpose administration office accommodation with Drill Hall used for a variety of purposes, but also that its 'maintained the character of its former use, through its ongoing association with ANZAC Day and setting, which reinforces its connection to its past use.'

It advises that future development is appropriate, including the reconfiguration of internal spaces. It also states that any development must be considered in the context of the buildings past use to maintain the significance of the site.

Externally, a Curtilage Assessment is provided in the CMP. This outlines the Drill Hall and its relationship to the Parade Ground and surrounding memorials and gardens as being of significance and dependent on one another.

We note that the rear of the Drill Hall, this being the eastern façade to Kintore Avenue, is not included in the Curtilage Assessment and may offer an opportunity. While stating that much of the significance of the building is in its external presentation and suggesting that development should not adversely impact upon the exterior elevations, the CMP does not designate particular heritage value to the individual elevations which implies that all elevations have the same value. This is despite the identification that the main aesthetic value is in the Stripped Classical Style of the 1936 section, while the 1955 additions to the east elevation being are of only 'moderate interest'. We therefore believe that there could be grounds for Heritage SA support for well-considered alterations to the east elevation of these later additions to support a compatible and significant use. The interiors are for the most part noted of moderate significance with the CMP suggesting they are suited to adaption.

Further, the relocation and by extension display of memorabilia onsite is highly appropriate as they contribute to the interpretation of the significance of the site.

6.2 Areas by Function

Administration Areas

The areas used by the tenants for administration functions are housed in the areas considered by the CMP as suited to adaption. Where tenants have suggested that alterations may improve their usability of the space the CMP supports this, meaning there would be opportunities for RSL, as an example, to make changes to the kitchen and bar area to create a modern staff break out space or to create openings between individual rooms and offices to facilitate a more open plan style of office accommodation for the organisation.

On the ground floor this appears to have already occurred in the tenancy currently occupied by the History Trust, however the constraint on the ground floor remains the Drill Hall, access to which is required to access some of the ground floor tenancy spaces. The CMP does address this by suggesting internal corridors could be extended to facilitate a means of access around the Drill Hall, but this would impact on those new perimeter spaces and at the southern end, this would be precluded due to the location of the Main Switch board. Consideration is instead needed regarding future tenants on the ground floor and their compatibility with the Drill Hall as commercially available space. This includes the tenancy area that is effectively landlocked. This access issue could be addressed with the reinstatement of a door from Drill Hall Entry 2 but the area remains separated from the other ground floor tenancy space by the central access to the first floor.

The first floor is not constrained by the Drill Hall and the tenancy spaces are serviced from a central walkway around the building. Access is direct from outside and offers tenants a level of security, first at the main doors and then via doors within the central walkway. In turn though, this has meant that tenants on the first floor are not as easily located for visitors new to the TPG.

As to the suitability of TPG for administrative purposes, our view is that is still appropriate and with some alterations to internal divisions could provide more open and collaborative spaces as mentioned by some of the tenants. The more important question is the suitability of accommodating areas for administrative/office purposes adjacent to area for functions and events. Aside from the access issues identified, there is the ongoing potential for tenants' activities in the tenancies to be disrupted by the changing use of the Drill Hall. If these areas are to continue to be tenanted, DEW should aim to accommodate more compatible entities, where disruption and changes in use in the Drill Hall do not impact on their operation.

Summary

- Spaces currently occupied by the tenancies are suitable for this purpose (administrative activities) noting the comments above
- Spaces on the western side of the ground floor would also be appropriate for installation of display of interpretive elements or hospitality functions
- Spaces on the eastern side of the ground floor are constrained by the Drill Hall being needed to access these areas, noting access could be created from the Kintore Avenue side of the building which would create access independent of the Drill Hall
- Spaces on the first floor are constrained by the central circulation space. The circulation space itself, described in the CMP, retains a high degree of 'significant fabric' but it is noted 'does not play a major role in the overall interpretation of the significance of the building' were there to be the desire to undertake alterations
- Spaces on the first floor are also suitable as tenancy space (administrative activities)
- Spaces on the eastern side of the first floor could be extended to Kintore Avenue, providing opportunities for another external access

Hospitality Areas

There are three main areas used for hospitality functions in the TPG, including the Drill Hall (currently being converted from one space into two), the Memorial Hall that forms part of the RSL tenancy and the Combined Ex-Services Mess shared but under the responsibility of the AFA.

All spaces are well utilised and in-demand. However, the AFA have expressed a desire to the Steering Committee and comments made to Swanbury Penglase in the preparation of this report to increase the usage/capacity of the Mess and to also create a café hospitality space as an alternative to the Mess, one not requiring membership (as the Mess requires).

It is acknowledged that the TPG is in a central location is one that has the potential to be attractive to visitors. The closest alternative café amenity currently is across Victoria Drive on the Torrens or nearby at the Next Gen health facilities.

A significant redevelopment is also underway at the Festival Centre across King William Street which will include hospitality offerings.

Whether a cafe would be commercially viable at TPG would require further investigation, but success may be better supported in combination with other actions to draw visitors to the precinct, in addition to those coming to visit building tenants, for example a permanent, curated exhibition and display related to the building's history and its role in Australia's Military history (as also proposed by AFA and mentioned by the DEW facility managers).

As part of this report, we have identified opportunities for this, noting that there is limited scope within the current building envelope if the tenancy spaces remain as existing. We have proposed two options, one which sees intervention into the eastern faced on Kintore Avenue and one which proposes two, new, symmetrical structures/pavilions that would flank the TPG building north and south.

In both instances, these are envisaged as contemporary forms in modern, contrasting materials. Further feasibility would be needed to establish the purpose and size of these interventions.

Summary

- TPG is already used for a variety of hospitality activities, functions, and events
- The Drill Hall is ideal as a function venue, and this will be enhanced when the installation of the operable wall and additional kitchen and amenities is completed
- Spaces that have independent access are more easily used for hospitality activities, but provision of supporting facilities like kitchens and amenities is less flexible noting that each end of the building on both levels now has kitchen and amenities which could be adapted and upgraded as required
- There are other spaces within the TPG that also have the potential to be used as hospitality spaces, particularly on the ground floor including the area currently occupied by the Memorial Hall and some of the spaces currently occupied by the History Trust

Storage Areas

Storage areas within the building account for 173m² of space or 6.4 % of the building areas.

Given the number of tenants and the nature of usage, this supports DEW's comments that increased storage is needed for better building management (waste) and function capability (furniture stores).

Overall, the storage space in TPG is, despite some effort, poorly fitted out to manage the contents.

In terms of files and personal records, which belong to the tenants, these are typically housed in filling cabinets or on open shelving. Efficiencies may be achieved with more efficient storage media such as a compactus. We also acknowledge the requirement to retain hard copy records for access by staff and their members.

The other main storage item is in the form of memorabilia, artefacts, and books. These are stored a range of storage media that generally does not appear fit for purpose or efficient. Items not in closed storage may be affected by dust, daylight, insect infestation, moisture, mold, and lack of climate control. If these items are of historical significance and preservation is required, it would seem appropriate for there to be alternative storage, and this may be external to TPG.

If an area of display or exhibition was created, this may create the opportunity to review, consolidate and protect the significant items in these collections and find alternative accommodation for the remainder.

The RSL noted that some of their storage items are those used for the ANZAC Day commemoration's including banners and signs used in the march. AFA also house roundels used in this event. During April, these items are moved to the Drill Hall in preparation for this day. We note that this storage is convenient, but as a yearly event would raise this a potential collection for relocation off-site.

It is acknowledged that a centralised/unified approach to storage overall would be difficult as collections are owned and controlled by the individual tenants and that tenants will always use their space to suit their needs.

Considering the deficiencies identified, it remains a question as to whether storage is an appropriate use of space at TPG. Our view is that it is not, especially when seeking to improve spatial efficiency and utilization.

Summary

- Current storage areas are insufficient and unsuitable for the requirements described
- Storage efficiency may be improved with alternative storage media and better organisation
- Storage items should be further reviewed to identify items needed at TPG and items that could be housed off-site including further scrutiny of tenant storage areas
- Storage areas at TPG and should be sized to accommodate essential items only

Display/Interpretive Areas

As alluded to above, the TPG houses and displays a range of items, associated with the building and the tenants who occupy it. The walls of shared areas are filled with items and this display continues throughout the tenancy spaces.

Items of greater significance are in the Combined Ex-Services Mess (the Battle of Britain lace) and the RSL Memorial Hall. There is also the Link Trainer located on the ground floor which is currently embedded in TPG having been built in.

As mentioned in the section about Hospitality areas, suggestions about the provision of space for interpretive display have also been raised by tenants and DEW. This would need additional consideration as to who would manage and curate the collection and negotiation with each tenant as to what they could contribute. The idea of this type of function onsite is supported by the CMP.

Summary

- Spaces at TPG would be suitable for redevelopment into a display/exhibition/interpretive facility with areas on the ground floor the more easily adapted as they are more easily accessed
- The function could occur side by side with the continued use of the Drill Hall as a function/hirable event space
- This could also include the use of first floor spaces for both administrative purposes and also the provision of teaching or educational spaces where students and visitors could have the opportunity to spend longer periods of time onsite. The historic nature of the building would create an authentic immersive/interactive experience if supported by the appropriate program or curriculum

6.3 Redevelopment

Opportunities for development or redevelopment of TPG exist despite the constraints of the building's heritage. The following drawings outline some preliminary ideas; from simple, minor alterations through to building additions and new linked structures.

The notes refer to the current tenants, but should administrative office accommodation continue to form part of TPG's use, it is acknowledged that this may not necessarily have any military associations but that upgrade work is needed to deliver the level of accommodation expected by today's tenants. The building would support a singular tenant, or several smaller tenants as is the current situation.

Tenancy space does not need to be exclusively for 'administrative' functions. These areas could equally be used for teaching and learning activities or artistic and creative practice, a function not currently accommodated.

The proposed alterations also include the capacity for increased hospitality activities and or display/interpretive or exhibition elements as part of the operational the future TPG. Again, these are expressed in terms of the historic military activities and events. Given the TPG setting, this approach is in alignment with the advice of the CMP. However, if it could be demonstrated the nature of usage was not detrimental to the significance of TPG then other uses may also be considered.

GROUND FLOOR PLAN

The floor plan illustrates the layout of the first floor, featuring a central 'PODIUM' area with a 'FOYER ENTRY' and 'FOYER'. To the left, a long corridor contains several 'HISTORY TRUST' rooms (G49, G50, G51, G52, G53, G54, G55, G56, G57, G58, G59, G60, G61, G62, G63, G64, G65, G66, G67, G68, G69, G70, G71, G72, G73, G74, G75, G76, G77, G78, G79, G80, G81, G82, G83, G84, G85, G86, G87, G88, G89, G90, G91, G92, G93, G94, G95, G96, G97, G98, G99, G100, G101, G102, G103, G104, G105, G106, G107, G108, G109, G110, G111, G112, G113, G114, G115, G116, G117, G118, G119, G120, G121, G122, G123, G124, G125, G126, G127, G128, G129, G130, G131, G132, G133, G134, G135, G136, G137, G138, G139, G140, G141, G142, G143, G144, G145, G146, G147, G148, G149, G150, G151, G152, G153, G154, G155, G156, G157, G158, G159, G160, G161, G162, G163, G164, G165, G166, G167, G168, G169, G170, G171, G172, G173, G174, G175, G176, G177, G178, G179, G180, G181, G182, G183, G184, G185, G186, G187, G188, G189, G190, G191, G192, G193, G194, G195, G196, G197, G198, G199, G200, G201, G202, G203, G204, G205, G206, G207, G208, G209, G210, G211, G212, G213, G214, G215, G216, G217, G218, G219, G220, G221, G222, G223, G224, G225, G226, G227, G228, G229, G230, G231, G232, G233, G234, G235, G236, G237, G238, G239, G240, G241, G242, G243, G244, G245, G246, G247, G248, G249, G250, G251, G252, G253, G254, G255, G256, G257, G258, G259, G260, G261, G262, G263, G264, G265, G266, G267, G268, G269, G270, G271, G272, G273, G274, G275, G276, G277, G278, G279, G280, G281, G282, G283, G284, G285, G286, G287, G288, G289, G290, G291, G292, G293, G294, G295, G296, G297, G298, G299, G300, G301, G302, G303, G304, G305, G306, G307, G308, G309, G310, G311, G312, G313, G314, G315, G316, G317, G318, G319, G320, G321, G322, G323, G324, G325, G326, G327, G328, G329, G330, G331, G332, G333, G334, G335, G336, G337, G338, G339, G340, G341, G342, G343, G344, G345, G346, G347, G348, G349, G350, G351, G352, G353, G354, G355, G356, G357, G358, G359, G360, G361, G362, G363, G364, G365, G366, G367, G368, G369, G370, G371, G372, G373, G374, G375, G376, G377, G378, G379, G380, G381, G382, G383, G384, G385, G386, G387, G388, G389, G390, G391, G392, G393, G394, G395, G396, G397, G398, G399, G400, G401, G402, G403, G404, G405, G406, G407, G408, G409, G410, G411, G412, G413, G414, G415, G416, G417, G418, G419, G420, G421, G422, G423, G424, G425, G426, G427, G428, G429, G430, G431, G432, G433, G434, G435, G436, G437, G438, G439, G440, G441, G442, G443, G444, G445, G446, G447, G448, G449, G450, G451, G452, G453, G454, G455, G456, G457, G458, G459, G460, G461, G462, G463, G464, G465, G466, G467, G468, G469, G470, G471, G472, G473, G474, G475, G476, G477, G478, G479, G480, G481, G482, G483, G484, G485, G486, G487, G488, G489, G490, G491, G492, G493, G494, G495, G496, G497, G498, G499, G500, G501, G502, G503, G504, G505, G506, G507, G508, G509, G510, G511, G512, G513, G514, G515, G516, G517, G518, G519, G520, G521, G522, G523, G524, G525, G526, G527, G528, G529, G530, G531, G532, G533, G534, G535, G536, G537, G538, G539, G540, G541, G542, G543, G544, G545, G546, G547, G548, G549, G550, G551, G552, G553, G554, G555, G556, G557, G558, G559, G560, G561, G562, G563, G564, G565, G566, G567, G568, G569, G570, G571, G572, G573, G574, G575, G576, G577, G578, G579, G580, G581, G582, G583, G584, G585, G586, G587, G588, G589, G590, G591, G592, G593, G594, G595, G596, G597, G598, G599, G600, G601, G602, G603, G604, G605, G606, G607, G608, G609, G610, G611, G612, G613, G614, G615, G616, G617, G618, G619, G620, G621, G622, G623, G624, G625, G626, G627, G628, G629, G630, G631, G632, G633, G634, G635, G636, G637, G638, G639, G640, G641, G642, G643, G644, G645, G646, G647, G648, G649, G650, G651, G652, G653, G654, G655, G656, G657, G658, G659, G660, G661, G662, G663, G664, G665, G666, G667, G668, G669, G670, G671, G672, G673, G674, G675, G676, G677, G678, G679, G680, G681, G682, G683, G684, G685, G686, G687, G688, G689, G690, G691, G692, G693, G694, G695, G696, G697, G698, G699, G700, G701, G702, G703, G704, G705, G706, G707, G708, G709, G710, G711, G712, G713, G714, G715, G716, G717, G718, G719, G720, G721, G722, G723, G724, G725, G726, G727, G728, G729, G730, G731, G732, G733, G734, G735, G736, G737, G738, G739, G740, G741, G742, G743, G744, G745, G746, G747, G748, G749, G750, G751, G752, G753, G754, G755, G756, G757, G758, G759, G760, G761, G762, G763, G764, G765, G766, G767, G768, G769, G770, G771, G772, G773, G774, G775, G776, G777, G778, G779, G780, G781, G782, G783, G784, G785, G786, G787, G788, G789, G790, G791, G792, G793, G794, G795, G796, G797, G798, G799, G800, G801, G802, G803, G804, G805, G806, G807, G808, G809, G810, G811, G812, G813, G814, G815, G816, G817, G818, G819, G820, G821, G822, G823, G824, G825, G826, G827, G828, G829, G830, G831, G832, G833, G834, G835, G836, G837, G838, G839, G8

Independent space of 110.5m2 with entry separate to Drill Hall. Best suited to hospitality space with direct access to amenities and kitchen independent of Drill Hall

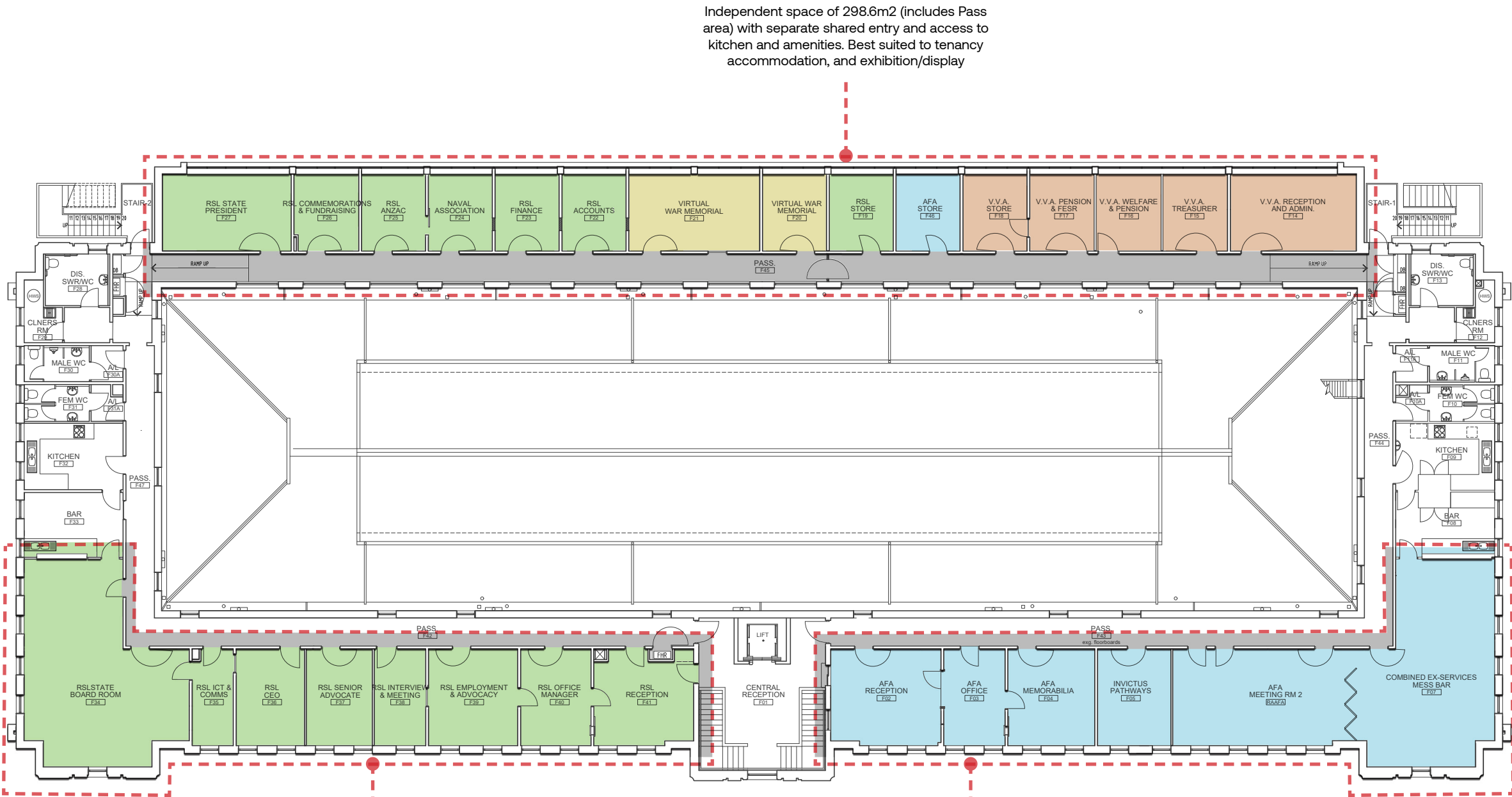


AFA
 History Trust

RSL
 DEW

*Please note the History Trust is current tenant in these spaces, this is to change in late 2022.

CURRENT TENANCY ARRANGEMENT - Potential Area Usage
FIRST FLOOR PLAN



Independent space of 298.6m2 (includes Pass area) with separate shared entry and access to kitchen and amenities. Best suited to tenancy accommodation, and exhibition/display

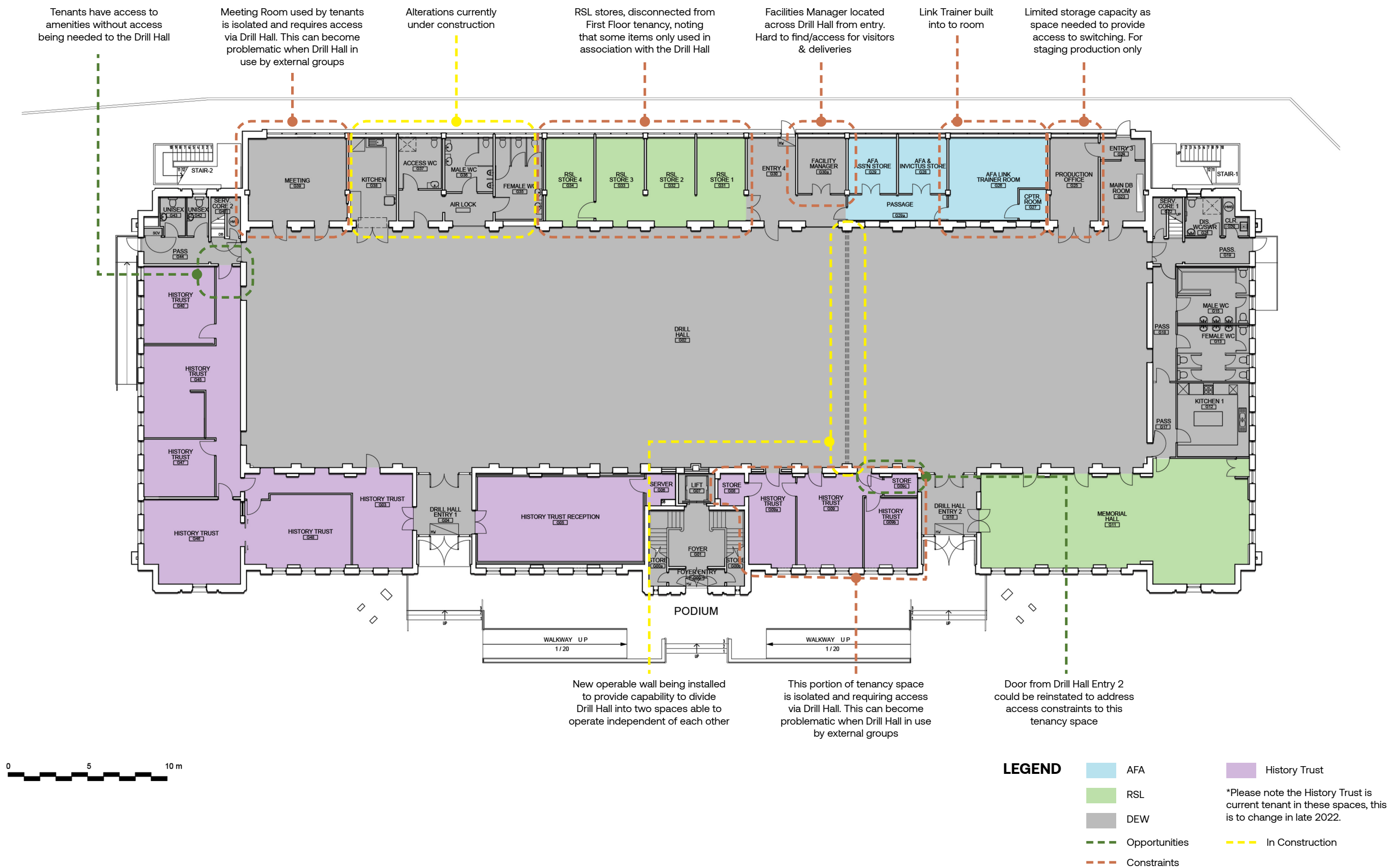
Independent space of 193.5m2 with separate shared entry and access to kitchen and amenities. Best suited to tenancy accommodation, exhibition/display or hospitality function

Independent space of 167.7m2 with separate shared entry and access to kitchen and amenities. Best suited to tenancy accommodation, exhibition/display or hospitality function

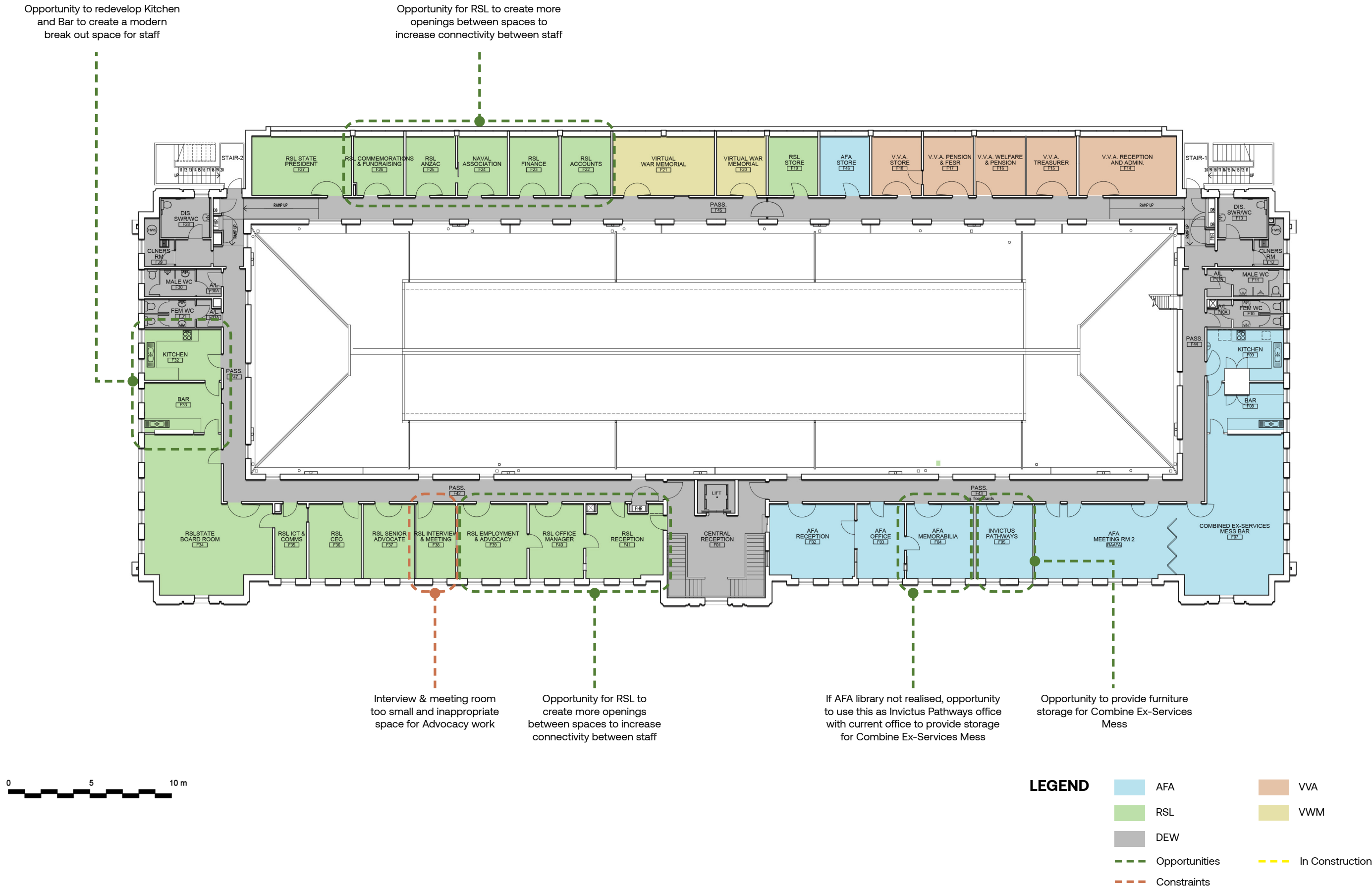


LEGEND			
	AFA		VVA
	RSL		VWM
	DEW		

OPPORTUNITIES & CONSTRAINTS
GROUND FLOOR PLAN



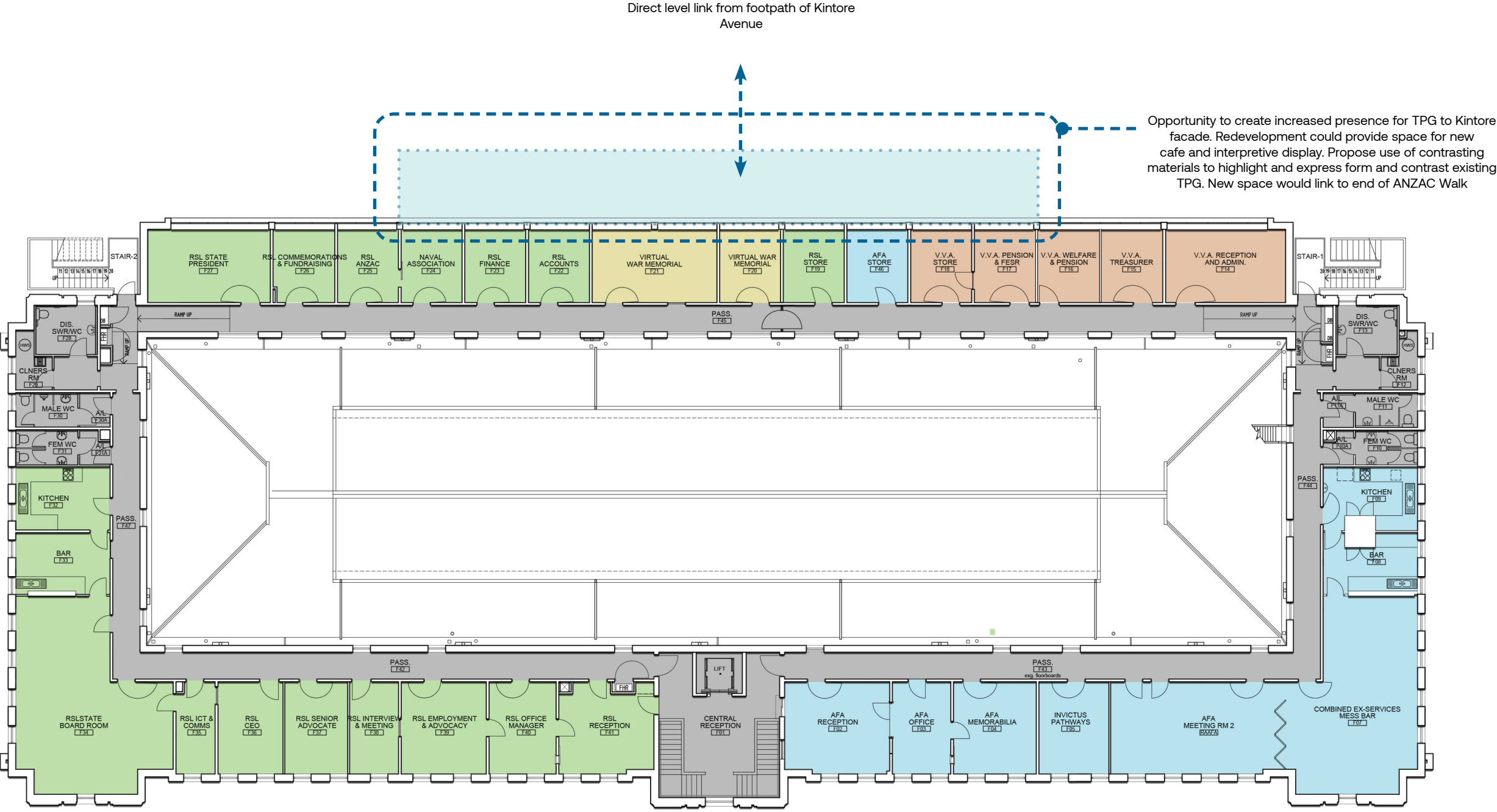
OPPORTUNITIES & CONSTRAINTS
FIRST FLOOR PLAN



GROUND FLOOR PLAN



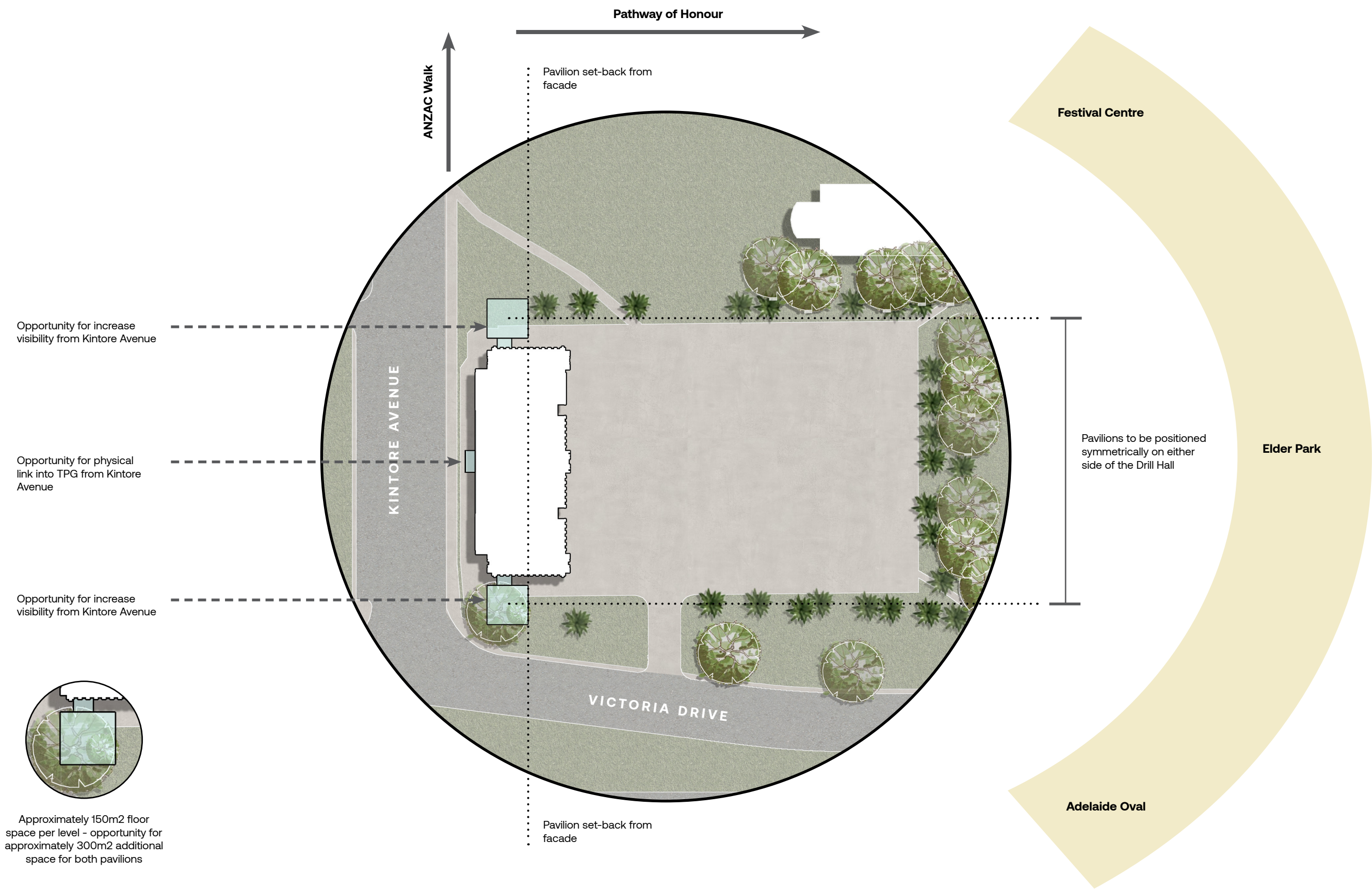
POTENTIAL ALTERATIONS
FIRST FLOOR PLAN



LEGEND

AFA	VVA
RSL	VWM
DEW	

POTENTIAL ALTERATIONS
SITE PLAN



7. Conclusion

The review and assessment of the Torrens Parade Ground has revealed a facility that fulfills a variety of functions and that it has a cultural significance for the current tenants.

Despite the issues identified, it manages to function which indicates its potential for further adaption and increased utilisation in the future.

The constraints (aside from its Heritage Status) include the physical size and the arrangement of spaces around the Drill Hall, but more critically the mix of tenants and the activities and work undertaken.

Identified below are key considerations for the development of future plans:

- The Drill Hall should continue to be the focus for TPG. The current usage and alterations in support of this preserve its history while allowing it to be a useful and engaging space accessible to the public
- If the building continues to be tenanted, DEW should seek to establish a tenancy mix in support of the Drill Hall as a function and event space
- Storage onsite reduced to only those items essential to the TPG, this includes scrutiny of any tenant storage requirements
- Consider alterations to provide access to areas 'land locked' by the Drill Hall to maximise flexibility of spaces
- Continue to undertake alterations and refurbishment that allow all spaces to be more agile/flexible such as opening-up tenancy spaces on the first floor

Our view is that the Torrens Parade Ground is unique, not only architecturally but historically and culturally. Its central location, within one of Adelaide's most significant precincts would lead us to conclude there is value in seeking to improve and expand its capacity and raise its profile among all South Australians to ensure it becomes a place of value for everyone.

Appendix A – Stakeholder Meeting Notes

RSL

VVA

AFA

DEW

Minutes of Stakeholder Engagement Session No. 1



Job No: 21273 Held: Teams Meeting
Wednesday December 2021
at 2:30pm

Project: Spatial Needs Analysis

Attending:

Name	Company
David Grenvold	CEO RSL
Keith Harrison	Commemorations & Fundraising Manger
Ian Smith	Chair ANZAC Committee
Steve Ceissman	Senior Advocate
Elizabeth Swanbury	SP

Items Discussed

1. Introduction

A short introduction about Swanbury Penglase and the scope of our engagement was provided. SP have been engaged to prepare a report for Veterans SA considering the current usage of the Torrens Parade Ground/Torrens Training Depot. The scope of the work includes speaking with the current tenants to understand their usage, both currently and into the future.

2. RSL

SP and RSL have reviewed the plans provided by DEW and updated the areas according to current uses. These are discussed in more detail below:

Ground Floor

Storage

RSL have 4 storage areas located on the eastern side of the building.

Store 1 is dedicated to ANZAC Day resources including signage for the commemorative marches. Prior to ANZAC Day (early to mid-April) the signage and resources are decanted to the Drill Hall in preparation for the day. Around a third to half of the Drill Hall is utilised for this activity. Noted there is concern about the location of the new operable wall being installed and the ease at which RSL can decant/recant from their storage areas into the Drill Hall for this activity.

Store 2 and Store 3 contain a combination of archive files and marketing collateral related to the two appeals the RSL run each year, the ANZAC Appeal and the Poppy Appeal. RSL noted that the store 'needs a tidy' but is supported by offsite storage at Keswick and Netley (with SA Museum). Noted that files must be retained for a 7-year period before disposal, and RSL typically allow a grace period of 3 to 6 months once 7 years has expired before records are sent for destruction. A digitization of records has been discussed but is not occurring at this time.

Store 4 is a secure strong room and contains both archive files and firearms.

Memorial Hall

This is the other RSL area on the Ground Floor but it is widely used by the other tenants and DEW when not required by the RSL.

The Memorial Hall is governed by an act of Parliament and secured/funded by a Trust.

Its purpose is to provide a dedicated gathering space for returned and ex Services personnel in a central, city location. This includes being used for small commemorative services and events. It also provides a contingency space for external events experiencing inclement weather.

The hall contains items relocated from the previous RSL premises including Honor Rolls, the Presidents List and lists of Award recipients.

The RSL estimate it is used by them 2 to 3 times per week. It is used during the day by visitors to the RSL and also for things like Steering Committee meetings.

RSL believe it can accommodate up to 100 persons (pre Covid) for a lecture style presentation.

External to RSL it is used as staging space for workshops or functions being held in the Drill Hall, as a media space, as a green room for visiting dignitaries like the Governor General or the Premier.

On ANZAC Day it used as First Aid treatment area and has also been used as an exhibition space for events with the History Trust and the RSL.

It is adjacent the kitchen facilities on the ground floor and for large events in the Drill Hall is used as staging space for events staff and catering.

Drill Hall

As noted above the Drill Hall used by RSL.

It was noted that access to the hall is external and not protected during inclement weather. If doors are left open wind and rain ingress can be problematic.

Also noted the access through original doors is not always suitable/appropriate for RSL visitors who may be using mobility aids.

The Drill Hall is the contingency location for larger commemorations and events in case of inclement weather or where attendees are better accommodated indoors.

RSL understand the capacity is up to around 800, but that this capacity was tight.

Noted it used for Cadet Balls, Unit Anniversaries and that Veterans SA have used it for forums/conferences. These are events that align with Veterans groups.

Noted that some of the DEW events do not always align with Veterans groups but that there was a system of bookings and that this calendar was discussed with RSL at times throughout the year.

First Floor

Noted that corner external stairs where not used with access to first floor via the lift and stair centrally.

First Floor spaces for RSL accommodate administrative functions, reception and the Boardroom. SP will update room titles on the plans provided by DEW.

The Boardroom is shared in its usage and managed a booking system. It is often used by for external board meetings as well as by the other tenants.

The layout of the other spaces that are used for administrative functions is cellular and is a constraint, not facilitating interaction and creating physical distance between roles that work together e.g., CEO and Finance. The ability to provide spaces that encourage and facilitate collaboration are seen to be advantageous. Noted that the bar and kitchen area are in need of upgrade and that this might be an opportunity to create a more modern and collaborative space for staff to gather informally.

3. Storage

No further discussion was had about storage, other than what is noted above

4. Opportunities & Constraints

RSL noted they have no plans for future expansion that would see them requiring more space, and that they have the option to take back the areas currently sub-let. The Torrens Parade Ground is central for administration, but they also operate hubs North and South of the city.

RSL lease space from DEW with no plans to change this and despite obvious synergies do not need to be in the TPG specifically. Only requirement is that there is a Memorial Hall in the city.
They did note the space currently used for their advocacy work, particularly the space used for meetings and interviews was not appropriate. It is too small with limited outlook and natural light. It limited the ability for persons to come with family or support people and even when the board room is used, there was no space for children or for people to wait comfortably.
Noted that the advocates themselves utilise BYD technology so are portable in their work if other spaces were available.

5. Review of Relationships with other organisations

RSL operates generally independently of the Veterans organisations that share the facilities. They exist on site full time, where others are part-time, and this sees them take on a reception roll from time to time e.g., to manage any deliveries etc.

Areas identified as shared such as the Memorial Hall and boardroom are available to them, and they all share with DEW the Drill Hall itself.

No further opportunity for interaction/collaboration was identified.

6. Virtual War Memorial

RSL noted that spaces are sub-let to the Virtual War Memorial and the Naval Association. The Virtual War Memorial is a digitization and research project that sees staff 5 to 7 staff working in that space full time

7. Other Items

Technology upgrade has been discussed but not actioned.

Currently lighting, particularly to first floor is outdated and provided poor performance.

Access and wayfinding are poor and resulting with most visitors arriving at the History Trust seeking directions. Signage is small.

Kitchen and Bar on First Floor has no climate control and along with amenities needs upgrading.

Security arrangement is tricky and relies on close communication with all building users which is not always easily achieved after hours and does result in false alarms and security callouts.

Meeting concluded at 4pm

Minutes of Stakeholder Engagement Session No. 2



Job No: 21273 Held: Teams Meeting
Thursday December 2021
at 10am

Project: Spatial Needs Analysis

Attending:

Name	Company
Bob Schahinger	VVA
Elizabeth Swanbury	SP

Apologies:

Items Discussed

1. Introduction

A short introduction about Swanbury Penglase and the scope of our engagement was provided. SP have been engaged to prepare a report for Veterans SA considering the current usage of the Torrens Parade Ground/Torrens Training Depot. The scope of the work includes speaking with the current tenants to understand their usage, both currently and into the future.

2. VVA

SP and VVA have reviewed the plans provided by DEW and updated the areas according to current uses. These are discussed in more detail below:

Ground Floor

The VVA have no facilities on the ground floor.

Memorial Hall

The Memorial Hall is not used by the VVA

Drill Hall

The Drill Hall is not used by the VVA.

First Floor

The VVA located in the Torrens Parade Ground/Torrens Training Depot are the South Australian Branch Headquarters for the Vietnam Veterans Association of Australia. They are a volunteer run organisation providing advice to Veterans and their families regarding pensions and welfare.

They have been located in the Torrens Parade Ground since 2003 and occupy 5 spaces on the First Floor. They are occupation two days per week and for any other events or meetings that may be held onsite.

VVA use only their space and the Combined Ex-Services Mess Hall also on the First Floor. This is used for breaks, informal meetings and the VVA Committee Meetings that occur 4 to 6 times per year. The kitchen adjacent the Mess Hall is used by their team for tea/coffee, lunch etc.

The VVA have a reception and administration office that currently accommodates 3 persons. Adjacent to this is the Secretary and Treasurer office, also currently accommodating 3 persons. Adjacent this is the VVA Welfare and Pension team, this area currently accommodates 2 persons. The office adjacent that currently accommodates 4 people and is shared by team looking after Pensions but also the Far East Strategic Reserve (FESR) group. The final room is a storage space for the VVA and primarily contains a compactus used to records. These need to be kept securely and are retained typically between 10 to 15 years, though if something is active it may need to be retained for longer.

3. Storage

No further discussion was had about storage, other than what is noted above.

4. Opportunities & Constraints

The VVA are satisfied with their current accommodation and the space it provides and that it adequately meets the needs of the team.

The Member and Executive see the Torrens Parade Ground as an important connection to history and note its 'iconic status' within South Australia. They believe being located here is important to maintain and that the facility is a central focus for the Veteran community.

They see no requirement for additional space in the future nor to have access alternative shared spaces within the Torren Parade Ground/Torrens Training Depot.

VVA have no concerns with casual use of the Drill Hall as facilitated by DEW.

5. Review of relationships with other organisations

The VVA operates generally independently of the other Veterans organisations that share the facilities. No further opportunity for interaction/collaboration was identified or raised as part of this discussion.

6. Virtual War Memorial

This was not discussed with the VVA.

7. Other Items

Concern was raised about the time taken and disruption caused with current works including the rectification of issues with the concrete. They were uncertain as to the status of the Drill Hall floor repairs and understood work was to occur to windows also.

Lighting was noted as in need of upgrade and that the space occupied by VVA had not been painted or had new floor coverings in the time since they moved in 2003.

VVA did not that new A/C had been recently installed.

Technology, specifically connectivity for NBN and phones had been difficult and saw the organisation without communications for around 8 months. This is now resolved, noting they have 3 lines; one for internet, one for phones and one for network. They believe the issue was between the street and VVA.

The final item raised was in regard to the driveway into the Torrens Parade Ground/Torrens Training Depot from Victoria Drive, particularly for vehicles exiting the grounds. In their view the slope of the driveway combined with curve in road obscures vehicles on Victoria Drive from persons leaving and a number of their visitors have had accidents.

Meeting concluded at 10:30am.

Minutes of Stakeholder Engagement Session No. 3 AFA



Job No: 21273 Held: Teams Meeting
Monday 13 December 2021
at 10am

Project: Spatial Needs Analysis
Torrens Parade Grounds/Torrens Training Depot

Attending:

Name	Company
Robert Black	State President
Annette Moore	Administrative Officer AFA and Mess Association
Elizabeth Swanbury	SP

Apologies:

Items Discussed

1. Introduction

A short introduction about Swanbury Penglase and the scope of our engagement was provided. SP have been engaged to prepare a report for Veterans SA considering the current usage of the Torrens Parade Grounds/Torrens Training Depot.

Noted that references to ANZAC House pertaining to the building were incorrect and that ANZAC House only refers to the RSL Tenancy

The scope of the work includes speaking with the current tenants to understand their usage, both currently and into the future.

2. AFA

SP and AFA have reviewed the plans provided by DEW and updated the areas according to current uses. These are discussed in more detail below:

Ground Floor

Storage

AFA have two spaces on the ground floor used for storage. One contains a variety of items including files and roundel signs used for ANZAC day commemorations. The other is used by the Invictus Pathways group and stores larger equipment including wheelchairs and bicycles.

Link Trainer

The Link Trainers is an older piece of flight training equipment. It was relocated from RAAFA premises in Barton Terrace to its current location. When it was relocated it was built in as it needed a double door opening to move through which necessitated the removal and reinstatement of a wall to the space it now resides in.

Until 12 months previous it was used by Cadets, but this has ceased due to an issue with the radium luminous paint on the instrument panel.

The AFA does not own the Link Trainer, it is owned by the Air Force. However, the space it occupies is part of the lease for AFA.

AFA's view is that this is useful and valuable artifact and one that should it remain onsite and be visible to visitors and this has been expressed to DEW.

Memorial Hall

AFA advised they do not utilise the Memorial Hall on the ground floor as they have access to the Combined Ex-Services Mess on the first floor and this fulfills a very similar function for them.

Drill Hall

AFA advise they do use the Drill Hall when the event capacity exceeds the Mess Hall capacity, which is greater than 80 persons. Events include large functions such as the Air Force birthday, Battle of Britain, and VP Day. It is also used for Veteran's fundraisers and other commemorative events.

AFA noted the work underway to divide the Drill Hall. It was hoped the outcome did not adversely affect the appearance of the hall.

First Floor

AFA are onsite Monday, Wednesday, and Friday 9am until 2pm.
Most the spaces occupied by AFA at the Torrens Training Depot exist on the first floor.

This includes an additional storage space adjacent the VVA areas. This holds a variety of items, including administrative files and memorabilia. It also provides some back-up storage for the bar area as this is more convenient being on the same level as the bar and Mess.

From the main central access (via lift or stair) are the other spaces for AFA including a reception area which houses the State Secretary and President and is immediately adjacent the office. The space adjacent stores memorabilia and is proposed as future library and resource space.

The area adjacent is used by the Invictus Pathways group which has one person full-time and two others part-time. Adjacent this is the AFA meeting space with is joined via a mobile divider with the Combine Ex Services Mess.

The Mess is supported by a bar and kitchen function and is available to all Ex-Services persons who become members.

The Mess is also used for meetings, functions, and presentations. The administration spaces are primarily used those purposes and the offices receive few external visitors. In addition to people, AFA also receive service animals accompanying visitors (potentially those with PTSD or anxiety issues) and that will continue to need to be accommodated.

The Mess is run through the Mess Association and is not a space DEW hire to external persons/or groups, noting this has occurred previously by exception.

The Mess works for functions of up to 60 persons seated (tight) and 90 to 95 persons standing (maximum).

The supporting bar and kitchen is considered adequate for the requirements (noting previous comments about excess storage being in the other storeroom).

AFA have noted that there have been some comments around the AFA memorabilia in the Mess, given this is a space for all Ex-Service personnel. This was acknowledged and that should this be addressed in the future; effort would be needed to curate and coordinate this to manage existing items and new, given the limited wall space available.

Noted also that AFA are responsible for this space and it is part of their lease.

AFA also noted external spaces (grounds) were also utilized for specific commemorative services. This may include the installation of temporary marquees. This was estimated to occurred around 6 times per year.

3. Storage

No further discussion was had about storage, other than what is noted above.

4. Opportunities & Constraints

AFA advised that they had prepared a report for the Steering Committee regarding the Torrens Training Depot as a Heritage Military place, sharing their ideas on the future of the Torrens Training Depot. AFA advised they would make a copy of this available to SP.

To summarise, AFA see opportunities for the facility as an education and interpretive center, becoming a dedicated space to display memorabilia and artifacts and to tell the ongoing story of the Australia's service personnel in/at a culturally significant site in South Australia.

Through their link with the Invictus Pathways group they also see opportunities to cater for the younger Veteran community, recognizing they need to provide alternative areas for them to meet such as a café on the ground floor, noting AFA cited the RSL Memorial Hall as an ideal location. They believe a cafe would be supported with good visitor foot traffic from the surrounding areas, which would be further supported if the Torrens Training Depot became this interpretive hub.

5. Review of relationships with other organisations

AFA believe relationships with the other ESO organisations within the precinct are very good, though acknowledged as tenants, information on the details of tenancies and leasing arrangements was limited.

They noted the Memorandum of Understanding that exists for the operation of Mess.

AFA were also interested in who the new tenant would be when the History Trust was relocated. At this time, they understood the new tenant may be Legacy, an organisation very closely aligned with the other groups.

6. Virtual War Memorial

AFA noted the demonstrations and displays prepared, specifically the projection of images on to the Drill Hall where well received and noted the group is well supported by Government.

7. Other Items

Noted some maintenance work is required including painting (last done at least 4 to 5 years ago). Some moisture damaged has been seen where the roof access is located near southern WC's on the first floor. They understood the kitchen on the ground floor was being revamped, including addressing the oven that did not work and the lack of refrigeration space. Also noted that there was some insect infestation experienced in the building, specifically moths.

AFA had also experienced communications problems which had been resolved after 7 to 8 months.

Noted that signage would need to be updated when the History Trust vacate and that this would be a good time to improve wayfinding for visitors. Noted that this should include the street signage.

Weather protection to the Drill Hall entry is challenging in poor weather and that the grounds themselves experienced occasionally flooding (northern side) with large puddles taking some time to subside after significant rain events.

AFA noted the significance of surrounding external precincts and their relationship to the Torrens Training Depot e.g. Pathway of Honor, The Dardanelles Memorial and ANZAC Centenary Walk and that these are under the control of the Adelaide City Council. AFA noted no specific relationship with the Adelaide City Council but did occasionally follow them up regarding maintenance of garden beds and lawns prior to external events.

AFA also raised the issue of some bronze plaques that had been relocated from ANZAC Highway and installed on internal walls of the building. They understood these had been relocated without the knowledge of their sponsors and questioned the new location. It was also understood that not all the plaques were relocated and that some had been lost and this, combine with the communication about the relocation was disappointing.

Meeting concluded at 11:30am.

Meeting Notes: DEW



Job No: 21273 Held: 16 December 2021

Project: Spatial Needs Analysis
Torrens Parade Grounds/Torrens Training Depot

Attending:

Jacek Gniadek	DEW
David	DEW
Elizabeth Swanbury	SP

Apologies:

Items Discussed

1. Meeting Notes

- > Space for the management of the site is limited, with a facilities office shared by Jacek and David. The entry space adjacent this office is used for small meetings.
- > Storage space is lacking, both for furniture (tables and chairs) and also items required for the building maintenance. DEW have 300 to 400 chairs and 27 tables, and they are seeking to purchase more. Current alterations did include some 'storage pods' in the Drill Hall, but these are not proceeding.
- > Currently, the Drill Hall can accommodate up to 1000 persons standing and 400 persons seated.
- > Challenges to the hire and usage of the Drill Hall are caused by the ground floor tenants who surround the space and need the Drill Hall as a means of access. The History Trust as a tenant occupy the building during normal business hours (9 to 5pm daily) meaning they may be disrupted if the Drill Hall is in use or that the Drill Hall could not be hired because they are working. Noting the Drill Hall is in use continuously for the month of April in the lead up and after ANZAC Day commemorations.
- > Current works to install a new operable wall to divide the Drill Hall into two spaces is due for completion in March 2022.
- > There is also work underway to install new visitor amenities and another kitchen/preparation space. These will service one end of the Drill Hall when the dividing operable wall is in place.
- > The current location of the Facilities Manager is difficult to find at the rear of the building and would be better located closer to one of the main entries as visitors and deliveries often arrive at the History Trust reception.
- > In addition to limitations on storage, management of waste throughout the building is tricky with no dedicated areas. On the first floor, bins find their way into access areas for toilets or the access toilets themselves.
- > In terms of the Drill Hall hire, there are a number of commemorative, veterans related events the Drill Hall availability must be guaranteed. This includes access to parking immediately in front of the building. Currently there are 40 spaces for the veterans group tenants, 12 for the History Trust and another 6 for visitors/contractors.

- > There is an event calendar with all bookings needing approval by the DEW Line Manager. There is criteria for the type of event and the tenants have a preference for use of spaces over external events. Currently they do not take bookings for weddings or birthdays which limits the number of events possible. There is also an arrangement to provide some parking for AFL matches at Adelaide Oval, noting that the Combined Ex-Services Mess has been opening on game days to capitalise on this. Noted there are around 24 small events and 10 large ones per year, though the last two years this has been affected by Covid.
- > The onsite DEW representatives are supportive of the TPG having a veterans and military history focus and recognize the importation of the commemorative events and the various displays. There is the potential for this to be upsized to allow for more public interactions with the involvement of a wider range of veterans groups and clubs and also with currently serving personnel which would lead to in a increase in public awareness about TPG and would make the most of the central location.
- > The same could be said for school groups, who use the building as additional rehearsal space for events at the Festival Theatre. There is opportunities to create a more interactive experience not currently addressed.
- > However, it is noted that it is the commercial events that make the TPG viable and there is not always a balance when it comes to agreement on the calendar and the events.
- > It is felt there is a general lack of understanding as to the cost of maintaining and upgrading this building.

Appendix B – Photo Pages

Torrens Parade Ground Spatial Needs Analysis

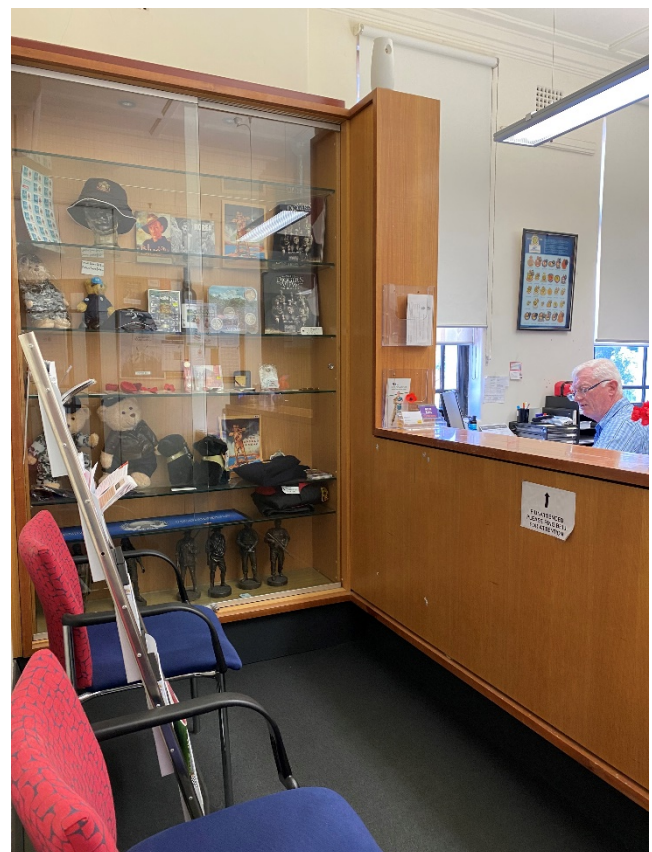
Appendix B – Photo Pages

Ref: 21273, December 2021

Torrens Parade Group External



RSL



RSL



AFA



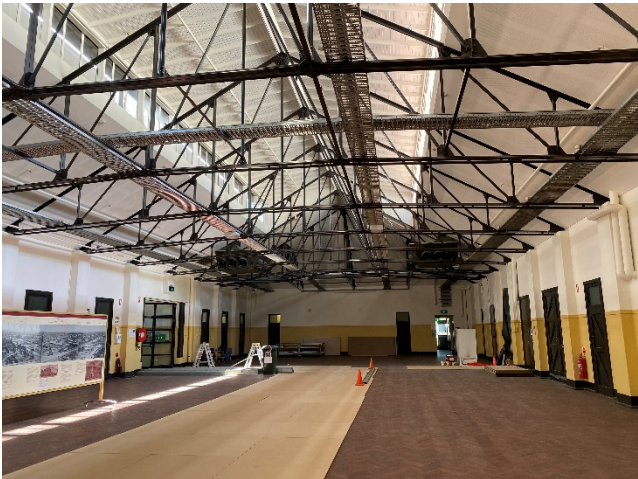
AFA



AFA



DEW



DEW



Torrens Parade Ground Spatial Needs Analysis

Appendix B – Photo Pages

Ref: 21273, December 2021

Memorial Hall



Memorial Hall

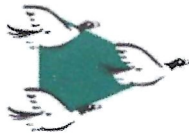


Combined Ex-Services Mess



Combined Ex-Services Mess





FLYING IN FORMATION
RESEARCH AND PLANNING

15th November 2021

Rear Admiral Kevin Scarce AC CSC RAN (Ret'd)
Chair
Torrens Parade Ground Steering Committee
c/- Director Veterans SA
catherine.walsh@sa.gov.au

Dear Kevin

Please find enclosed my final report for the Community Consultation phase concerning the revitalisation of the Torrens Parade Ground/Torrens Training Depot.

During my period of engagement I conducted six focus groups for the Steering Committee. Whilst I was provided initial instruction regarding the purpose of the focus groups, the content was generated iteratively in response to the participation of individuals.

I would like to confirm that Flying in Formation is an independent and accredited Market Research company and, as lead consultant, I am a long standing Full Member of the Market Research Society.

Yours sincerely

A handwritten signature in black ink, reading 'Peter J Spalding'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Peter J Spalding

Revitalisation of the Torrens Parade Ground/Torrens Training Depot Community Consultation Focus Groups

Final Report Nov. 2021



FLYING IN FORMATION
RESEARCH AND PLANNING

TABLE OF CONTENTS

INTRODUCTION AND APPROACH.....	1
OBJECTIVES	4
STAKEHOLDER CONTRIBUTIONS.....	5
KEY ISSUES	6
1. Defining the Precinct	6
2. Site Ownership.....	8
3. Events and Uses.....	10
4. Coffee Shop/Bookshop	14
5. South Australian vs. National Focus.....	16
6. Indigenous Connections	17
7. Approachability.....	18
DRAFT ONLINE QUESTIONNAIRE.....	20
APPENDIX -FURTHER IDEAS SUGGESTED BY FOCUS GROUP PARTICIPANTS	27

INTRODUCTION AND APPROACH

The Torrens Parade Ground (TPG) and Torrens Training Depot (TTD) site has been associated with military activities since 1893. We also understand the location has indigenous significance dating much further back.

Ownership of the site was transferred to the SA Government in 2001, and currently, the TPG/TTD site is managed by the Department of Environment and Water (DEW), who act as the landlords on behalf of the State Government.



In August 2021, the Premier of SA requested the Veteran's Advisory Council-SA establish a Steering Committee to develop a scoping paper on the future possibilities relating to the TPG/TTD site.

The Premier requested that consideration be given to...

'How the TTD can contribute to the cultural and historic value of the greater North Terrace Precinct and how the South Australian Government, in partnership with the veteran community, can ensure the ongoing relevance of the TTD to the wider South Australian Community.'

In more detail, such options include ...

- Enhancing community awareness of the significant military history of the site and of the contribution South Australians have made to Australia in times of war and conflict



- Potential uses of the TPG site with a view to improved community engagement and visitations to site e.g. arts and curatorial engagements
- Educational opportunities such as engagement with the Australian War Memorial (AWM) and to provide 'virtual classroom' within TTG
- Providing illuminations of Anzac House on an 'on occasion' or regular basis
- IT upgrade to enable multi-user board room facilities (including meetings of ESO, VSOs and other veteran groups such as the VAC)
- Use for travelling curatorial exhibitions e.g. AWM '*For Country For Nation*', Army Museum 'pop up' displays
- Use(s) of the Parade Ground
- Closer engagement with the City of Adelaide in key cultural activities e.g. *illuminate Adelaide*
- Consideration of a commercial coffee shop/bookstore (e.g. for sales of military/veteran related titles and/or ESO merchandise)



Community consultation has been deemed critical to the overall revitalisation process and a range of stakeholder engagement options have been put in place, with Flying in Formation charged with the specific task of conducting a series of Focus Groups/Meetings across a number of different respondent cohorts.

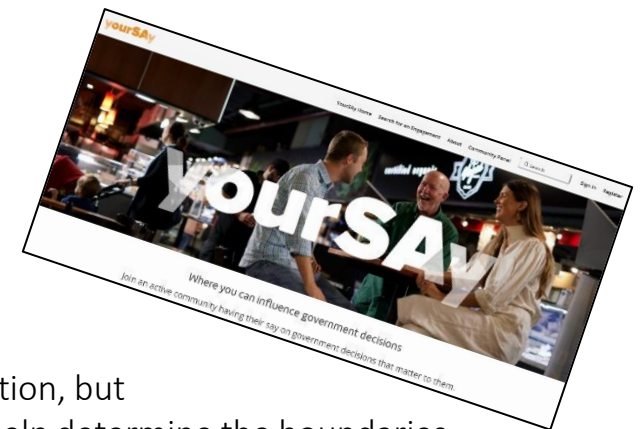
- Veterans and Veterans Families x 3
- Arts/cultural/indigenous
- Education/historical
- *Defence industry (did not run as there were no registrations)*
- Serving ADF personnel at RAAF Edinburgh (run with KS/SN)

These sessions were run and conducted by Peter Spalding over the period 13th Oct – 9th Nov 2021.

OBJECTIVES

With the Steering Committee charged with the task of developing a scoping paper, this stage of the consultative process was deemed to have 3 key components...

- To provide an opportunity for Stakeholder groups to be informed of and contribute to the project
- Identify the key issues and interest arising from the prospect of revitalising the TPG/TTD site and...
 - identify the boundaries and tolerances regarding community acceptance of future site usage
- To use the information gathered to help formulate the questionnaire for the intended broader based online survey to be run using the 'yourSAy' platform



These objectives did not mean we did not listen to participants ideas for site revitalisation, but without any specific parameters yet in place, ideas voiced have instead been used to help determine the boundaries and tolerances needed to determine a realistic framework. However, some of the ideas that emerged have been listed in the appendix to this interim report.

STAKEHOLDER CONTRIBUTIONS

We are pleased to report that all the first 4 Stakeholder focus groups and the serving Veterans briefing meeting successfully met the first objective of providing participants with the opportunity to contribute to the revitalisation process.

All attending Stakeholders seemed **pleased** with the process and satisfied they were able to voice their views in open and friendly forums.

KEY ISSUES

Across the course of the consultations a range of issues were raised by our participants. The following pages identify each of the major and consistently raised issues and recommends a draft question that can be used in the 'YourSay' online survey.

1. Defining the Precinct

Considerable ambiguity exists in the terminology used by people to identify the site in question. Torrens Parade Ground (TPG) and Torrens Training Depot (TTD) were used with interchangeable ease by those with closer involvement.

However, for those less involved or invested in the site, whilst Torrens Parade Ground was a literal known 'feature' it did not conjure a broader site and left the TTD building itself as a bit of an unknown quantity. Considerable discussion on this seemingly 'minor issue' ensued and, when duly considered, it was felt, by a sizeable majority, that the real scope of the site included the TPG, the TTD, plus surrounding Memorials and gardens...

"...it goes from the War Memorial to the Cross of Sacrifice"

*"it should be called the Torrens Parade Ground Military Heritage
Precinct ... or something like that"*

"think beyond the 'Square'"

...

The notion of 'Torrens Parade Ground Military Heritage Precinct' was only one idea of several, but the principle seemed to appeal across the board.

"it should all contribute to commemoration"

Better defining the intended site would, most likely, reduce any confusion and could potentially serve to offer a fresh perspective on the site and help create a better link to other City of Adelaide 'precincts.

Q.1 Defining the Precinct

Thinking about the area that contains the Torrens Parade Ground and the main Torrens Training Dept Building, which of the following best describes how this location could be named in the future? ...

- ☐ *Torrens Parade Ground Military Heritage Precinct*
- ☐ *Torrens Military Commemorative Precinct*
- ☐ *Torrens Commemorative Precinct*
- ☐ *Do not change any site or building names*
- ☐ *Other name (write in)*

2. Site Ownership

For those with more involvement in and experience of making use of the site, concerns were expressed at the lack of appreciation and/or foresight exercised by the DEW as landlords, 'arbiters' of events and their booking/scheduling of events at the site...

"the whole precinct should be under one control"

"it needs to be run by a governing committee"

"booking it is hard...who to go to?"

*"Winter Village ran for months and took priority over events
that should've been known about"*

"work around locked in military events"

As such, many participants were strongly in favour of Veterans SA being 'in charge' of the site or some oversight committee having more control over scheduling of events whereby known, military events, commemorations could be locked in and take priority over commercial activities.

Another similar view that was greeted with nods of agreement within the group it was raised focussed on the need for a 'stewardship' that should be ...

"collegiate, consultative, and overseeing"

...

...and that 'stewardship' should be operating to a clear and agreed long term (ie 20/30 years) 'Strategic Vision' rather than just managing at a day to day level

For those with less current engagement with the site the DEW still seemed an 'inappropriate' owner/landlord and the general feeling was that a Department or Committee with a Veteran/Military experience should be in charge of the site.

Ownership/management of the site under the auspices of DEW seems inappropriate and consideration should be given to allowing those with greater connection to Veterans/Military to be in more control.

Q.2 Site Ownership

The Torrens Parade Ground and Torrens Training Depot site is currently managed by the Dept. of Environment and Water (DEW). Which of the following do you think is best placed to take on management of the overall site?

- ☐ *Dept. of Environment and Water (DEW)*
- ☐ *Dept. of Veterans Affairs SA*
- ☐ *Dept. of Premier and Cabinet Office*
- ☐ *Independent Committee comprising various Military organisations*
- ☐ *A commercial 'Property Management' group*
- ☐ *SA History Trust*
- ☐ *Other (Please write in)*

3. Events and Uses

There was a feeling across the board that the site, to a greater or lesser extent, 'belonged' to the Military and that any events/usage of the TPG or TTD should.....

- First and foremost be **respectful** to its historic/military links (due to the serving and sacrificial nature of military service)

"important to recognise and hold onto the military heritage"

"commemoration and connection with a sense of dignity and integrity"

- For some, it was felt its core use should even be an 'exclusive' hub for Veterans and Veteran Support Services

"Vets first, everyone else second"

- However, for the majority there was much more flexibility, albeit based on a belief that the site should play a role in offering educational opportunities and 'connecting experiences' for the wider SA population, concerning the role of the military in South Australia past, present and future...

“engage and educate”

“broadly symbolic, practically relevant”

“make it a magical place”

“build on the past, look to the future”...

Also, that without there being some flexibility in how the site is used the feeling was expressed that the site would lose its longer term viability as a commemorative precinct...

“respect and due consideration sure but we need to be flexible to other uses as well in order to ensure it has a future”

“it’s a special place but its not sacrosanct”

For the majority of participants, the site was felt to command a high level of military based respect and dignity which, in turn, helped our participants determine the parameters for how and by whom the site could be used.

This issue can be explored in the online survey using the following 2 questions...

...

Q.3 a.Events and Uses

*In considering how a revitalised TPG/TTD precinct might be used, we'd like to understand if you feel it should be for the sole and exclusive use of past and serving Military Veterans **only** or, if it should be more **broadly inclusive**. On the following scale, when it comes to future usage, please indicate the best balance you feel should guide the sites revitalisation....*

<i>Sole and exclusive use for Veterans</i>	1	2	3	4	5	6	7	8	9	<i>Open to Everyone and Anyone</i>
--	---	---	---	---	---	---	---	---	---	--

This should be followed by a question that then seeks to determine, from a broad array of options, which uses are deemed acceptable or not...

...

Q.3 b.Events and Uses

And following on from this, which of the following uses or functions do you think are acceptable at a revitalised TPG/TTD precinct. (Tick as many as you like)

- | | |
|--|---|
| <input type="checkbox"/> <i>Military Parades</i> | <input type="checkbox"/> <i>Adelaide Arts Festival events (i.e. Writers Week)</i> |
| <input type="checkbox"/> <i>Military Exhibitions</i> | <input type="checkbox"/> <i>Fringe Festival Shows</i> |
| <input type="checkbox"/> <i>Car Parking for Adelaide Oval Events</i> | <input type="checkbox"/> <i>Fashion Shows</i> |
| <input type="checkbox"/> <i>Sunday Markets</i> | <input type="checkbox"/> <i>Food and Wine Fairs</i> |
| <input type="checkbox"/> <i>Australian War Memorial (AWM) Displays</i> | <input type="checkbox"/> <i>Classical Music Concerts</i> |
| <input type="checkbox"/> <i>Rock Concerts</i> | <input type="checkbox"/> <i>ANZAC Day Events</i> |
| <input type="checkbox"/> <i>Conference Space for general hire</i> | <input type="checkbox"/> <i>Military Educations Forums</i> |
| <input type="checkbox"/> <i>Expo's (Non Military)</i> | <input type="checkbox"/> <i>Defence Force Recruitment</i> |

...

4. Coffee Shop/Bookshop

The idea of a permanent onsite coffee shop and bookshop was considered a positive addition across the board. However, those with more intimate knowledge and connection to the TPG/TTD site, whilst still broadly in favour of this idea, were concerned that the location of such a facility should take history and, respect for tradition, into account.

There was also a broad view expressed, that a café/bookshop *could* be Veteran run/managed, and so generate funds for site upkeep or Veteran causes and provide employment and/or rehabilitation opportunities for Veterans...

“It could be run by vets”

“part of a programs to help Vets”

But, perhaps more pointedly, there was concern expressed that such a facility should not be ‘franchised out’ to a private operator who would ‘take profits’ out of the site.

It was also felt a café/bookshop would provide the opportunity for ‘easy’ wider population site usage and even the opportunity to meet and chat with Veterans in a ‘non formal’ setting...

“make it more accessible...families and the community”

“A place to display Veteran’s art and for people to talk to vets”

...

“a great way to bring in the public”

“it would help with engagement and education...displays, exhibitions”

The notion of a café/bookshop was generally deemed a positive, the only sticking point concerned its ownership and where its profits went.

“as long as it’s not a Macca’s!”

This could be covered in a survey question as follows...

Q.4 Coffee Shop/Bookshop

Which of the following organisations would you like to see running a coffee shop/café and bookshop within the TTD building?

- ☐ *A purely Veterans run operation*
- ☐ *External Ownership expertise, but employing some Veterans*
- ☐ *SA/Local external operator e.g. Cibo, Dillons etc*
- ☐ *National or International food and beverage franchise*

...

5. South Australian vs. National Focus

When our discussions touched on issues relating to the Australian War Memorial, whilst this institution was well regarded, there was a strong view evident that the TPG/TTD site should be SA focussed and that it needs to encompass Country SA as well...

“make it more than just Adelaide...SA and country SA as well”

Participants were keen to stress that the revitalised site should have a strong SA focus, including country SA and leave national issues more in the remit of the AWM

Q.5 South Australian vs. National Focus

On the following scale, how much emphasis should a revitalised TPG/TTD site give to South Australian Military issues vs. National Military issues? ...

100% South Australian 1 2 3 4 5 6 7 8 9 100% National

...

6. Indigenous Connections

Whilst not necessarily particularly 'top of mind' at a broader level, when introduced into the discussion, of course our participants felt that the role of SA indigenous forces should be a part of the revitalised TPG/TTD site. The Indigenous War Memorial was frequently mentioned in a positive and respectful manner.

However, it was also felt the pre-Military and pre White settlement use and role of the site and its significance to the local Indigenous population, should also be recognised in the revitalisation of the site.

"its part of the Kaurua trail...pre 1836"

"yes and it needs to be more than lip service"

Giving recognition to Indigenous ownership of the site prior to its military use was felt to be an important issue for any revitalisation of the site to consider.

Q.6 Indigenous Connections

The TPG and TTD site's link with the SA Military goes back to 1893. However, the location has long had significance to local Indigenous people. How strongly do you feel that any redevelopment of the site, should acknowledge and educate the wider population as to the pre-Military use of the site?

Very Strongly 1 2 3 4 5 6 7 8 9 Not at all
Strongly

...

7. Approachability

The majority of those with minimal experience of the site felt it was unwelcoming, impenetrable and unapproachable...

“its dead and needs to be brought back to life”

“looks like an abandoned building with a desolate car park”

“it feels like a State Department”

“what does go on there?”

“open the doors!”

Even those with good connections to the site felt the site seemed to exclude and shun interest from ‘outsiders’...

“make it more inviting and accepting”

“it should be welcoming and hospitable”

The TPG/TTD site lacks cue’s that make it an appealing and welcoming place to consider exploring and/or visiting.

...

Whilst this issue can be tackled in practical terms by addressing many of the points already raised, it also offers a good opportunity to seek ‘free form’ response from online respondents. As the last question in the survey it can act as a ‘catch all’ question for those feeling they haven’t been able to voice the opinion or raise the issue they wanted to. i.e.

Q.7 Approachability

What one main change could be made to make the TPG/TTD site more welcoming and so encourage greater interest and visitation by all? (please write in your response below)

.....

.....

.....

Taking all these points and suggested questions, these can now be put together in the final section of this report to form our draft online questionnaire recommendations.

DRAFT ONLINE QUESTIONNAIRE

It is recommended that our online questionnaire comprise the 7 key questions as covered in the earlier pages, however, to increase the value of the online survey we would strongly recommend asking a few simple respondent identification or 'Screeners Questions' (SQ) up front. These should mainly cover the respondent's current relationship and usage of the site.

This will be invaluable as a way of separating out invested respondents from the wider population when it comes to analysing the results.

Please bear in mind the following draft will need to be further 'scripted' and 'designed' for online/onscreen use...

On the 'YourSAy' platform a brief introduction will give respondents a context as to the purpose and aim of the survey. This should cover a simple description of the TTD and TPG site, as it stands today. The survey will then launch ...

SQ.1 Do you have any connection to the Australian Military/Defence Forces?

- ☐ *I am currently a serving member of the ADF*
- ☐ *I am an ADF Veteran*
- ☐ *I have a family member who is a serving ADF member or an ADF veteran*
- ☐ *I have no close personal or family Military connections*

...

SQ.2. How often have you visited the TPG/TTD site?

- ☐ *Regularly (several times a year)*
- ☐ *Occasionally (2 x in last 5 years)*
- ☐ *Less Often*
- ☐ *Never*

Q.1 Defining the Precinct

Thinking about the area that contains the Torrens Parade Ground and the main Torrens Training Dept Building, which of the following best describes how this location could be named in the future? ...

- ☐ *Torrens Parade Ground Military Heritage Precinct*
- ☐ *Torrens Military Commemorative Precinct*
- ☐ *Torrens Commemorative Precinct*
- ☐ *Do not change any site or building names*
- ☐ *Other name (write in)*

...

Q.2 Site Ownership

The Torrens Parade Ground and Torrens Training Depot site is currently managed by the Dept. of Environment and Water (DEW). Which of the following do you think is best placed to take on management of the overall site?

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- ☐ *Dept. of Premier and Cabinet Office*
- ☐ *Independent Committee comprising various Military organisations*
- ☐ *A commercial 'Property Management' group*
- ☐ *SA Historic Trust*
- ☐ *Other (Please write in)*

...

Q.3 a.Events and Uses

*In considering how a revitalised TPG/TTD precinct might be used, we'd like to understand if you feel it should be for the sole and exclusive use of past and serving Military Veterans **only** or, if it should be more **broadly inclusive**. On the following scale, when it comes to future usage, please indicate the best balance you feel should guide the sites revitalisation....*

<i>Sole and exclusive use for Veterans</i>	1	2	3	4	5	6	7	8	9	<i>Open to Everyone and Anyone</i>
--	---	---	---	---	---	---	---	---	---	--

...

Q.3 b.Events and Uses

And following on from this, which of the following uses or functions do you think are acceptable at a revitalised TPG/TTD precinct. (Tick as many as you like)

- | | |
|--|---|
| <input type="checkbox"/> <i>Military Parades</i> | <input type="checkbox"/> <i>Adelaide Arts Festival events (i.e. Writers Week)</i> |
| <input type="checkbox"/> <i>Military Exhibitions</i> | <input type="checkbox"/> <i>Fringe Festival Shows</i> |
| <input type="checkbox"/> <i>Car Parking for Adelaide Oval Events</i> | <input type="checkbox"/> <i>Fashion Shows</i> |
| <input type="checkbox"/> <i>Sunday Markets</i> | <input type="checkbox"/> <i>Food and Wine Fairs</i> |
| <input type="checkbox"/> <i>Australian War Memorial (AWM) Displays</i> | <input type="checkbox"/> <i>Classical Music Concerts</i> |
| <input type="checkbox"/> <i>Rock Concerts</i> | <input type="checkbox"/> <i>ANZAC Day Events</i> |
| <input type="checkbox"/> <i>Conference Space for general hire</i> | <input type="checkbox"/> <i>Military Educations Forums</i> |
| <input type="checkbox"/> <i>Expo's (Non Military)</i> | <input type="checkbox"/> <i>Defence Force Recruitment</i> |

...

Q.4 Coffee Shop/Bookshop

Which of the following organisations would you like to see running a coffee shop/café and bookshop within the TTD building?

- ☐ *A purely Veterans run operation*
- ☐ *External Ownership expertise, but employing some Veterans*
- ☐ *SA/Local external operator e.g. Cibo, Dillons etc*
- ☐ *National or International food and beverage franchise*

Q.5 South Australian vs. National Focus

On the following scale, how much emphasis should a revitalised TPG/TTD site give to South Australian Military issues vs. National Military issues? ...

100% South Australian 1 2 3 4 5 6 7 8 9 100% National

...

Q.6 Indigenous Connections

The TPG and TTD site's link with the SA Military goes back to 1893. However, the location has long had significance to local Indigenous people. How strongly do you feel that any redevelopment of the site, should acknowledge and educate the wider population as to the pre-Military use of the site?

Very Strongly 1 2 3 4 5 6 7 8 9 Not at all
Strongly

Q.7 Approachability

What one main change could be made to make the TPG/TTD site more welcoming and so encourage greater interest and visitation by all? (please write in your response below)

.....

.....

Survey completed

APPENDIX -FURTHER IDEAS SUGGESTED BY FOCUS GROUP PARTICIPANTS

- Displays in the Drill Hall
- Have 'hot desks' located throughout the TTD building
- Make more room by storing unnecessary/rarely used equipment off site
- Train Vets to be tour guides
- Have free Wi-Fi for visitors
- Use the drill Hall for functions
- Ensure teachers understand the education role offered by the TPG/TTD
- Have a Military History week based at the site
- Build a Military History Walk
- Have a gallery for Vets artwork
- Make it a Veterans 'Wellbeing Centre'/Centre for 'Vets Health Week'
- Put on relevant plays like Alan Seymour's 'One Day of the Year'
- Wide screen TV for AFL games and a few beers
- Beating of the Retreat Ceremony
- Have a monthly Parade...like 'changing the guard'



AVSA
Aboriginal Veterans SA



DEFENCE
RESERVES
ASSOCIATION SA



PO Box 112 PLYMPTON SA 5038: Tel No: 0417 821439

Email: bill@plymptonvc.org.au (Bill Hignett)

8 November 2021

Rear Admiral Kevin Scarce AC CSC RAN (Ret'd)

Chair

Torrens Parade Ground Precinct Steering Committee

Email via: Catherine.Walsh@sa.gov.au

Dear Admiral Scarce,

Re: Torrens Parade Ground and Military Heritage Precinct

Introduction

This submission is written on behalf of sixteen ex-service and associated veteran entities. Collectively our membership includes the vast majority of the veteran population that reside in South Australia. While their signatures do not appear below, we have received written confirmation that this submission is also supported by the Royal South Australia Regiment Association and the Combined Ex-Services Mess.

The Consortium of Ex-Service Organisations of SA welcomes the opportunity to contribute to the work of the Steering Committee, to outline our shared vision for the Torrens Parade Ground and Military Heritage Precinct, and to assist in identifying ways in which the veteran community can work in partnership with the State government to preserve and enhance its relevance to the wider community.

The site has been used for military purposes since the 1890s, with a barracks continuously present since before federation - the first South Australian soldiers to depart for overseas left from this place in 1899 to fight in the Second Boer War. Thousands of South Australians passed through the site as a mustering point and enlistment centre during both world wars. It was also home to battalions of the Royal South Australia Regiment and the Adelaide University Regiment up until transfer from the Commonwealth to the State in 2001.

As a parade ground and former military barracks located in the heart of a capital city that is also accessible to members of the public, the precinct is unique in Australia. Its central place in the military history of South Australia is highlighted by the dozens of memorials clustered around the perimeter, which makes it a very significant site for the veteran community from a cultural perspective, including but not limited to educating the wider public about military history and encouraging them to participate in the commemoration of service and sacrifice. This is a strong motive behind veteran community interest in preserving the site and enhancing its use into the future.

We consider that the wider commemorative precinct across the entire Government House block should be included in your purview, including the Pathway of Honour, National War Memorial, Anzac Centenary Memorial Walk, Dardanelles Cenotaph and South African War Memorial. This extends across the Adelaide Bridge to the Australian Defence Force Health Service Memorial in Angas Gardens, and as far as the SA Naval Memorial Gardens in Karrawirra/Red Gum Park (Park 12), and the Cross of Sacrifice in Pennington Gardens East.

Tenants

We consider that the tenants of the building should only be veteran or military history-related organisations. It is important to recognise that in almost every case, membership numbers of established veteran organisations are declining due to the passing of the World War II generation, and this has continued apace since tenants took up leases in the building up to twenty years ago. The decline in membership impacts considerably on their working finances, and rent relief for tenant organisations would be greatly appreciated, as it would enable those funds to be directed to veteran welfare, commemoration, advocacy, and other worthy objectives. The tenants and visitors to those tenancies require the quarantining of a carefully calibrated amount of carparking space during the working week, of a size to be determined through consultation with the tenants. This will be particularly important for veterans and members of the wider community visiting the precinct from regional areas of the state, and may include some bus parking for that purpose.

Leases for major tenants should be long-term - to enable them to make plans, with flexibility achieved through sub-leasing of space and memoranda of understanding between lodger organisations.

We strongly recommend that the government appoint an education officer for the precinct, tasked to liaise with schools, inform and guide teachers regarding engagement with the precinct, and to facilitate learning opportunities for students. It is our view that this education officer should be a veteran, preferably one with educational qualifications. This will be particularly useful in maximising engagement with schools visiting Adelaide from regional SA.

Engagement focus

Engagement of the wider community with the precinct should be focussed foremost on enhancing community awareness of the military contributions made by South Australians in times of war and conflict and to national security, emergency, and humanitarian response in times of peace. We consider that the uses to which this unique precinct is put must be focussed on this type of engagement, as well as its use by the Australian Defence Force (ADF) and veteran community for ceremonial, commemorative, veteran welfare and advocacy, comradeship, and related purposes. This focus should include engagement with veterans and the wider community living in regional South Australia.

By way of illustration, the opportunity for members of the public to watch an ADF ceremonial parade is something that is not often available to them, as these events are usually held inside closed bases. The conduct of this type of activity on the Torrens Parade Ground is an excellent means by which to engage the wider community with the ADF and with the unique nature and history of the precinct. By contrast, it must be acknowledged that members of the public attending an event within the precinct that has little or no relationship with the unique nature and history of the site are highly unlikely to gain anything more than the vaguest awareness of the military contributions of South Australians through their attendance at such events. Therefore, the hiring of parts of the site to organisations conducting such events does not make a material contribution to enhancing community awareness of the military contributions made by South Australians, and such events should not be prioritised over events that do. To do so would impose opportunity costs on the primary focus of engagement of the wider community with the unique nature and history of the precinct. This should be two-way, with

regional South Australians visiting the precinct, but also outreach to regional SA via travelling exhibitions and similar means.

Categories of use

As the central purpose of engaging the wider community with the precinct should be focussed on enhancing community awareness of the military contributions made by South Australians in times of war and conflict and to national security, emergency, and humanitarian response in times of peace, we consider that the Steering Committee should consider three categories of use for the precinct:

1. Events/activities of a commemorative, ceremonial, educative, historical, or other relevant nature conducted by or in partnership with the veteran community and/or ADF. Examples might include;
 - a. hosting curated physical and digital exhibitions, displays, talks and events educating the public (including school children) about military history, such as outreach from the Australian War Memorial, SA Museum, Art Gallery of SA, SA Maritime Museum, Army Museum of SA, Military Vehicle Preservation Society, SA Aviation Museum, and military history events during South Australia's annual History Festival;
 - b. establishment of a military history research centre within the building utilising the resources of various veteran and kindred organisations;
 - c. use of the parade ground for ceremonial parades by the ADF and as the designated artillery salute firing point for significant occasions such as Australia Day and the Queen's Birthday;
 - d. event footprints for commemorative events conducted at memorials adjacent to the parade ground, such as carparking and erection of marquees. Such events include: Anzac Day; Remembrance Day; Battle of Britain Day; Bomber Command Day; Vietnam Veterans' Day; the Aboriginal and Torres Strait Islander Veterans' Commemorative Service; Navy, Army and Air Force Birthdays; and other commemorative events for major anniversaries;
 - e. self-guided walking tours of the precinct for tourists and schools supported by an app;
 - f. the use of the Drill Hall for commemorative event preparation, breakfasts, morning teas, lunches, dinners and balls;
 - g. military history-based sound and light shows/illuminations of the building (as was done with Violet Day in 2015, and is currently occurring);
 - h. use of the parade ground for displays of current and former ADF vehicles and where practicable, aircraft; and
 - i. parking of school and other buses for groups visiting the precinct.
2. Events not covered by the above conducted by or in partnership with not-for-profit, cultural and arts organisations. Examples could include:
 - a. Writer's Week and other cultural event footprints on the parade ground;
 - b. art exhibitions and cultural events inside the Drill Hall;
 - c. parking for participants in the Corporate Cup, and for staff working at Adelaide Festival and Fringe Festival events in nearby areas;

- d. the start/marshalling point for the Variety Club Bash and similar charitable events; and
 - e. parking of school and other buses for groups visiting Adelaide but not the precinct.
- 3. Events not covered by the above conducted by or in partnership with for-profit/commercial organisations, such as disabled car parking for events at Adelaide Oval.

Prioritisation of use

We consider that the acceptance and management of bookings of the precinct should be guided by the above categories, on a “first things first” basis. To draw an analogy, if we imagine the booking schedule for the precinct as a bucket, which we are filling with as much as we can that will enhance community awareness of the military contributions made by South Australians, the category one uses listed above are the big rocks, the category two uses are the little rocks, and the category three uses are the gravel. If the booking authority does not put the big rocks in first, and instead tries to put big and little rocks and gravel in at the same time, many of the big rocks will not get into the bucket. Instead, once the big rocks are in, little rocks can be added to fill the gaps, and finally, gravel can be added to ensure the bucket is completely full. This will ensure that the focus of the precinct is maintained, the unique nature and history of the precinct will be preserved, and community awareness of the site will be enhanced. This will require effective advance forecasting and coordination by the veteran community and ADF with the booking authority.

We consider that any proposed use of the precinct for not-for-profit or commercial events should be examined to ensure that they are meaningful, and not just frivolous or purely for entertainment purposes. This is particularly the case for longer events.

Usage costs

In the same way as there should be different categories of usage, we consider that the costs levied on organisations using the precinct should be determined using a sliding scale tied to the category of the usage as outlined above. Category one users should be able to use the precinct at minimal cost (electricity, cleaning, and any agreed additional security), category two users should be charged below the market rate, and category three users should pay the full market rate. Different categories of users should be directed to different booking forms that reflect the costs that will accrue from the use of the precinct for their category of use. Any costs associated with use of the precinct for events raising funds for charities directly benefiting veterans should be waived by government.

Governance

Establishment of a booking system that follows the principles outlined above will require close and ongoing liaison and coordination with the tenants, the ADF and veteran organisations. It will need to engage widely with the ADF and veteran community, and other stakeholders such as the History Trust of SA, Australian War Memorial, museums, the education sector, and the City of Adelaide, and will need to forecast well in advance to ensure that category one activities are prioritised. Time limits should be placed on category two and three events, and

solely private events should only be permitted if they are consistent with the principles outlined above. We propose a precinct coordinating committee be established by the responsible government department, with representation from all tenants, the ADF Joint Operational Support Section, and including veteran appointees to liaise with non-tenant veteran organisations and represent their interests.

Facilities

We see significant opportunities to enhance and enliven the facilities within the precinct. Some of these have already been funded by the government, such as the dividing wall within the Drill Hall, bathroom and kitchen amenities and IT upgrades, drainage, and the installation of solar panels. Other enhancements could include:

- lighting of flagpoles on the building and memorials adjacent to the parade ground to enable the flying of appropriate flags 24 hours a day seven days a week;
- the building of a storage facility outside the building at the southern end (recessed into the existing bank) with a covered walkway between the facility and the southern entrance to enable all-weather movement of chairs and tables between the facility and Drill Hall; and
- additional interpretive signage within the precinct.

Conclusion

Thank you for the opportunity to make this submission. We would be happy to make an oral presentation and answer any questions regarding this submission if that would be of benefit to the Steering Committee.

Yours sincerely



CHERYL CATES
STATE PRESIDENT RSL-SA/NT



MAL THIELE JP
PRESIDENT VVF SA



BOB SCHAHINGER
STATE PRESIDENT VVAA SA



GRAHAM RUDD
FOR PRESIDENT MBMMC ADELAIDE



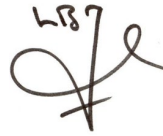
BRIAN SELBY
PRESIDENT NMBVAA (SA & NT Branch)



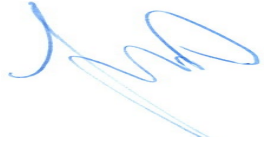
ROBERT BLACK AM
PRESIDENT AFA SA



BARRY PRESGRAVE OAM
STATE PRESIDENT NSAA SA



LAIDLEY B FRANCIS ASM
PRESIDENT RAAMC ASSOC (SA BRANCH)



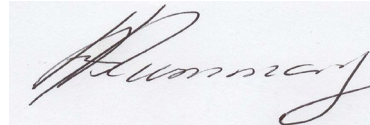
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STATE PRESIDENT AWW (SA)



CHRIS GOODFELLOW
STATE PRESIDENT PARTNERS OF VETERANS SA



MICHAEL MUMMERY OAM
STATE PRESIDENT 9RAR SA INC



FRANK LAMPARD OAM
CO-CHAIR ABORIGINAL VETERANS SA



ROBERT ATKINSON AM RFD
STATE PRESIDENT
DEFENCE RESERVES ASSOCIATION SA



The Chairman,
Torrens Parade Grounds Steering Committee
C/- Director Veterans SA
Level 4, 1515 Pirie St
Adelaide
South Australia 5000

Dear Sir,

Virtual War Memorial Australia (VWMA) wishes to make a submission to the Torrens Parade Grounds Steering Committee (TPG) and I refer to the Terms of Reference provided to VWMA on 21st September 2021.

The CEO Ms. Sharyn Roberts has attended a number of stakeholder meetings of interest groups and with tenants of ANZAC House and I attended the Premier's Roundtable on 20th October 2021.

By way of background, Virtual War Memorial Australia (VWMA) was launched in 2014 and is an independent not-for-profit company and has registered charity status with ACNC. The organisation relies on fundraising and grants for its operations and development. Although conceived, developed and operated in South Australia it is a truly national Memorial that uses technology to deliver a multi-dimensional collection with a level of engagement and accessibility that standard memorials simply cannot. The use of technology was deliberate, recognising that younger and future generations are and will be, increasingly reliant on digital platforms to access information that anchor their values and their view on matters of importance. If commemoration of service and sacrifice and the words we use every day – **"We will remember them"** - are to remain meaningful and relevant across these generations, we believed it was imperative for memorialisation to step into the digital world.

Over the last seven years VWMA has cemented a position as an outstanding commemorative digital collection honouring all Australians who served the nation in times of war and armed conflict. VWMA pays special tribute to those who lost their lives as a result of their service and more specifically, honours those who returned, forever changed but determined to forge the nation of Australia and its values. The Memorial currently offers just under **1.6 million tribute profiles**. We still have work to do to capture data linked to many conflicts and peacekeeping mission. However, VWMA is the only memorial collection nationally that has brought service data from multiple sources together and created a collaborative platform that allows veterans and their families, school students and other researchers to capture and preserve the stories of the ordinary men and women who committed to extraordinary service for our nation.

VWMA has been actively involved in ANZAC Day and Remembrance Day commemorations and has provided significant contributions for other commemorative occasions over many years. The Premier's vision for the Torrens Precinct to be a busy place with veterans at the centre has been a guiding principle for the strategies developed by VWMA and with appropriate resourcing we can make a major contribution. In particular, I provide the following comments for consideration.

1. It is anticipated that in late 2022 VWMA will move to ground floor offices when space becomes available. This positioning will enable VWMA to extend its capacity to collaborate with other tenants and contributors in terms of what can be offered within Torrens Precinct. VWMA has community based activities ready to be deployed (ie, memorial tours) and the VWMA provides a flexible and agile platform for a broad range

of interactions which create engagement and enhance the community understanding of the State's military heritage and the importance of remembering to remember.

2. VWMA has been collaborating with the Australian War Memorial in many ways since its inception and it is anticipated that the dimensions of this relationship will grow in substance and importance in the years to come. VWMA has experience of managing a national collection that is able to create and deliver meaningful engagement at a state based level.
3. With support from the SA Department for Education VWMA has built and delivered an exceptional Schools Program focused on supporting curriculum-based teaching learning in the area of Australia's role in global conflicts and the impact of service. VWMA is currently working directly with over **73** schools as part of curriculum-based studies for history and in 6 years over **3000** individual tribute profiles have received contributions by students as part of their studies. There has also been a clear commitment to supporting students and teachers in preparing submissions for the Premier's Anzac Spirit School Prize and VWMA staff have been closely involved in the judging of the prize and study tour activities. As such, VWMA has a mature Schools Program and directly relevant expertise, experience and resources that can be offered immediately.
4. The continuation of the recent Illumination Project has enormous potential for incorporation into regular commemorative observances such as ANZAC Day and Remembrance Day, and also for local family and community driven occasions similar to the Last Post Ceremony held by AWM. We now know that it is possible to deliver illuminated narratives that are meaningful and engaging and that there is the potential to enhance engagement through the incorporation of soundtracks or musical performance. The challenge as always will be time and funding but we are convinced that these options can deliver significant outcomes.
5. The overall vision is significant now as planning for the centenary commemorations of World War II approach. This conflict was Australia's most significant wartime commitment and with tribute profiles available for all who served, VWMA is already engaged with the community in the researching and capturing to the stories of family heroes. The engagement of younger generations is vital in understanding of the principles of sacrifice and service and we believe that this presents a major opportunity for creative and successful collaboration.

I would be pleased to present any further material you may wish to discuss, and I wish you well in your deliberations.

Yours sincerely



Peter L Williams | Chairman | T: (08) 8100 7318 | M: 0413 870 783 | E: plw@vwma.org.au

Creative Concept
And
Cost Benefit Analysis

The Adelaide Military Memorial Walk



Prepared For
Torrens Parade Ground Precinct Steering Committee

By
Michael von Berg MC OAM
Committee Member

17th Nov 2021

1. Introduction

Although the original Terms of Reference (TOR) specifically refers to the Torrens Parade Ground Precinct, for the purposes of marketing and packaging, it was considered that the brief was somewhat limiting on what Adelaide and the State could offer if the current precinct could be expanded overall to make the area more interesting and attractive to a multitude of consumers.

2. Unique Values Proposition.

The “Adelaide Military Memorial Walk” (AMMW) which encompasses all of the memorials as shown on the Google Map in para 4, is unique when comparing it to so many other similar precincts in other major cities in Australia. Looking over the horizon to many other countries, there is nothing really quiet like it anywhere, in such a concentrated area, in a large block in the heart of Adelaide. Convenient walking distances from every major hotel in the CBD; the walk itself, with gentle slopes, easily managed by perhaps an elderly visitor. In one concentrated area you have almost the entire military history of Australia in conflict and a great example of the contribution that Australia has made and South Australia in particular, to a better world.

3. Governance

In the interests of good governance and protocol, the Adelaide City Council should be approached as soon as possible to create interest and support of this concept as the outlying areas and memorials, are the responsibility of Adelaide City Council. The area currently is totally accessible by all visitors, but if the AMMW is to be packaged up as suggested there must be support from the Council. There are no additional costs for Council but enormous tourism and schools’ education benefit.

4. Marketing the Entire Precinct

For the want of a better term “the military circuit” is unique in the world. It is a gentle walk for most if not infirmed and would attract intra, interstate and international interest through tourists and importantly schools. In the interests of simplicity and convenience the other memorials on the north side of the River Torrens, mainly: -

- Cross of Sacrifice
- Ataturk Monument
- South Australian Naval Memorial Garden
- Angas Gardens (2 x memorials)

Are not ignored or forgotten, but in the initial phase of this proposal, perhaps noted but not as a part of the walk, due to distance and fragmentation with roads and the river Torrens. They should, however, be included as an addendum in any brochure produced,

as they are also an important part of our military history. Not as a firm suggestion but an envisaged route or foot transit path to cover all of the military memorials and other highlights would be in bullet point form as follows:



- Anzac House – pick up a brochure or with deposit an audio tour guide (post Covid)
- The Air Force Memorial
- The Vietnam Memorial
- The Indigenous and Torre Strait Islander Memorial

- Pioneer Woman's Memorial Garden
- The Pathway of Honour
- The Gates of Government House
- The Boer War Memorial
- The National War Memorial – and the names in bronze inside the memorial
- The Crescent of other wars
- The Anzac Memorial Walk
- The Dardanelles Cross
- Back to Anzac House – cup of coffee, tea, softy?

A brochure with the outline history should be produced and provided to schools, a web site designed, a route recommended so that nothing is missed, and the colored brochure should be left with every concierge of every hotel and motel in the CBD. Tourists are hungry for knowledge on history and culture and SA with this concept has something unique to offer. KWP has the resources and expertise to assist in the development of a brochure in A3 folded format.

5. Developing the Product

- A visitor service and support unit at Anzac House – staffed by volunteers
- Promote the easy access of the location on all media.
- Through downloaded technology offer a unique and special experience.
- Carefully constructed copy and scripts explaining each memorial.
- Establish strong relationships and cross fertilization with local restaurants, pubs, Popeye, and perhaps other places of interest.
- Maximize all forms of digital marketing
- Develop strong relationships with every hotel in the CBD.
- Develop some appropriate souvenirs for sale at Anzac House – not teaspoons or tea towels.
- Develop a coin to present to a consumer who has completed the entire walk. This can be easily checked.
- A place for a sit down for a cup of coffee, tea, or soft drink.

6. Schools Education Exeats.

Children of all ages would be very interested in this type of tour providing that a person with considerable knowledge could accompany each group to educate and explain the history and relevance of each memorial in an exciting way. Children generally have a short attention span unless you keep them engaged, appropriate Q&A, some rewards and recognition.

7. Integrating The Virtual War Memorial (VWM)

As an adjunct to the AMMW, the VWM could be integrated into the Walk as a further educational and historic information medium, whereby visitors could visit the site for information either during the walk or when completed over a cup of coffee. The information contained on the site would cover off many of the memorials and individuals listed. It is a value-added component that cannot be underestimated. It may also stimulate some nostalgia and emotion in visitors contributing further to the military history of their relatives by providing more information and photographs.

8. Cost Benefit Analysis

The assumption is that the upkeep of the environs which are the responsibility of the Adelaide City Council are fixed and with this utilization there should be no additional costs. This will need to be determined by ACC. The cost of maintaining Anzac House is known, and any additional sales or usage opportunities would assist in offsetting those costs further. At this stage of the concept development, the tangible benefit is negligible, but the intangible benefits are considerable.

- An open invitation to the broader SA community to take advantage of this unique military memorial walk. How many don't even know it is there?
- An additional package for tourism SA to promote
- A great educational opportunity
- The unique and very special Indigenous and Torres Strait Islands memorial. The only one of its kind in Australia.

9. Associated Activities

To invigorate the entire precinct, AMMW and to include the broader community at a time of lower Adelaide events activity (May, June, July) investigate and if feasible develop a "Brassed Off Adelaide*" band competition either on the parade ground depending on weather conditions or in the drill hall. Many community and service bands have in the past, supported the traditional Anzac Day March, and this with some decent prize money (sponsored) would be an excellent opportunity to positively profile the AMMW and the TPG. Sponsors like Santos, Defence SA, Defence Industries, Elders, Bank SA, Coopers, to name a few. Once "Mad March" is past in SA there is a gap in the winter months and this activity may assist in part in to fill it.

*Suggested title may be subject to copyright, but the concept isn't and can't be.

10. Conclusion

This is a classic marketing exercise where the marketing mix is almost complete by default.

P – Product

We have the product – it just needs to be packaged.

P – Price

Anything that is free may be too good to believe, so perhaps a gold coin donation at the completion of the walk lifts the profile.

P – Place

In normal marketing parlance this would be distribution, but in this case “place” is the precinct and concept all in place, walking distance from CBD.

P – Promotion

This is the area that is going to need a lot of work and some creativity. Many of these suggested areas have been mentioned in other parts of this short concept paper. This will be work in progress on a regular basis depending on success or otherwise which can only be measured by appropriate metrics of traffic flow and consumer comments in due course.

For the Steering Committee and Adelaide City Council consideration.

“Keeping the Spirit Alive”

Mike



COMMUNITY LAND MANAGEMENT PLAN



Chapter 12

Palmer Gardens/Pangki Pangki, Brougham
Gardens/Tantutitingga & Karrawirra (Park 12)

Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga and Karrawirra (Park 12)

Introduction

1.0 Directions

- 1.1 Desired Future Character Statement**
- 1.2 Challenges/Opportunities**
- 1.3 Management Directions**

2.0 Background

2.1 Heritage

- 2.1.1 Kurna Heritage**
- 2.1.2 Kurna Naming**
- 2.1.3 European Significance**
- 2.1.4 Heritage Listing**
- 2.1.5 Features of Significance**

2.2 Landscape

2.3 Recreation

Lease and Licence Areas Map

2.4 Natural Systems

Introduction: The Community Land Management Plan

This document is Chapter 12 of the Community Land Management Plan for the Park Lands (the CLMP). It should be read together with Chapter 1, which is the CLMP Framework. Chapter 1 explains the requirements for the CLMP, the legislative and planning context, the CLMP Statutory Principles, and the CLMP Framework.

Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga and Karrawirra (Park 12) are grouped together in this chapter because of similarities in landscape character and use. The key to each Chapter is the Management Directions which represent the application of existing strategies and policies in each Park area.

1.0 Directions for Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga & Karrawirra (Park 12)

1.1 Desired Future Character Statement

The formal gardens provide attractive and well-designed oases in dense parts of the City, with the southern part of Karrawirra (Park 12) transitioning between North Adelaide and the City, with open vistas afforded by the playing fields and structured landscape setting, leading to the urban gardens of the riverside environment.

1.2 Challenges/Opportunities

- Providing **high amenity, high quality and formal urban spaces** recognising the historic and cultural significance of the parks and gardens.
- Strengthening the **quality and appeal** of the Park Lands to attract park users.
- Contributing to the **open space needs and expectations** of the growing residential communities in and around the City.
- Ensuring the existing **sports fields** are available for appropriate use by the whole community and provide appropriate supportive facilities.
- Maintaining and enhancing the **formal garden settings** of these Parks, particularly surrounding monuments, State Heritage Places and other items of cultural and historical importance.
- Maintaining important **views and vistas** across the Adelaide Plains to the Adelaide Hills.
- Ensuring **tree avenues** are conserved or gradually replanted as required.
- Meeting **demand for improved pedestrian and cyclist access** for recreation and commuter purposes.

1.3 Management Directions

- 1.3.1 Enable appropriate activities and events in the Parks (RS2 & 6).
- 1.3.2 Retain, conserve, enhance and interpret the identified cultural heritage landscape and its contributory features such as exotic species, avenues and corridors (HS3 & 4), listed at 2.1.5 below and seek local heritage listing of the places so identified.
- 1.3.3 Retain existing spatial layout and pathway alignments which are part of the cultural heritage values of the parks and gardens (HS3).
- 1.3.4 Enhance formal and sporting setting of the parks and gardens through large tree species plantings consistent with the relevant Adelaide Park Lands Landscape Master Plan zones and manage landscape consistent with the planting directions in 2.2 below. (L13)
- 1.3.5 Maintain Brougham Gardens and Palmer Gardens for passive and informal recreation activities within a formal garden setting.
- 1.3.6 Maintain and reinforce the structure and formal character of Pennington Gardens, Brougham Gardens, Palmer Gardens, Angas Gardens, Peace Park and Grundy Gardens.
- 1.3.7 Conserve and manage sites of cultural and historical significance and protect and enhance their landscape settings as shown on 2.1.5 below.
- 1.3.8 Provide supporting infrastructure for paths such as signage, lighting, path upgrades and supporting facilities (PLPP3).
- 1.3.9 Lighting should support the safe movement of pedestrians throughout the Park. (R9)
- 1.3.10 Ensure that CPTED principles are taken into consideration, whereby sightlines are supported through vegetation management. (R9)
- 1.3.11 Maintain and enhance views and vistas across the Adelaide Plains to the Adelaide Hills through carefully planned tree planting and spatial arrangements to reinforce the open and expansive character of the Structured Park Lands/Sport Zone, the Civic, Cultural and Urban Parks Zone and the Urban Gardens Zone (LS9). Views illustrated as:



DESIRED FUTURE CHARACTER

“The formal gardens provide attractive and well-designed oases in dense parts of the City, with the southern part of Karrawirra (Park 12) transitioning between North Adelaide and the City, with open vistas afforded by the playing fields and structured landscape setting, leading to the urban gardens of the riverside environment.”



Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga & Karrawirra (Park 12)

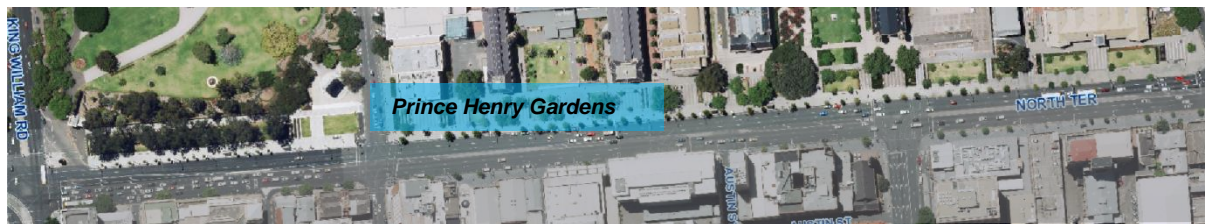
- 1.3.12 Manage car parking availability to ensure access to park facilities (MP6.2).
- 1.3.13 Support the rationalisation of buildings and upgrade of regional sports areas (MP4.3 and R17).
- 1.3.14 Permit leases and licences as shown on Lease and Licence Areas Map 2.3 and in accordance with Chapter 1 Framework.
- 1.3.15 Improve the long-term management of the drainage swale by paring back banks and introducing appropriate vegetation.
- 1.3.16 Ensure any future modifications to the rowing sheds are designed to enhance the ornamental character of the River Torrens/Karrawirra Pari area.
- 1.3.17 Retain the boatsheds and respect their heritage value.
- 1.3.18 Maximise programmed usage of the sports fields in Karrawirra (Park 12) and foster community access to the area leased to the University of Adelaide.
- 1.3.19 Reduce reliance on mains water supplies through reuse of storm water and waste water (GAP) for irrigating sports fields.
- 1.3.20 Improve and monitor water quality within the River Torrens/ Karrawirra Parri (RS 7).
- 1.3.21 Maintain the formal and ceremonial character of the Torrens Parade Ground surrounds as a suitable setting for the war memorials, including the Pathway of Honour, as well as the Pioneer Women’s Memorial Garden and Lady Esther Lipman Garden.
- 1.3.22 Ensure that memorials and monuments are appropriately selected, positioned and maintained, avoiding crowding which will devalue their significance.
- 1.3.23 Complete and manage Park Lands paths for residents and visitors (particularly perimeter paths) linking with City and suburban walking and cycle networks where appropriate (RP10, RP11).

References to Adelaide Park Lands Management Strategy:

R	- Recreation	PLP	- Park Lands Priority
H	- Heritage	S	- Strategy
L	- Landscape	MP	- Management Principles and Strategies
NS	- Natural Systems	2	- Number refers to relevant strategy or principle

Example: H.S.3&4 refers to Heritage Strategies 3 & 4

Prince Henry Gardens (part of Karrawirra (Park 12))



- 1.3.24 Manage Prince Henry Gardens as a quiet refuge from North Terrace and maintain and reinforce its **structure and formal character**.
- 1.3.25 Conserve and manage sites of **cultural and historical significance** in Prince Henry Gardens and protect and enhance their landscape settings.
- 1.3.26 Maintain the **public toilet** at this location adjacent Government House.
- 1.3.27 Retain, conserve and pursue **Local Heritage Listing** of places identified at 2.1.5

2.0 Background

Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga & Karrawirra (Park 12) comprise parts of the central Park Lands. The [Adelaide Park Lands Landscape Master Plan](#) identifies four landscape zones in the Park Lands - **Palmer Gardens/Pangki Pangki and Brougham Gardens/Tantutitingga & parts of Karrawirra (Park 12)** are within the Urban Gardens Zone (4).

Karrawirra (Park 12) is within three zones including Structured Parkland/Sports Zone (2), Civic, Cultural and Urban Parks (3) and Urban Gardens (4) reflecting the variation in its character from the formal gardens of Peace Park and Pennington Gardens East in the north, the sports fields in the centre through to the riverside setting in the south. The Structured Parkland/Sports Zone is characterised as being predominantly large open grassed areas with sparse perimeter plantings. The Civic, Cultural and Urban Parks Zone includes parks along the Torrens River valley and those on the north-eastern corner of the City centre. The zone is frequently used and contains many of the City's most visited destinations and venues used for major events. The Urban Gardens Zone is characterised by formal gardens and avenue plantings and provide a distinctive transition landscape between the river and North Adelaide. This zone includes the City Squares (covered in Chapters 16 and 17).

Palmer Gardens/Pangki Pangki and Brougham Gardens/Tantutitingga provide the community with informal recreation open space which greatly enhances the experience of this part of North Adelaide. **Karrawirra (Park 12)** provides the community with important formal and informal recreation spaces including licensed sports fields, rowing clubs, picnic areas along the River Torrens/Karrawirra Pari. **Karrawirra (Park 12)** has a number of important features including memorials and memorial gardens as well as sites of cultural and historic importance.

Prince Henry Gardens along North Terrace between King William Street and Frome Road is included in this Chapter. The Gardens comprise part of Karrawirra (Park 12) but are not strictly community land, but road reserve, a vestige of the original plan laid out by Colonel Light. Nonetheless they are included here for completeness and to ensure appropriate management for this part of the Park Lands.

2.1 Heritage

2.1.1 Kurna significance:

The [Adelaide Park Lands](#) are part of the Red Kangaroo Dreaming Place, an important place for the Kurna people long before Adelaide was established. The River Torrens/Karrawirra Pari has particular significance to the Kurna people and this area was used for corroborees, burials and other ceremonies. There is greater likelihood of uncovering cultural remains adjacent to the River.

Palmer Gardens/Pangki Pangki and Brougham Gardens/Tantutitingga have not been identified as having particular indigenous significance.

Karrawirra (Park 12) has cultural significance to the Kurna people as one of the many parks which comprise the Park Lands as a place where they lived. Groups of indigenous people met in the area along the south bank of the Torrens east of the King William Street bridge because of its proximity to the Protector's Office in Kintore Avenue. This was also a general area for socialising on visits to the City prior to and following colonisation, and was a role that continued to serve intermittently in the Park and was still used in the 1970s as a place for meetings.

The Torrens Parade Grounds was probably also the site of the first Queen's birthday distribution of rations to the indigenous people. Peace Park is recorded for its historical significance as a major meeting place for native title and reconciliation gatherings.

Prince Henry Gardens (along North Terrace) has specific associations with Kurna people, relating to Aboriginal activist Kevin Buzzacott and Joseph Williams who established a protest camp outside Government House in 2000, and use of the corner with Kintore Avenue as a gathering point for Candle Light Walks and notionally called "Genocide Corner Camp". It was also the gathering point for the Ngarrindjeri to re-present the "missing" 1923 petition on the Stolen Generation to the state Governor, and site of the Ngarrindjeri declaration of "Dominion" to the South Australian Government. The plaques along North Terrace recognise several Aboriginal people or people who assisted the [Aboriginal cause](#).

2.1.2 Kurna Naming:

As part of the Adelaide City Council's commitment to reconciliation with Aboriginal communities, places within the City have also been given [Kurna names](#).

- Palmer Gardens is also known as Pangki Pangki which was named after an Aboriginal tracker.
- Brougham Gardens is also known as Tantutitingga which loosely translates as 'native lilac place'.

-
- Park 12 is also known as Karrawirra which loosely translates as ‘River Red Gum Forest’.

2.1.3 European Significance:

Overall, **Palmer Gardens/Pangki Pangki** retains its original shape and form as devised by Light¹ and contains an area of 4.5 hectares. It has evidence of substantial tree planting (undertaken during the Pelzer² administration) reinforcing a Victorian picturesque style. The gardens are dissected by a cross-axial pathway dating from the 1870s which, together with its setting surrounded by significant Victorian mansions, Bishops Lodge and Christ Church, slate kerbing and Victorian cast iron bollards, adds an important aesthetic and design element.

The overall spatial patterns in **Brougham Gardens/Tantutittingga** have remained relatively consistent although road closures over time have led to additional segments being added to the Gardens. The Park retains its original shape and form as devised by Light³ (except that King William Road now bisects the Park). There is evidence of substantial tree planting undertaken during by Pelzer⁴ reinforcing a Victorian picturesque style. The formal cross axial pathway system dissecting the gardens has been evident since the 1870s and, like Palmer Gardens/Pangki Pangki, the setting of surrounding Victorian mansions and Brougham Place Uniting Church, contributes to its 19th century character.

Karrawirra (Park 12) retains its overall spatial pattern and form north of the River Torrens. Areas south of the River Torrens were never conceived by O’Brien⁵ and Pelzer as a part of the Park until the Park Lands transfer of land started occurring. Thus, Victoria Drive and the Torrens Parade Ground precincts were not conceived as landscape pieces within the Park but as they became available the Council and City Gardeners progressively incorporated them into the landscape, retaining much of the pre-1930s extant vegetation on these tracts often moving the trees around to suit this proposal. Accordingly, the area north of the River Torrens is distinctively a landscape with strong traditions to the original pre-1900 landscape designs and survey drawings by Brown⁶ and O’Brien, and Colonel Light, respectively, and land south of the River Torrens were additional pieces reclaimed back from the original Government Domain and thus Park Lands as conceived by Light.

The sports fields in this Park have been used by the University of Adelaide for over one hundred years, signalled by construction of the boatshed and the Grandstand erected 1909-10 by architects English & Soward.

¹ Colonel William Light, Surveyor General of the City of Adelaide

² August Pelzer, City Gardener 1899-1934, who commenced a rigorous planting program of the Park Lands

³ See above

⁴ See above

⁵ William O’Brien, City Gardener, 1861-1874

⁶ John Ednie Brown was Council’s Supervisor of the Parks, engaged to prepare a Report on the System of Planting the Adelaide Park Lands (1880)

Prince Henry Gardens, fronting North Terrace, between King William Road and Frome Road was designed by Pelzer in the 1930s with an inner path and an outer path, a layout which remains today despite re-landscaping of the area. It retains its formality fitting of the primary boulevard in the City, fronting the major institutions of the City and lined with significant statues with commemorative plaques imbedded in the footpath.

Palmer Gardens/Pangki Pangki contains the following vegetation and natural elements of heritage value:

- Camphor Laurel (*Camphora cinnamomum*) located in the north west corner of the gardens dates around the 1920s is of medium significance visually and botanically.
- The palm collection dates from 1890s arising from a donation from Sir Samuel Way. Four date palms are still evident and these have some historic and botanic significance.

Brougham Gardens/Tantutitingga has vegetation and natural elements of merit including:

- Palm (*Phoenix* species) collection dates from 1890s arising from a donation from Sir Samuel Way
- Italian Cypress (*Cupressus sempervirens*) act as a frame to the entry path on the northern flanks of the garden
- Carob (*Ceratonia siliqua*) on eastern triangle of the gardens.

Karrawirra (Park 12) has vegetation and natural elements of heritage value including:

- Drainage swale north of Adelaide university oval
- Torrens Parade Ground escarpment is a result of a quarry in the 1840s and a subsequent spur railway line cutting in to the escarpment in 1903
- River Torrens/Karrawirra Pari Watercourse and Lake
- English Elm (*Ulmus procera*) street trees located in Pennington Gardens East along Pennington Terrace
- Aleppo Pine (*Pinus halepensis*) row located on the original southern flank of McKinnon Parade in northern part university licensed oval
- Morton Bay Fig (*Ficus macrophylla*) grove located on side of Sir Edwin Smith Avenue
- Kaffir Apple (*Dovyalis caffra*) hedge: located behind the University of Adelaide 'pavilion' and aligned to drainage swale
- English Elm (*Ulmus procera*) and Oriental Plane (*Plantanus orientalis*) avenue along King William Road
- Aleppo Pine (*Pinus halepensis*) and Canary Island (*Pinus canariensis*) Pine grove on the banks of the River Torrens/Karrawirra Pari east of the university footbridge
- Pepper Tree Grove (*Schinus aerea var molle*) grove located behind the boathouses on the River Torrens/Karrawirra Pari

Torrens Parade Ground surrounds

-
- Cotton Palms (*Washingtonia filifera*) and Date Palms (*Phoenix dactyfera*) the largest collection of palms in Adelaide – mostly sited in avenues
 - London Planes (*Platanus x acerifolius*) grove
 - Oriental Planes (*Platanus orientalis*) planted in a double line adjacent King William Road
 - Italian Poplars (*Populus nigra* 'Italica'), Italian Cypresses (*Cupressus sempervirens*) and Garden Holm Oaks (*Quercus ilex*) located in the Pioneer Women's Memorial Garden
 - English Elm (*Ulmus procera*) avenue planted along Victoria Drive.

There are individual trees of heritage value identified in the (Dr David Jones) [Cultural Landscape Assessment Study \(2007\)](#) for Karrawirra (Park 12) and North Terrace (Prince Henry Gardens). Due to the numbers identified, only the avenues, boulevards and groves of trees are listed.

2.1.4 Heritage Listing:

Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga and Karrawirra (Park 12) are part of the [Adelaide Park Lands and City Layout](#) which is on the National Heritage List. See Part 1, in the CLMP Planning Framework, at 1.3.1 for further information.

Sites of cultural and historic significance are illustrated on the Features of Significance map at 2.1.5.

Palmer Gardens/Pangki Pangki and Brougham Gardens/Tantutitingga do not contain any State or local Heritage Places identified within the *Adelaide (City) Development Plan*.

Karrawirra (Park 12) has a number of [State Heritage Places](#) including:

- Adelaide Bridge over the River Torrens [Concrete Arch]
- Albert Bridge over the River Torrens [Metal Girder]
- The University Footbridge [Metal Arch]
- Women's War Memorial Garden, Cross of Sacrifice and Stone of Remembrance (in Pennington Gardens East)
- Former Torrens Training Depot including Drill Hall and Parade Ground
- Pioneer Women's Memorial Garden (in the Torrens Parade Ground reserve)
- Memorial to His Majesty King Edward VII (in Prince Henry Gardens)
- South African (Boer) War Memorial (corner of King William Street and North Terrace)
- Statue of Venus [a copy of Antonio Canova's Venus], Prince Henry Gardens
- National War Memorial (designed by Raynor-Hoff corner of Kintore Avenue (managed by State Government))
- Statue of Captain Matthew Flinders, Prince Henry Gardens
- Memorial to GF and JH Angas
- Robert Burns Monument

-
- University of Adelaide Grandstand, War Memorial Drive, North Adelaide (provisional listing)
 - Former Torrens Lake Police Station, Victoria Drive, Adelaide (provisional listing)

Karrawirra (Park 12) has the following Local Heritage Places (City Significance):

- Statue of His Majesty King George V and Pedestal

Karrawirra (Park 12) also contains the following places which are to be retained and conserved and for Local heritage Listing is to be pursued:

- Naval Memorial Gardens comprising anchor and plaque, Phineas Phillip Daries Memorial and Garden
- Prince Alfred College Boatshed
- Lady Esther Lipman Garden (near Torrens Parade Ground)
- Statues in Prince Henry Gardens
- War memorials along Torrens Walk and war memorials adjacent to Torrens Parade Ground
- Torrens Boatsheds

2.1.5 Features of Significance (These sites are referred to in the Management Directions above at 1.3 and Heritage Listing at 2.1.4 above.)

Vegetation and Natural Elements of Heritage Value:

Palmer Gardens/Pangki Pangki

1. Camphor Laurel (*Camphora cinnamomum*)
2. Date Palms (*Phoenix dactylifera*)

Brougham Gardens/Tantutittingga

3. Palm (*Phoenix* species) collection
4. Italian Cypress (*Cupressus sempervirens*) act as a frame to the entry path on the northern flanks of the garden
5. Carob (*Ceratonia siliqua*)

Karrawirra (Park 12)

6. Drainage swale north of Adelaide university oval
7. Torrens Parade Ground escarpment is a result of a quarry in the 1840s and a subsequent spur railway line cutting in to the escarpment in 1903
8. River Torrens/Karrawirra Pari Watercourse and Lake
9. English Elm (*Ulmus procera*) street trees located in Pennington Gardens East along Pennington Terrace
10. Aleppo Pine (*Pinus halepensis*) row located on the original southern flank of McKinnon Parade in northern part of licensed oval
11. Morton Bay Fig (*Ficus macrophylla*) grove located on side of Sir Edwin Smith Avenue
12. Kaffir Apple (*Dovyalis caffra*) hedge: located behind the University of Adelaide 'pavilion'
13. English Elm (*Ulmus procera*) and Oriental Plane (*Platanus orientalis*) avenue along King William Road
14. Aleppo Pine (*Pinus halepensis*) and Canary Island (*Pinus canariensis*) Pine grove on the banks of the River Torrens/Karrawirra Pari
15. Pepper Tree Grove (*Schinus aerea var molle*) grove
16. Remnant McEwin Arboretum trees
17. Cotton Palms (*Washingtonia filifera*) and Date Palms (*Phoenix dactylifera*) the largest collection of palms in Adelaide – mostly sited in avenues; London Planes (*Platanus x acerifolius*) grove; and Oriental Planes (*Platanus orientalis*) planted in a double line adjacent King William Road
18. Italian Poplars (*Populus nigra 'Italica'*), Italian Cypress (*Cupressus sempervirens*) and Garden Holm Oaks (*Quercus ilex*) located in the Pioneer Women's Memorial Garden
19. English Elm (*Ulmus procera*) avenue planted along Victoria Drive.



Karrawirra (Park 12) State Heritage Places

20. Adelaide Bridge over the River Torrens [Concrete Arch]
21. Albert Bridge over the River Torrens [Metal Girder]
22. The University Footbridge [Metal Arch]
23. Women's War Memorial Garden, Cross of Sacrifice and Stone of Remembrance
24. Former Torrens Training Depot including Drill Hall and Parade Ground
25. Pioneer Women's Memorial Garden
26. University of Adelaide Grandstand, War Memorial Drive, North Adelaide (provisional listing)
27. Former Torrens Lake Police Station, Victoria Drive, Adelaide (provisional listing)
28. Memorial to GF and JH Angas
29. Statue of His Majesty King George V and Pedestal

Retain, conserve and pursue Local Heritage Listing of:

- Naval Memorial Gardens comprising anchor and plaque, Phineas Phillip Daries Memorial and Garden
- Prince Alfred College Boatshed
- Lady Esther Lipman Garden (near Torrens Parade Ground)
- War memorials along Torrens Walk and war memorials adjacent to Torrens Parade Ground
- Torrens Boatsheds

Prince Henry Gardens (part of Karrawirra (Park 12))



1. South African (Boer) War Memorial
2. Statue of Venus [a copy of Antonio Canova's Venus]
3. National War Memorial
4. Memorial to His Majesty King Edward VII
5. Statue of Captain Matthew Flinders, Prince Henry Gardens
6. Robert Burns Monument

Retain, conserve and pursue Local Heritage Listing of:

- Other Statues in Prince Henry Gardens

2.2 Landscape

The [Adelaide Park Lands Landscape Master Plan](#) identifies four landscape zones in the Park Lands. **Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga and the northern portion of Karrawirra (Park 12)** are located within Zone 4, the Urban Gardens Zone, which has the following Vision:

“The squares and formal gardens within the Urban Gardens zone are unique landscape spaces within the city. They provide open space and contact with nature in the densest developed locations. They are critical components in the Park Lands network, bringing greenery, colour, texture and a setting for outdoor activities and relaxation into the daily experience of residents, workers and visitors”.

The proposed character relating to Pennington Gardens, Brougham Gardens, Palmer Gardens, Angas Gardens and Peace Park is to *maintain and reinforce their structure and formal character, recognise the importance of the gardens adjacent to the River Torrens as a backdrop to the life of the City, and to provide high quality urban spaces which accommodate a variety of activities.*

The Urban Gardens Zone (4) in North Adelaide is characterised by formal gardens and provides a distinctive landscape transition between the River and North Adelaide. The gardens reinforce the formal links between the City Centre and North Adelaide.

Key Planting directions for the Adelaide Park Lands Landscape Master Plan: Urban Gardens Zone are:

- Maintain and reinforce the structure and formal character of East Pennington, Peace Park, and Brougham and Palmer Gardens.
- Recognise the importance of the gardens adjacent the River Torrens/Karrawirra Park in forming a visual backdrop to views across the River
- Redevelop each of the gardens to respond to their context and provide high quality urban spaces ensuring they respond to their immediate precinct context in terms of access through and around, the activities it accommodates and the mix of hard and soft surfaces.
- Structure of planting is highly ordered in response to the urban context.
- Trees are both native and exotic, and frequently deciduous, with uniformity of species to provide continuity of appearance and a sense of order, especially on avenues along streets and bisecting paths.
- Patterning of planting reinforces a formal character both in tree and lower shrub plantings.
- Trees are commonly large, for shade and scale.
- Under-planting is low water use, rich in colour and texture to provide a high level of visual interest.

Karrawirra (Park 12) is located within Zones 2, 3 and 4. Zone 2 is the Structured Woodland / Sports Zone, Zone 3 is the Civic, Cultural and Urban Parks Zone and Zone 4 is the Urban Gardens Zone (discussed above).

The sports fields are within the Structured Park Land / Sports Zone (2) which is characterised by its structured character transitioning between the informality of open woodland to the formality of abutting urban parks. Its vision is:

“A transition landscape between the Torrens River and North Adelaide, this zone has long vistas across the open playing fields and fairways. A mix of native and exotic trees and mown green turf provides an ordered structure to the landscape”.

The majority of **Karrawirra (Park 12)**, which covers that part of the Park along the River, is located in the Civic, Cultural and Urban Parks Zone (3), characterised by structured and intensively-used Parks. Its vision is:

“This zone, building on the Torrens River and the array of cultural and tourist activities along the northern edge of the city, is the major destination within Adelaide for local residents and visitors alike. Urban gardens and plazas, waterside parks and intensively used recreation hubs and event spaces create a unique sequence of parks which are a defining feature of the city and its lifestyle”.

These zones build on the River Torrens/Karrawirra Park and the array of cultural and tourist activities along the northern edge of the city and is a destination for local residents and visitors.

Generally, plantings comprise a mix of large exotic and native trees that create continuous perimeters to sports fields and fairways, and establish avenues along dissecting roadways and paths.

Key planting directions from the Adelaide Park Lands Landscape Master Plan: Structured Park Land / Sports Zone and Civic, Cultural and Urban Parks Zone are:

- Rationalise plantings utilising large exotic and native trees to create continuous perimeters to sports fields and fairways, and establish avenues along dissecting roadways and paths to achieve a height which is in scale with adjacent open grassed areas.
- Enhance vistas to and from North Adelaide and the CBD and the Torrens River through framing with new tree planting.
- Reinforce tree planting in park frontage to residential areas in North Adelaide to reflect a ‘structured’ Park Land character.
- Structure planting to support a wide variety of intensively used spaces.
- Mix exotic and native species to provide spatial definition, shade and wind protection for adjacent spaces.
- Characterise the existing planting structure with a strong delineation between mown exotic grass and adjacent enclosing tree plantings.
- Utilise limited understorey planting to define and soften spaces. Use low plantings to reinforce walkway edges and avenue plantings.

-
- Grass or terrace slopes along the River and in other areas, use terraced gardens to showcase low water-use vegetation which add colour and texture to the park environment.
 - Preserve existing views to the River from adjacent parks and urban spaces and enhance where possible through framing with new tree planting.

Important supporting material to the CLMP is the [Cultural Landscape Assessment Study \(2007\)](#) by Dr David Jones which provides detailed information about the cultural landscape features of Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga and Karrawirra (Park 12).

2.3 Recreation

Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutitingga and Karrawirra (Park 12) make an important contribution to the recreation facilities of the Structured Park Lands/Sports Zone (2), Civic, Cultural and Urban Parks (3) and the Urban Gardens Zone (4) indicated by the [Adelaide Park Lands Landscape Master Plan](#).

Palmer Gardens/Pangki Pangki and Brougham Gardens/Tantutitingga serve an informal recreation role whilst the northern part of Karrawirra (Park 12) contributes to the recreation facilities of the Structure Parkland/Sports Zone (2) as indicated by the [Adelaide Park Lands Landscape Master Plan](#). This area is currently licensed to the University of Adelaide, with plans to lease this area allowing unrestricted access to the public when not in use by the University.

The licensed area in **Karrawirra (Park 12)** forms part of a larger activity hub in the adjacent Warnpangga (Park 10), also licensed to the University of Adelaide. Approval has been granted to demolish the women's change rooms on the southern edge of the licensed area in Karrawirra (Park 12) as part of a larger proposal by the University of Adelaide that plans to demolish the graduates change rooms, storage / toilet building and lacrosse change rooms in Warnpangga (Park 10). It is proposed to replace these structures with a new building as a supporting facility for outdoor sport and recreation adjacent Mackinnon Parade within the north-west corner of Warnpangga (Park 10).

The River Torrens/Karrawirra Pari is a key feature of the central part of **Karrawirra (Park 12)** and is regularly used by licensed and unlicensed rowing clubs for training. The Popeye takes groups of park visitors and tourists on trips up and down the river. The Linear Park trail traverses a significant length of the River Torrens/Karrawirra Pari (although the Linear Park trail does not apply through the City of Adelaide, signage continues for continuity reasons). The attractive river banks are also popular with visitors and university students seeking a place to relax.

The Torrens Parade Ground located in **Karrawirra (Park 12)** is the only space used occasionally for events however, the sports fields of this park contribute to the activation

and vibrancy of the Park Lands through relatively good levels of occupation year round, particularly with organised competitive sports including cricket, soccer, football, volleyball and hockey.

Leased and licensed facilities are shown on the ***Lease and Licence Areas Map*** below. Facilities are available for use by other users outside of licensees' hours of use.

Cycle and pedestrian routes through the Park Lands are used for both commuter and recreation purposes, with proposed upgrades of existing paths, or proposed new paths as determined in the [Smart Move Strategy](#), shown in 1.3.

Lease and Licence Areas Map

The licence area in **Karrawirra (Park 12)** is shown below:



Legend

1. Sports field(licensed)
2. Cricket nets (licensed)
3. Sports field(licensed)
4. Grandstand (leased)
5. Sports building (leased)
6. Boatsheds (leased)

2.4 Natural Systems

[The Biodiversity and Water Quality Action Plan 2011-2016](#) has been adopted by Council and represents the additional research conducted in the development of the 'key biodiversity areas' within the Park Lands. There are no key biodiversity areas identified in **Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutittingga and Karrawirra (Park 12)**.

Prior to European settlement, the indigenous landscape of these parks would have been characterised by River Red Gum (*Eucalyptus camaldulensis*) in the River Torrens/Karrawirra Pari riparian zone and SA Blue Gum (*Eucalyptus leucoxylon*) woodland on the river banks in the southern section of the Park. The northern section of **Palmer Gardens/Pangki Pangki, Brougham Gardens/Tantutittingga and Karrawirra (Park 12)** would have been characterised by Mallee Box (*Eucalyptus porosa*) Woodland.

The River Torrens/Karrawirra Pari, which here becomes Torrens Lake, is a key feature of the southern part of Karrawirra Pari (Park 12). It is the most significant watercourse in Adelaide and the only watercourse through the area. The River offers an environment for flora and fauna and is of aesthetic significance that provides recreational opportunities. In more recent times, attempts have been made to improve water quality in the River Torrens/ Karrawirra Pari through a number of measures with mixed success, due to lack of sunlight, water muddiness and introduction of nutrients from upstream. The Torrens Lake is an ornamental feature with limited habitat opportunities for wildlife.

Relevant Links:

Adelaide Park Lands Management Strategy

<http://www.adelaidecitycouncil.com/environment/plans-and-policies/park-lands-management-strategy.html>

Cultural Landscape Study

<http://www.adelaidecitycouncil.com/environment/park-lands/park-lands-heritage/cultural-landscape-study.html>

Landscape Master Plan

<http://www.adelaidecitycouncil.com/environment/park-lands/park-lands-heritage/cultural-landscape-study.html>

Kaurna naming

<http://www.adelaidecitycouncil.com/environment/park-lands/park-lands-heritage.html>

Cultural Landscape Study - general

<http://www.adelaidecitycouncil.com/environment/park-lands/park-lands-heritage/cultural-landscape-study.html>

Cultural Landscape Study – Reports and Assessments on Padipadinyilla (Park 2), Kandarilla (Park 3), Kangattilla (Park 4) and Ngampa Yerta (Park 5)

<http://www.adelaidecitycouncil.com/environment/park-lands/heritage1/cultural-landscape-study/>

Adelaide City Council Biodiversity and Water Quality Action Plan

<http://www.adelaidecitycouncil.com/environment/biodiversity.html>

Smart Move Strategy

<http://intranet.adelaide.sa.gov.au/knowledge/Pages/Smart-Move-Strategy.aspx>

Park Lands Building Design Guidelines

<http://intranet.adelaide.sa.gov.au/knowledge/Pages/ParkLandsBuildingDesignGuidelines.aspx>

South Australia

**RSL MEMORIAL HALL TRUST ACT 1997****No. 18 of 1997****SUMMARY OF PROVISIONS**

1. Short title
2. Repeal
3. Interpretation
4. Trust



ANNO QUADRAGESIMO SEXTO

ELIZABETHAE II REGINAE

A.D. 1997

No. 18 of 1997

An Act to vary the terms of the trust of the RSL Memorial Hall; and to repeal the Services Memorial Hall Act 1939.

[Assented to 27 March 1997]

The Parliament of South Australia enacts as follows:

Short title

1. This Act may be cited as the *RSL Memorial Hall Trust Act 1997*.

Repeal

2. The *Services Memorial Hall Act 1939* is repealed.

Interpretation

3. In this Act—

"**Memorial Hall**" means the whole of the land comprised in Certificate of Title Register Book Volume 4349 Folio 243;

"**RSL**" means *The Returned & Services League of Australia (S. A. Branch) Incorporated*;

"**trust property**" means Memorial Hall, the proceeds of sale of Memorial Hall or property derived from those proceeds.

Trust

4. (1) The RSL holds the trust property on trust for the purposes of providing, maintaining and furnishing a hall in memory of those who have fallen while on active service in war or similar hostility.

(2) The approval of the Attorney-General must be obtained before the RSL purchases or leases land or premises outside the City of Adelaide for the purposes of the trust.

(3) Premises provided for the purposes of the trust may incorporate administrative or club facilities for the RSL.

(4) The RSL may apply trust property not immediately required for the purposes of the trust for any other purpose within the objects of the RSL if—

- (a) it consists of income from investment of trust property; or
- (b) the approval of the Attorney-General has been obtained.

(5) The RSL has power to sell trust property and, on the transfer of trust property, the property is discharged from the trust.

In the name and on behalf of Her Majesty, I hereby assent to this Bill.

E. J. NEAL, Governor

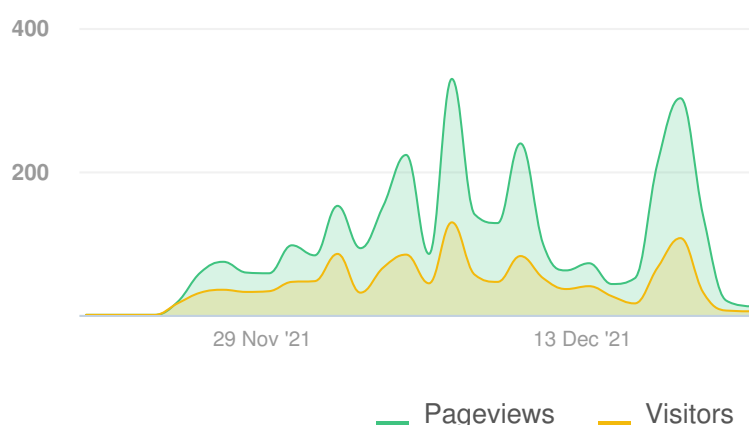
Project & Forum Report

20 November 2021 - 19 December 2021

YourSay Torrens Training Depot



Visitors Summary

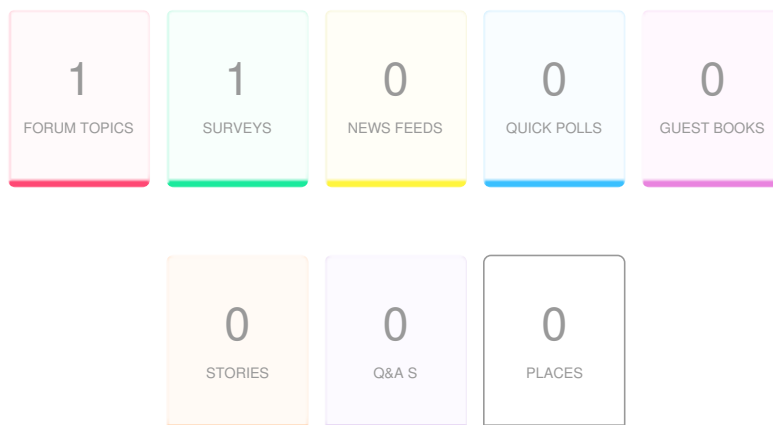


Highlights

TOTAL VISITS	MAX VISITORS PER DAY	
1.5 k	129	
NEW REGISTRATIONS		
180		
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
239	571	1.3 k

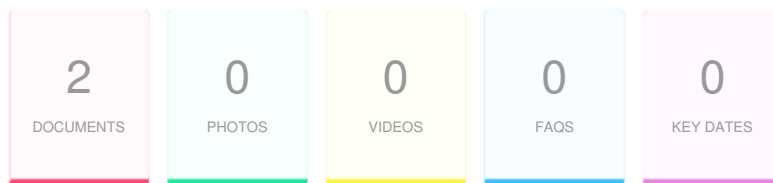
Aware Participants	1,266	Engaged Participants	239		
Aware Actions Performed	Participants	Engaged Actions Performed	Registered	Unverified	Anonymous
Visited a Project or Tool Page	1,266				
Informed Participants	571	Contributed on Forums	51	0	0
Informed Actions Performed	Participants	Participated in Surveys	212	0	0
Viewed a video	0	Contributed to Newsfeeds	0	0	0
Viewed a photo	0	Participated in Quick Polls	0	0	0
Downloaded a document	96	Posted on Guestbooks	0	0	0
Visited the Key Dates page	5	Contributed to Stories	0	0	0
Visited an FAQ list Page	0	Asked Questions	0	0	0
Visited Instagram Page	0	Placed Pins on Places	0	0	0
Visited Multiple Project Pages	288	Contributed to Ideas	0	0	0
Contributed to a tool (engaged)	239				

ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Forum Topic	How could the Torrens Parade Ground/Training Depot could ...	Published	163	51	0	0
Survey Tool	Torrens Parade Ground Community Consultation	Published	372	212	0	0

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Torrens Parade Ground Steering Committee Terms of Reference	79	93
Document	2007 Conservation Management Plan – Torrens Parade Ground/Training ...	41	45
Key Dates	Key Date	5	5

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

Visitors 163	Contributors 51	CONTRIBUTIONS 220
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26 November 21			keep the accent on Military History and traditions... the commemorative precinct is a precious part of our history heritage and commitment to those who served and are serving.
AGREES 11	DISAGREES 0	REPLIES 0	
29 November 21			The Torrens Parade Ground is a Military Institution. To take that honour away and lose it, means that all the sacrifices which military VETS gave their lives and sacrifices for would become senseless and lose all meaning to the growing generations in the future. It should remain only as a Military Heritage and not be used by outside non military groups. Nor should it be used for monetary gain by non military groups or state governments.
AGREES 10	DISAGREES 1	REPLIES 1	
29 November 21			It would be beneficial to use the Torrens Parade Ground precinct for a range of purposes. As an educator I often bring student groups into the CBD and would find it very worthwhile having an education centre that gave the story of the military, social/cultural and political history of this historical precinct.
AGREES 8	DISAGREES 0	REPLIES 0	
29 November 21			The TPG is a valuable cultural destination within a broader commemorative precinct. As an educator - and perhaps speaking on behalf of some educators - the TPG can provide so much more to engage students in understanding the contributions of those who have served, those that serve and those that represent service. Perfectly situated along historic walks for students and tourists alike, the TPG has the opportunity to open its doors and represent South Australian history with a richness not often provided by teachers or veterans. Covid, cost and time often prevents student access to Canberra for Department schools. To have installations - hands on, virtual or even static - may inspire more of our students about local history and our teachers to teach it. A base in the city with access to qualified guides/guest speakers - those that know and can share in a sensitive and age appropriate way - a classroom to support induction/depth study research/experiential learning will bring people in. Opportunities to enter and engage are essential otherwise the site will be relegated due to ignorance and inaccessibility.
AGREES 7	DISAGREES 0	REPLIES 0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

30 November 21			I would like to see more Veterans groups be able to access TPG both during and after hours for meetings and inclusive get togethers.
AGREES	DISAGREES	REPLIES	
8	0	0	

02 December 21			This is exactly the reason so many RSL sub branches have closed - they wanted to shut everyone out, and everyone who was 'in' died.
AGREES	DISAGREES	REPLIES	
3	2	0	

02 December 21			Relocation of the war museum from Keswick would be good. Having it in a space more accessible to the public is important to educate them. Keep people who are not parading off the parade grounds itself, especially people parking.
AGREES	DISAGREES	REPLIES	
7	2	0	

03 December 21			<p>The 1998 state heritage register listing of the Torrens Training Depot specifically noted that the "open unrestricted" nature of the Drill Hall was the most significant internal heritage aspect of the Torrens Training Depot building itself. The storage pods planned for this area, plus the wall dividing the main hall will not only severely restrict the area, but will ruin the main aspect of the hall, its heritage and ambiance, and it's enlightening to see the State Government have discontinued that idea. I have many colleagues who also served at TTD and not one are in favor of the government leasing the premises out to non-military organisations, and not one is in support of the government's proposal to section off the Drill Hall per se! Many, many thousands of our country's finest soldiers have marched over the hallowed parquet floors of this magnificent Drill Hall since the Second World War and beyond. For over a hundred years mere soldiers were not permitted to "walk" over the Parade Ground, but were taught (and ordered) to march smartly and swing their arms, as all Parade Grounds were, and still are considered sacred to the members of the armed forces. History shows us that the bodies of those fallen in battle were laid around the perimeter of the parade ground until they could be collected for burial by their families. We have come a long way since those days, but the fact is our military, and subsequently our State heritage is based on these guidelines and rules from our past. To destroy the ambiance and military feel of this building by including "space age pods" and room dividers is akin to sabotage at the highest level. Within a short time period Legacy (SA) is planning to move from their long time headquarters in Franklin Street Adelaide to the Torrens Training Depot, now known as ANZAC House. This will take up even more room on the first floor where space is at a premium, and I dare say Legacy will need to hold their members meetings and functions in the Drill Hall itself, which will not be large enough if sectioned off as planned. Recent commemorative events, including the 75th Anniversary of the end of World War 2 last year were held inside the Drill Hall, and our brave survivors of that conflict would not have all been seated inside had the room been divided and "storage pods" added. I seriously urge you to bring pressure to bear on the government to cease this ludicrous idea of tampering with our military heritage, and by doing so alienating the hundreds of thousands of veterans' voices who can no longer be heard. I write on behalf of not only myself and the many members of the Royal South Australia Regiment Association, but on behalf of the thousands of veterans both male and female who have called the Torrens Training Depot their "spiritual home" since it was built so many years ago.</p>
AGREES	DISAGREES	REPLIES	
9	0	0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

03 December 21

AGREES

5

DISAGREES

0

REPLIES

0

The tenants of the building should only be veteran or military history-related organisations on long leases. Engagement of the wider community with the precinct should be focussed foremost on enhancing community awareness of the military contributions made by South Australians in times of war and conflict and to national security, emergency, and humanitarian response in times of peace. It should also be a focus for ceremonial and commemorative events, veteran welfare and advocacy, and comradeship. Hiring of parts of the precinct to organisations conducting events that have little or no relationship with the unique nature and history of the site does not make a material contribution to enhancing community awareness of the military contributions made by South Australians, and such events should not be prioritised over events that do. The precinct should host exhibitions and displays that can draw in people from all over SA and the rest of the country, and should reach out to regional SA as well. Some events and activities that could be conducted in the precinct include: hosting curated physical and digital exhibitions, displays, talks and events educating the public (including school children) about military history, such as outreach from the Australian War Memorial, SA Museum, Art Gallery of SA, SA Maritime Museum, Army Museum of SA, Military Vehicle Preservation Society, SA Aviation Museum, and military history events during South Australia's annual History Festival; establishment of a military history research centre within the building utilising the resources of various veteran and kindred organisations; use of the parade ground for ceremonial parades by the ADF and as the designated artillery salute firing point for significant occasions such as Australia Day and the Queen's Birthday; event footprints for commemorative events conducted at memorials adjacent to the parade ground, such as carparking and erection of marquees. Such events include: Anzac Day; Remembrance Day; Battle of Britain Day; Bomber Command Day; Vietnam Veterans' Day; the Aboriginal and Torres Strait Islander Veterans' Commemorative Service; Navy, Army and Air Force Birthdays; and other commemorative events for major anniversaries; self-guided walking tours of the precinct for tourists and schools supported by an app; the use of the Drill Hall for commemorative event preparation, breakfasts, morning teas, lunches, dinners and balls; military history-based sound and light shows/illuminations of the front of the building (as was done with Violet Day in 2015, and occurred recently); use of the parade ground for displays of current and former ADF vehicles and where practicable, aircraft; and parking of school and other buses for groups visiting the precinct. These should be the priorities, and non-military activities should only be booked within the precinct after all of these events have been scheduled. The facilities should also be enlivened by lighting of flagpoles and flying flags 24/7 on the building and at memorials, and the addition of interpretive signage. Given the proximity of Lounders Cafe next to Jolley's Boathouse a few hundred metres away, I don't believe a workable business case can be made for a cafe within the building, and consider the space would be better used to house ex-service organisations and for an interactive classroom for school groups. The new Veterans' Wellbeing Centre at the Repat is going from strength to strength and is the place for veterans to get welfare and pensions assistance and have a coffee and chat. It is to be hoped it will be replicated in the northern suburbs soon. There needs to be a governance committee that will ensure priority is given to the above, and not to for-profit commercial events that have nothing to do with the history or significance of the site. And finally, far better consultation needs to be conducted before making drastic changes to the building such as the previously approved (and now-cancelled) storage pods or the (currently under construction) dividing wall. The people that made these decisions clearly did not understand the ways the building is used and apparently had no idea about its heritage or special significance for many current and former members of the ADF. The widely critical response to these proposals, particularly the storage pods, should have been foreseen, and would have been if any serious consultation had been conducted with the veteran community beforehand.

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

03 December 21

AGREES

9

DISAGREES

0

REPLIES

1

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FORUM TOPIC

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03 December 21			<p>As both an educator and as an individual involved in WW2 historical projects, TPG and TDB are inaccessible for military groups, organisations and historical teams who could greatly benefit from the use of the space. There are several groups and projects, being primarily funded by private groups in SA, that are unable to offer public access (or limited access) to their projects due to the nature of insurance. The sheer disparity of the projects and their locations are not conducive to producing an educational experience for schools that is free and easily accessible. If, however, a central location that prioritized military history could afford exhibition space akin to the Migration Museum rotating exhibits, this may be beneficial to schools. I will add, there needs to be a concerted effort to ensure that, whatever the decision, the management of the site is not dictated by academics and those with agendas in military history. Organisations must be free to exhibit, lease and conduct workshops, tours etc as they see fit (as long as there is no breach of legislation).</p>
AGREES	DISAGREES	REPLIES	
3	1	0	
06 December 21			<p>I think that the use of the TPG/TD should be used as an area for military history. It would be wonderful to have somewhere in SA where we can take our children to teach them about past wars and also about the sacrifice of our veterans. I do not agree with the area being used as a car park under any circumstance.</p>
AGREES	DISAGREES	REPLIES	
6	0	0	
06 December 21			<p>As a former Soldier any development of the site that incorporates public access must include signs that educate the general public on what the meaning of a Parade Ground is and what it represents. A parade ground is more than just a drill square for military parades. It's representational of a sanctuary for a units fallen soldiers and is deemed "hallowed ground", and is to be respected as such. It's not a place to hold markets on, it's certainly not a place that should be used for overflow car parking during public events and certainly not a place to hold things like Fringe Shows on. It's a sacred place and must be treated as such.</p>
AGREES	DISAGREES	REPLIES	
11	0	1	
06 December 21			<p>One thing I forgot to write in my Survey, if you open TPG up for general hire including with the Fringe festival, markets, business etc you leave it open to be used for freedom of speech, therefore political messages, be they far left or far right and anything anti-Australian in between. That sort of messaging happening in TPG as a symbol of SA history and military history will make the news and create public discussion for all the wrong reasons and would impress that the caretakers do not value its history. TPG should remain apolitical like the military and should be celebrated as one of our rare historical locations to commemorate and display SA and Military history and include veteran's support groups. That is something most fair Australian's can get behind regardless of other differences, and those who disagree could turn up and be educated by museum/ art displays that are pro Australia and pro remembrance of the sacrifice of our military personnel made to give us the life we have.</p>
AGREES	DISAGREES	REPLIES	
5	0	0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

06 December 21			<p>I am concerned that the posts appear to have come from a narrow group with strong view that TPG/TTD should effectively exist as a museum. This is not in keeping with my fond memories of the TTD. Over my 20 years working in the building and using the parade ground I have witnessed the facilities being used for many different purposes; many at odds with the comments above. We need to find a way to connect with the broader community, particularly young persons and people from diverse backgrounds. This means finding ways in which they would like to engage with the facility. I would hate see this iconic and important facility go the way of the RSLs where veterans like myself have no interest in joining because we have little connection to the institution. A far cry from the importance of the RSL to my grandfather's returning from the Great War. I would like a reason to regularly visit the TTD/TPG; possibly for a meal or a show, albeit with due respect to building's history. Another approach might be to use the facilities as a space to create and promote veteran-run/focussed businesses.</p>
AGREES	DISAGREES	REPLIES	
6	0	0	
07 December 21			<p>Some suggestions:-Transfer the museum from Keswick Barracks to TTD, including the armoured vehicles.- Have organised tours of students from primary/high schools to learn about our military history.- Have public/corporate functions and dinners (adhering to strict protocols of respect for the grounds, and military customs and traditions). - As part of the process for migrants to become citizens, organise tours to the TTD so to educate and make aware of our history.- During the week before ANZAC Day, Remembrance Day, and through the Summer months, run historical films/footage at night on the TTD front (as shown on this webpage).- Allow ADF units to periodically use the TPG/TTD to parade and train (eg. Army Reserve on Tuesday nights).</p>
AGREES	DISAGREES	REPLIES	
7	2	3	
09 December 21			<p>All good suggestions. it would be good to limit anything non military related as it is used for non military purposes a lot.</p>
AGREES	DISAGREES	REPLIES	
1	1	0	
09 December 21			<p>A parade ground is sacred ground for defence people. It's a place of respect. It's misuse over the years has annoyed me greatly. Then maybe that's just me</p>
AGREES	DISAGREES	REPLIES	
1	0	1	
09 December 21			<p>Kenoath. this parade ground has been miss used over the years.Those who have not served would not know it's significance.March when you cross. Breast pocket high or you are on report.Maybe too old school or maybe there's just a complete lack of discipline these days in the ADF?</p>
AGREES	DISAGREES	REPLIES	
1	0	0	
11 December 21			<p>Quite simply, it needs to stop being used as a carpark.</p>
AGREES	DISAGREES	REPLIES	
5	0	0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

11 December 21			<p>The survey can't be accessed. Please inform me when it is available. There is fundamental flaw in the notion that one can respond to a consultation when the range and area under discussion has not been decided. Whilst TPG, the Hall and the Remembrance Walk are within scope for a consultation focused on commemoration and the defense forces, I am surprised that the surrounding areas may be incorporated in the planning without comment or definition. The defense forces and related membership groups should not become involved in the management of other gardens particularly the Women's Pioneer Garden which has an important history with links to NCW, RFDS, and early childhood development. It has an important heritage landscaping design and the work of a significant modernist sculptor. I expect that the Garden will not be undermined damaged or treated with disrespect.</p>
AGREES	DISAGREES	REPLIES	
3	0	0	
13 December 21			<p>1. Acknowledgement and education regarding the traditional use of the land (pre-invasion). 2. Connect with North Terrace cultural centres - Art Gallery, RSASA, Museum, University - suggest History Week, Anzac Day and Remembrance Day Cultural Walks with themed displays/exhibitions. 3. Management: Structure the management in a watertight way so as to protect the TPG and Depot from interference by commercial development interest. In the name of progress, we sell out to anyone who offers enough money, and we've lost enough Parkland/public space already. I'd had to see this historic and serene little spot lose out to a skyscraper, too. 4. Student education: Help youngsters understand why we have to have a defence force, why there are wars, why we go and help fight offshore, why we should honour soldiers and veterans for their service, and Defence career opportunities. 5. The parade ground - it looks like a big carpark. Can we encourage more defence-related activity on it, to liven it up a bit and remind people that it's not there for AFL parking. I understand it's "sacred ground" to some veterans, and it must be protected, but to see some human life on it would be great. 6. The building is lovely, but it's "empty" - it feels empty, the offices aren't staffed half the time, it feels unused, but that's probably because there's very little there to bring people in. 7. Losing some interior space to "storage" seems like sacrilege to me. I just have visions of a crappy, featureless, utilitarian gyprock wall chopping up the space. I would have thought that permission to construct a small annexe at one end (identical to the style of the building) could be obtained. 8. Events: I have attended one event inside the Drill Hall (the "SBS Bush Mechanics" exhibition) and one event on the parade ground (Cindy Drennan's projections during Gallipoli centenary celebrations. One related to indigenous stories and the other to commemoration of conflict, and both were an appropriate use of the space. Writers Week is always a big pull and an excellent use of part of the memorial space. I'd love to see the space used to promote more arts and cultural activities. Given the sacred nature of the space, however, and out of respect to veterans and ADF, I don't consider it suitable for cutting-edge, controversial, exploratory works or commercial expression - the Festival Theatre and other CBD venues can accommodate them.</p>
AGREES	DISAGREES	REPLIES	
4	0	0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

15 December 21			<p>I do not agree with transferring the Military Museum at Keswick Barracks to TTD. If this was to occur the space would be dominated by historical artifacts that are not applicable to the building and the military units that occupied its space. However I do see it to be suitable that the 10/27 RSAR Museum at Keswick Barracks could be transferred to TTD. The items and artifacts that they have in their collection are relevant to TTD and it would not dominate the space. If anything these items could return to the spaces that they occupied prior to 10/27 RSAR being evicted. We do need to also appreciate that TTD needs to prioritise Veterans being at its centre as the Premier detailed in his comments at the last town hall meeting. Being history and historically centred will outweigh looking forward to prioritising the services we need to provide for living veterans and their families.</p>
AGREES	DISAGREES	REPLIES	
0	0	0	
15 December 21			<p>My comments below are restricted to the bitumen Torrens Parade Ground, i.e. not applicable to the heritage-listed Torrens Training Depot building. The TPG is situated entirely within Red Gum Park / Karrawirra (Park 12). It is part of the Adelaide Park Lands but it has been managed historically with little to no regard to its site and context within the garland of Park Lands, unique to this City. No other city in the world is built inside a single Park, as Adelaide is. The TPG can contribute to the cultural and historic value of the greater North Terrace precinct by embracing its position within Park 12. This would mean eschewing its bitumen surface and (to the extent possible) re-greening the site to effectively integrate the TPG into the rest of Park 12 which surrounds it. This can be accomplished while maintaining the historical military connections of the TPG and its utility as a meeting place and event venue for the wider South Australian community, and also recognising the area's significance to the Kaurna community and others. Re-greening the site with (at a minimum) lawn, select tree plantings and pathways of permeable pavers would create a much more welcoming area.</p>
AGREES	DISAGREES	REPLIES	
3	2	0	
15 December 21			<p>This area should be restored to parklands, with occasional community events like Writers Week</p>
AGREES	DISAGREES	REPLIES	
4	4	0	
15 December 21			<p>Re-greening the site with trees possibly no higher than three metres and pathways of permeable pavers and a water feature at ground level such as a creek or meandering pond</p>
AGREES	DISAGREES	REPLIES	
3	2	0	
16 December 21			<p>I think the re-greening can be done in a respectful way to maintain the nature of the parade ground but also to incorporate the site holistically back into the parklands. Given the tarmac would have to be dug up anyway why not place a parking area underground and re-green it (similar to the parade ground at Adfa).</p>
AGREES	DISAGREES	REPLIES	
1	0	0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

16 December 21			<p>I believe that there can be a great design solution to a redesign of the parade grounds that honors the military history and re greens the space. Using the hard surface as a car park is such a waste of such a prominent parklands space and could be an extension of the womens memorial garden. The existing womens memorial garden and the barracks building are both of historical and heritage significance so any new landscaping should respect these spaces. Given the proximity of the barracks building to the festival theatre it would be a lovely use of the internal space as a versatile performance/ visual art space.</p>
AGREES	DISAGREES	REPLIES	
2	2	1	
16 December 21			<p>I support the return of this space to green parklands with native plantings. Perhaps an aboriginal inspired garden/monument would be perfect to respect the original owners of the land. . *withheld* summarised it best!: "The Torrens Parade Ground (TPG) is situated entirely within Red Gum Park / Karrawirra (Park 12). It is part of the Adelaide Park Lands but it has been managed historically with little to no regard to its site and context within the garland of Park Lands, unique to this City. No other city in the world is built inside a single Park, as Adelaide is. The TPG can contribute to the cultural and historical value of the greater North Terrace precinct by embracing its position within Park 12. This would mean eschewing its bitumen surface and (to the extent possible) re-greening the site to effectively integrate the TPG into the rest of Park 12 which surrounds it. This can be accomplished while maintaining the historical military connections of the TPG and its utility as a meeting place and event venue for the wider South Australian community, and also recognising the area's significance to the Koorne community and others. Re-greening the site with (at a minimum) lawn, select tree plantings and pathways of permeable pavers would create a much more welcoming area.</p>
AGREES	DISAGREES	REPLIES	
2	2	1	
17 December 21			<p>1. I recall the Parade Ground white surface was put there at some considerable expense, to best simulate the earlier limestone surface, left from the former quarry. Steve Griever of Grieve Gillett went to some trouble to persuade the State Government funding authority this was worth doing. I'd say leave it alone. Grass is not appropriate there. 2. The "tunnel" under King William Road was a cutting, not a true tunnel. I recall seeing it partially excavated in the 1990's when I was working at Council. I think the two walls were bluestone, but there was no roof. I presume that the roadway that went over the cutting was supported by sleepers or rails. It had been backfilled when the train line was removed, c 1930's. We could see no point, either in principle, or economically to reinstate a cutting. 3. Of more concern is the dismal quality of stonemason's "art", as displayed by the numerous unit memorials along the walk below Government House. This started as a request by one unit to commemorate their war service. Before Council could pass a policy to manage the number, and design of these, there were 20-50 of them. Unlike the State War Memorial, they have almost no design merit. The policy was meant to centralize a number of small plaques on unit memorials under each overall service group. Now it looks a cluttered exercise in bad design. No disrespect to those who served is intended.</p>
AGREES	DISAGREES	REPLIES	
1	0	1	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

17 December 21

AGREES

2

DISAGREES

0

REPLIES

1

A younger veterans point of view..... This is a great opportunity to reform this misused site and make it relevant to the community. We need to look towards the future use of this building and what purpose it will have in the evolving veteran community. From what I have seen and heard at the two town hall meetings that I have attended. The feeling from the older veteran community who are pushing 80+ years old, want to turn this place into a museum. To move forward we need to engage with the younger veteran community which I believe has not been done very well at all. I think the appropriate use of the building and surrounds should include the following and not limited to:

- Focus and priority put on the Veteran at the center of the TTD and TPG. The Premier during his last Town Hall meet, expressed that the Veteran is to be at the center of Torrens. The history and events are from what I see to be second in priority.
- Veterans SA office should move to Torrens Training Depot and be the primary lead direction for the site. This would include the overall management for the site. Veterans SA could run a weekly ESO meeting to help engage and lead the veteran community.
- The current ESOs space in the building be reviewed and space be amended to reflect what is needed. This would free up space for other ESOs to move in and be able to provide services.
- Storage areas on the site to be reviewed and amended as detailed in the dot point above.
- The top floor of the TTD is to be predominantly administration for the building and ESOs, except for the combined mess.
- Bottom floor for veteran ESOs to have shop fronts which open into the drill hall. This will enable veterans to come through the door and access services.
- DVA provide a shop front for claims process and services support, this would be supported by advocacy.
- The prospect of a pastoral care unit to be established. This was brought up by Chaplain Gary Stone during his testimony at the Royal Commission into Veterans suicide hearings a couple of weeks ago. This capability would be the first of its kind in Australia and would assist veterans being guided through DVA process, family support, psychological support and assisting life planning when in a vulnerable position.
- A coffee shop be established, primarily to provide a service to the workers in the building and veterans, and public who come into the space. The size of this should reflect the actual numbers who would use the space daily.
- The drill hall is an excellent space to hold events that should be veteran and military specific. Eg Anzac day events, Remembrance day breakfasts, Resettlement training for ADF members, Military Historical events, Defence Force Conferences, Adaptive sports official event openings, Reunions for military units, ADF mess functions etc. Instead of running veteran and ADF events at Adelaide oval TTD and TPG should be used. This would obviously provide some portion of income. For those who know about the history about this building know that there was a dividing wall in the drill hall. This separated the gun park and the drill hall for the Infantry units. So the establishment of a divider that can divide the drill hall makes a lot of sense with giving flexibility to the use of the drill hall.
- PT company to come into the space and run daily morning Physical Training. Simple circuit training inside and outside on the grass.
- The memorial hall on the ground floor should be able to be used as a chapel. This would allow weddings and funerals to occur at the site.
- Homeless veterans and veterans who do not have any identified NOK, who are to have a public funeral could have this at the TTD site. This would also allow the veteran community to attend and pay their respects. The pastoral care unit would run this function.
- Enlistment ceremonies for all future ADF members in the drill hall. This would give each new recruit a place to identify as where they joined the ADF. This would allow the veteran community to support new recruits.
- Discharge Ceremonies for all personnel in SA ADF.
- Parade ground to be used for ADF units in Adelaide for all unit level ceremonial events, drill competitions, Cadet drill competitions, Federation Guard, ADF recruiting displays, ADF capability conferences. Possibility of monthly cenotaph guard mounts at the War memorial on North Tce along with a ceremonial guard mount at TTD and TPG.
- Parking – Obviously parking for staff and veterans to be maintained. The ease of parking for veterans is an important part of this site. However not to be used as a public car park on a weekly basis. However, it has been used for special events parking. Respect for the symbol of the parade ground to be maintained. Returning it to a park land is not a good idea.
- Historical tours – this is a great idea and would allow the public to engage with the space. This would allow veterans to get involved in becoming tour guides and staff. School tours and historical excursions to be encouraged.
- 10/27 RSAR museum at Keswick barracks to move their artifacts back into the TTD. The items in their collection are relevant to the building and the parade ground. Keswick Museum is not a good idea, and it would take over the space and not allow veteran services or events to occur.
- The possibility of moving the memorials from Anzac Hwy to TPG and TTD is not a good idea. If they do need to be moved due to a possible road expansion. I see that Keswick barracks is the more suitable location, as these memorials are linked to Keswick barracks.
- The current combined mess to be reviewed. The historical routes to the Infantry SGT mess on this site to be re-instated. Obviously, the Tri Service feeling to be part of the space as well.
- Art Gallery space – a permanent space for practicing living veteran artists to display their work. I believe there is a gallery space currently in the Dept of Heritage and Water on the ground floor. The coffee shop could also be a place to display veteran art works.
- Arts residency – Annual professional SA practicing artists to hold a residency at TTD and TPG. This would allow an artist to build an annual body of work to talk about veteran topics and the TTD and TPG, along with cultural topics.
- Art Exhibitions – Exhibitions for living practicing professional artists with the focus being on the veteran space.
- Annual Veteran art exhibition for practicing living veteran artists in SA and Australia. This could also include an annual Veteran art prize. A family f

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

17 December 21			<p>As a member of Prospect Local History Group, Prospect RSL Committee and Prospect Local Environment Group, I am keen that the Torrens Parade Ground and the Torrens Training Depot (the "Drill Hall") continues as a focus for its current and future military history combined as an event venue for the wider South Australian community. The precinct's significance to the Kaurana community, its position within Red Gum Park / Karrawirra (Park 12) and to the cultural significance of greater North Terrace precinct needs to be embraced in a more environmentally sustainable manner. It should continue to include the headquarters of History SA, a Veterans centre, hosting the RSL, the RAAF Association, Vietnam Veterans Federation and others and historically be the assembly point for post Anzac Day March participants. All the historical military connections of Torrens Parade Ground and the precinct in which it stands, incorporating 94 separate Memorials and Commemorative sites needs to be maintained and enhanced. There are some good suggestions from other comments such as Historical tours to allow the public to engage with the space and allow veterans to get involved in becoming tour guides and staff; memorial hall on the ground floor used as a chapel for weddings and funerals to occur; some more ceremonial public activities to engage tourists (maybe as some fundraising opportunities to assist activities and maintenance of the area). It is no longer appropriate however to continue with to have a hard-surface impermeable parade ground/ occasional car-park. That surface needs to be more permeable as an open space surrounded by gardens that can still continue to host large open air events. Permeable paving may look like regular paving, but they are specially designed to allow water to flow (infiltrate) through small gaps into the soil below, as would happen in a natural setting as part of the water cycle. Permeable pavers allow rainwater to soak into soils which helps keep nearby trees and gardens alive, vibrant and healthy. Source: https://www.re silienteast.com/permeable-pavers</p>
AGREES	DISAGREES	REPLIES	
0	0	1	
17 December 21			<p>My view is very simple. The Parade Ground itself is a sacred place, more relevant and important than any memorial. It is a place of respect for the fallen. It must no longer be used for any purpose that does not respect its traditions, and certainly not be used as a car park. The Parade Ground should be restored to its original condition, and sensitive structures added in its surrounds that explain the reverence it should be given and why. Beyond the Parade Ground itself, whatever is created should enhance the precinct, increase its use and reduce its current bleak appearance, while complementing its history and military tradition.</p>
AGREES	DISAGREES	REPLIES	
2	0	0	
17 December 21			<p>The TPG is itself a historical artefact. Any future uses should continue to focus on the military heritage. This can be enhanced by some of the clear suggestions below including better informative signage and use as an educational opportunity regarding our military history. The somewhat narrow and naive notion that the TTP is not utilised is not correct. Further, it is one of the few public open spaces in the City that have the potential to be used for a wide variety of functions. If there is one shortfall it is that it is not used enough.</p>
AGREES	DISAGREES	REPLIES	
0	0	0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

17 December 21			<p>I've read through a fair amount of the 2007 Torrens Drill Hall and Parade Ground Conservation Management Plan prepared by DASH Architects (— an update of the 1992 Torrens Training Depot Conservation Plan by McDougall and Vines). Under Section 5, Cultural Significance (page 37), the authors make the point that the Drill Hall and Parade Ground are integrally linked as a whole:- "The site is an outstanding representation of a military drill hall and its associated parade grounds."- "The open Parade Grounds themselves are unique to the specific military and ceremonial role of the site within the State history."- "The Torrens Parade Grounds was the central public focus for military activities within the State. While this role has been reducing over recent years, it nonetheless continues to play an important public part in the public consciousness with regards to military activity within the state."- "Today, the site maintains a central role in the annual ANZAC day remembrance activities." I can't see why there needs to be any significant change to the site. The Drill Hall could be partially repurposed in its current configuration as a museum or gallery to attract visitors. The Parade Ground should remain as it is. It has other proven uses for low impact events like Writers Week where it provides space for toilets, catering and bookselling tents. It could also be used for summer evening outdoor events such as jazz concerts.</p>
AGREES	DISAGREES	REPLIES	
0	0	0	
17 December 21			<p>There are tunnels (in the upper face?) that have been used to store historic property of the state.</p>
AGREES	DISAGREES	REPLIES	
0	0	0	
17 December 21			<p>Positive outlook here. Removal of harsh tar paving is essential for spiritual values to be made real. Ditto remove the car parking (insulting to the ground, really).</p>
AGREES	DISAGREES	REPLIES	
0	0	0	
17 December 21			<p>Absolutely agree about the feeble design of the commemorative memorials, a great scheme that was not carried out well when there was a perfect opening for emotional impact.</p>
AGREES	DISAGREES	REPLIES	
0	0	0	
17 December 21			<p>Certainly whatever is done has to respect the existence and purpose of park land. This is not vacant land waiting to be rushed to claimants. Leadership is needed.</p>
AGREES	DISAGREES	REPLIES	
0	0	0	
17 December 21			<p>Certainly does need to be integrated with a wide range of historical military uses. Current uses belong at Keswick and other sites.</p>
AGREES	DISAGREES	REPLIES	
0	0	0	

FORUM TOPIC

How could the Torrens Parade Ground/Training Depot could be more accessible and have increased use for South Australians?

17 December 21			With respect, and I have four military family, yes the building and ground have been treated poorly over years. The veteran community has not shown leadership in this matter.
AGREES	DISAGREES	REPLIES	
0	1	0	
17 December 21			Yes, commemorative and ceremonial uses must be a core theme.
AGREES	DISAGREES	REPLIES	
1	0	0	
17 December 21			"Obviously parking for staff and veterans to be maintained. The ease of parking for veterans is an important part of this site." This parking is an important issue. However, many veterans are beyond ordinary car-driving and many younger ones may prefer other means (remembering that the Holden is from 1949). An opportunity to rethink transit in creative future ways. Same applies at new RAH-W&CH - lets get beyond individual car driving and parking on public spaces.
AGREES	DISAGREES	REPLIES	
0	0	0	
17 December 21			The Soldiers memorial and many other North Terrace items need to be integrated. Infact, the Building could be a HQ for, among other bodies, a North Terrace Precinct office.
AGREES	DISAGREES	REPLIES	
1	0	0	
18 December 21			Free parking and access for all veterans.
AGREES	DISAGREES	REPLIES	
1	0	0	

EXECUTIVE SUMMARY (ORIGINAL DISCUSSIONS FROM 2016)

Objective

To design & facilitate the "Memorial Hall" room and the current kitchen utility Area into a functional cafe. This will also incorporate a proposed outdoor area.

Goals

The cafe is to be manned and operated by experienced staff and maybe ex service personnel as a rehabilitation and reintegration program. A priority will be to generate an income stream for the RSL and create community awareness and programs offered by the RSL. Training can also be conducted externally to support staff & management programs to ensure viability.

Aim is to supply easy menu based on doorstops, and easy to prepare meals. A menu will be drafted for approval and based on healthy lifestyle options. Majority of the product will be bought in from external sources. On the job training will be provided for items to be prepared in house. As confidence grows the menu can expand or more items done in house to bring up profit margins.

Solution

To demonstrate by business plan our objectives for the project. Secondly to minimise any outlay and setup costs as much as possible. We will be contracting trades and suppliers who are willing to support the project. Attract any type of sponsorship and government assistance where possible. Eg. Business start up grants.

Project Outline

To present a project proposal & be granted permission to proceed from respected parties.

To supply a graphic drawing of the setup

To provide a business plan for first twelve months

To provide as many costings where possible?

To involve as many volunteers and RSL personal for personal development & community outreach.

Investment

Being a start up business we will need to investigate what grants are available. Any assistance will be of benefit. Donations and volunteered time is also crucial to the implementation of this project. From the drawings and Heritage consultation we should be able to draft and approximate costing to setup.

Operations

Initially, the business will need to be tracked daily, weekly, monthly and quarterly as to the financial viability and development moving forward. This will need to be overseen by Mark as the GM of the Cafe.

You will need to be diligent with staff rostering and procedures of the cafe and at all times meet OH'S standards. This will be done with inductions and continual training. A formulation of staff expectations, running procedures, close down procedures, stock control and every day activities will be implemented and stringently overseen by management. A strong relationship will need to be established with suppliers, to maintain quality and cost effective products. All staff will need to know all products, and be able to assist customers with confidence. Continual marketing and development will need to be done to ensure the brand is developed. Looking at other avenues such as catering to businesses and groups will be an advantage.

Operating hours will fluctuate depending on the days and events in the area. Generally you would think 8.00am till 4.00pm/5.00pm depending on traffic. When Adelaide oval is in use it would obviously be tailored to suit.

Offer of consideration

Bici Espresso @ 259 Hutt Street, Adelaide is happy to assist with staff development & management, fit out & design of cafe, menu development, day to day operations and promotion/advertising and event generating. Happy to communicate marketing ideas, stock control & branding. Experienced in developing supply contracts and negotiating with companies.

Cafe Proposal TPG

Other costs/issues associated that will need to be factored in.

- merchant fees and EFTPOS fees
- suitable accounting package eg. XERO?
- accounting fees
- POS monthly charge \$200
- management fees
- electrical 1st and 2nd fix
- plumbing 1st and 2nd fix
- business registrations, liqueur licensing?, DA fees
- electricity & gas
- telephone connection, internet WiFi
- Airconditioning
- bollards to car park
- CCTV?
- public toilet facilities?
- bike racks
- allow TPG car parking for Patrons using the cafe
- insurance/public liability and Workcover

Operating Hours & ways of utilising the cafe

Monday - Friday 8.00am - 3.00pm

Saturday - 8.00am - 3.00 winter and 5.00 summer

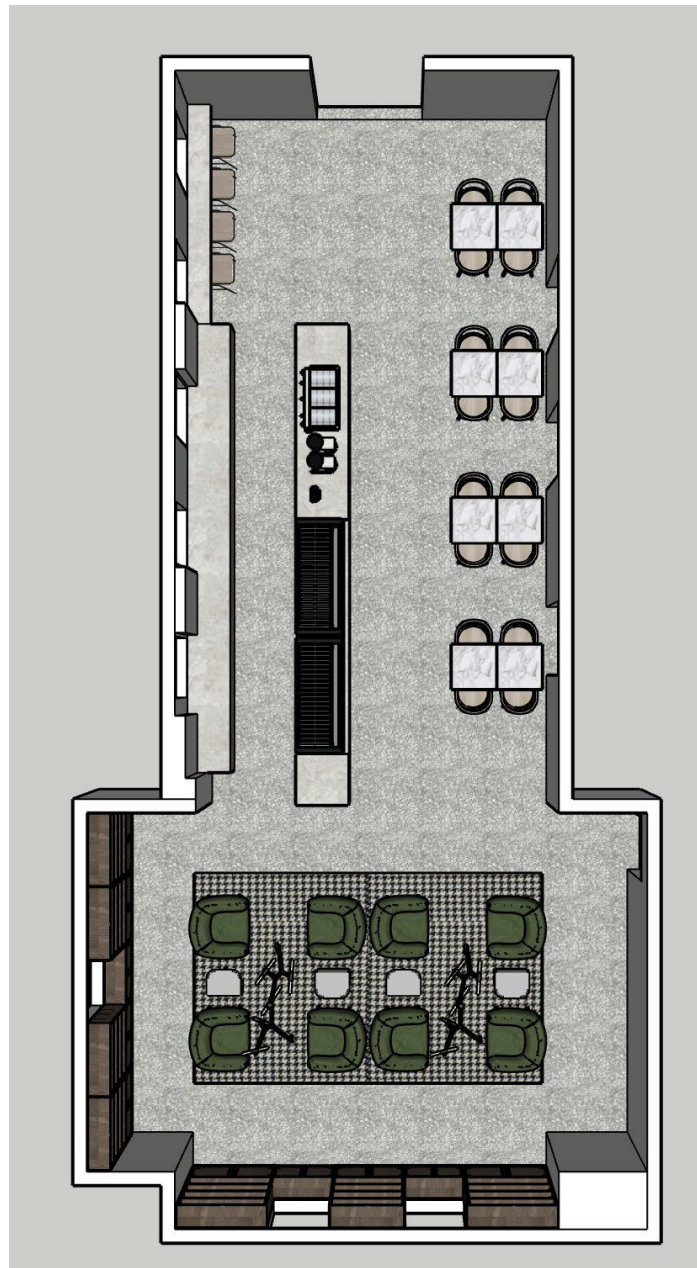
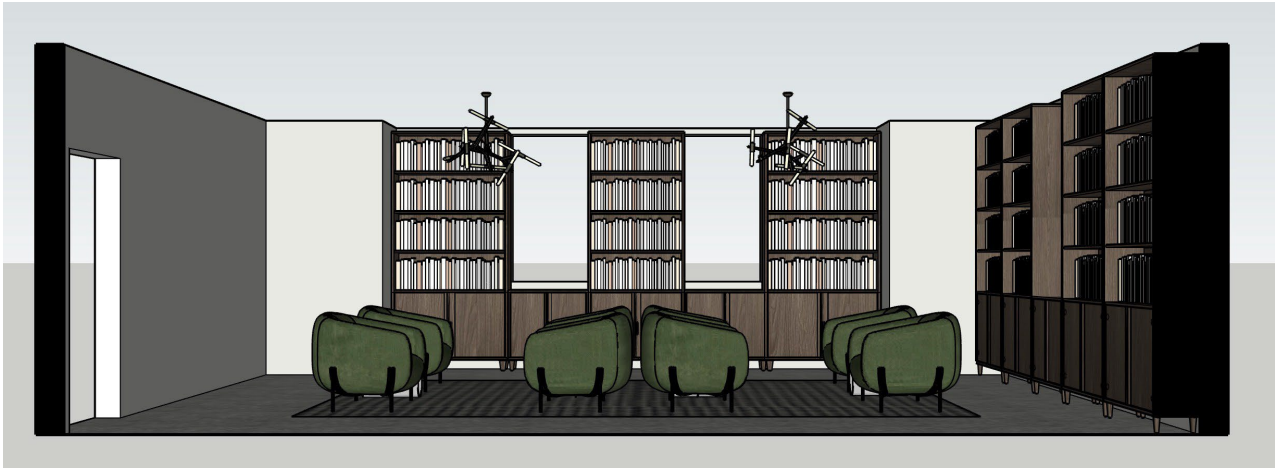
Sunday - 8.00am - 3.00 winter and 5.00 summer

The hours would fluctuate on events in the city, Adelaide oval events and the tennis.

I think initially it will be trial by error. If we can somehow take advantage of the Adelaide Oval events and lure patrons to the cafe that would be the best outcome. May even stay open until the events start eg 7pm

The Invictus events and any IPP activities, camps, catering etc would all come from the cafe including local functions, seminars etc.

- Attract some of the students from Unisa, especially with free wifi.
- Take private bookings to utilise the whole space
- Promote catering options to other businesses.
- After hours cooking classes & barista classes
- A coffee cart/ice cream cart or even a pie floater/catering cart could be located in the car park by King William street to attract the walkers by and Torrens visitors. Especially when events are on.



Mr Matt Anderson PSM
Director



9 December 2021

Rear Admiral Kevin Scarce AC CSC RAN (Ret'd)
Chair of Steering Committee
Torrens Training Depot and Parade Ground
Victoria Drive
Adelaide SA 5000

Dear Admiral Scarce,

It was a pleasure to meet with you in Adelaide on 26 November 2021 to discuss your vision for the Torrens Training Depot and Parade Ground and areas for collaboration.

This letter is to assure you of the Australian War Memorial's intention to work with you and the Veterans' Advisory Council to explore options to utilise the Precinct for a program of virtual excursions.

We envisage students being able to come to the Torrens Training Depot and Parade Ground and to engage in a virtual experience with our Education Team. This would include students being shown uniforms, objects and stories from our galleries, as well as a tour of areas around the Memorial, including the Commemorative area and sculpture garden. We anticipate students would also be given the opportunity to use off-the-shelf 3D technology to explore some of our larger objects in much closer detail, and then to undertake a wreath laying at one of the many memorials situated around the Precinct.

Please don't hesitate to contact me should you require any further information, and I very much look forward to exploring further ways in which the Australian War Memorial can engage with South Australian students in a meaningful way. We must ensure the service and sacrifice recorded on the Roll of Honour is not in vain and that future generations will remember them.

Yours sincerely,

Matt Anderson

Here is their spirit, in the heart of the land they loved; and here we guard the record which they themselves made. C.E.W. Bean

GPO Box 345
Canberra ACT 2601
tel: (02) 6243 4262
web: www.awm.gov.au



Dear Kevin

This letter is to inform you, as the Chair of the Torrens Parade Ground Steering Committee of the situation regarding in-principle support from the Department for Education for a proposed learning hub at the Torrens Training Depot (TTD). Such indication of support was requested by the steering committee during the November 2021 consultation period.

In response to the request for in-principle support, after taking advice from the Office for the Minister for Education, briefing 2021-05804-DE21/24801 was forwarded to Susan Cameron, Executive Director, Curriculum and Learning Division, Department for Education. The briefing requested the Executive Director to indicate whether the department would provide in-principle support if a learning hub to support historical and commemorative learning was incorporated into the recommendations of the TTD Steering Committee report. The briefing indicated that it was not an offer of financial support, but an indication whether the department would support the proposal of a learning hub at the TTD for South Australian students to visit.

Briefing 2021-05804-DE21/24801 was signed and approved by the Executive Director on 2 December 2021. This indication of in-principle support was subsequently communicated and approved via the briefing process to the Chief Executive of the Department for Education and verbally communicate to the Minister for Education.

The in-principle support relates to the incorporation of a learning hub into the recommendations of the steering committee, and if approved the department would require greater details of the purpose, nature of and implementation of the learning hub before any support beyond an in-principle nature could be provided.

Please contact me if you require further clarification of the in-principle support of the Department for Education as outlined above.

Regards

A handwritten signature in blue ink, appearing to read 'M J McInerney'.

Malcolm McInerney
Manager, Humanities Projects (HaSS)

Curriculum Programs
Curriculum and Learning Division
Department for Education