

# WELCOME

Jim Miller  
Estate Audit



# Agenda:

- What?
- Why?
- How?

## The Audit's purpose:

- ensure the Defence estate meets operational & capability requirements, now & in the future.
- whether the estate reflects contemporary needs in light of the Government's decision to prioritise investment in Australia's north.

Our Focus

-People Capability-

# What?





# Why?



# Government prioritises:

- investing in the growth & retention of a highly-skilled Defence workforce



DSR calls for:

1. Whole-of-nation strategies to "National Defence"
2. Whole-of-nation effort to develop "Strategic Resilience"
3. Fundamental changes to Defence recruitment & workforce management
4. An innovative & bold approach to recruitment & retention to secure the ADF workforce





# “Culture is fundamental to achieving the Defence mission”

“As the Secretary & CDF we are committed to prioritising actions that positively evolve Defence culture.”

To do this, we will ...

- Recognise people and our culture are critical to delivering capability in pursuit of the Defence mission
- Prioritise the wellbeing of our people, recognising that their physical, mental and emotional health is paramount and provide support systems that ensure their resilience and readiness.”





“Culture is...

... a set of beliefs, values and attitudes shared by members of the same organization that influences behaviours and practice

- ✓ Recruitment
- ✓ Retention
- ✓ Purpose
- ✓ Teamwork
- ✓ Connectivity
- ✓ Identity



# National Resilience:

ANVAM – Maintaining the National ‘Asset Base’ of Skilled Veterans



“A place for every story  
A story for every place”







“There is another new world we will face of place-based services.

A place-based approach asks a community to lead. It says it isn't government who makes the decisions, it is the community, and government falls in behind and backs the community...

It is clearly going to be an important part of the future.”

Prof Glyn Davis AC  
Secretary PM&C  
5 Dec '23





**Committee on Economic, Social  
and Cultural Rights**

The UN Committee on Economic,  
Social & Cultural Rights states:

*The right to enjoy & benefit from culture includes:*

- *the right of all persons to take part in cultural life*

# ADF Museums:

Cultural Heritage is important to the ADF in maintaining over 20 museums on Commonwealth property with limited or no access to the public.

1. RAAF Museum - RAAF Base at Point Cook
2. RAAF Amberley Aviation Heritage Centre - Amberley
3. RAAF Townsville Museum - RAAF Townsville
4. RAAF Museum - Wagga Wagga
5. Fighter World Aviation Museum - RAAF Williamtown
6. HMAS Stirling Museum - HMAS Stirling
7. Navy Museum - HMAS Cerberus
8. HMAS Creswell Museum - HMAS Creswell
9. Fleet Air Arm Museum - HMAS Albatross
10. Royal Australian Navy Heritage Centre - Garden Island
11. Australian Army Flying Museum - Oakey
12. Army Tank Museum Puckapunyal - Puckapunyal Army Base
13. Army Museum Bandiana - Gaza Ridge Barracks
14. Australian Army Museum of NSW (AAMNSW) - Victoria Barracks
15. Army Museum of South Australia - Keswick Barracks
16. Army Museum of Western Australia - Artillery Barracks
17. Army Museum of Tasmania - Anglesea Barracks
18. Australian Army Museum Duntroon
19. Army Museum South Queensland - Victoria Barracks, Brisbane
20. Australian Army Military Intelligence Museum - Kokoda Barracks
21. Australian Army Military Police Museum - Holsworthy Barracks
22. Army Museum of North Queensland - Jezzine Barracks
23. Australian Army Infantry Museum - Lone Pine Barracks
24. Australian Army Museum of Military Engineering - Holsworthy Barracks
25. Australian Army Signals Museum - Simpson Barracks
26. Fort Queenscliff Museum - Fort Queenscliff

Why?



# A Vision of Place

**The Project:** To Transform the unused Repatriation Clinic into a Cultural Institution of National Significance for Veterans Wellbeing

“The building is exceptionally important. It tells an IMPORTANT story about the experiences of veterans and has strong connections with the veteran community.”

**Simon Ambrose**  
National Trust (Vic) CEO, 2020

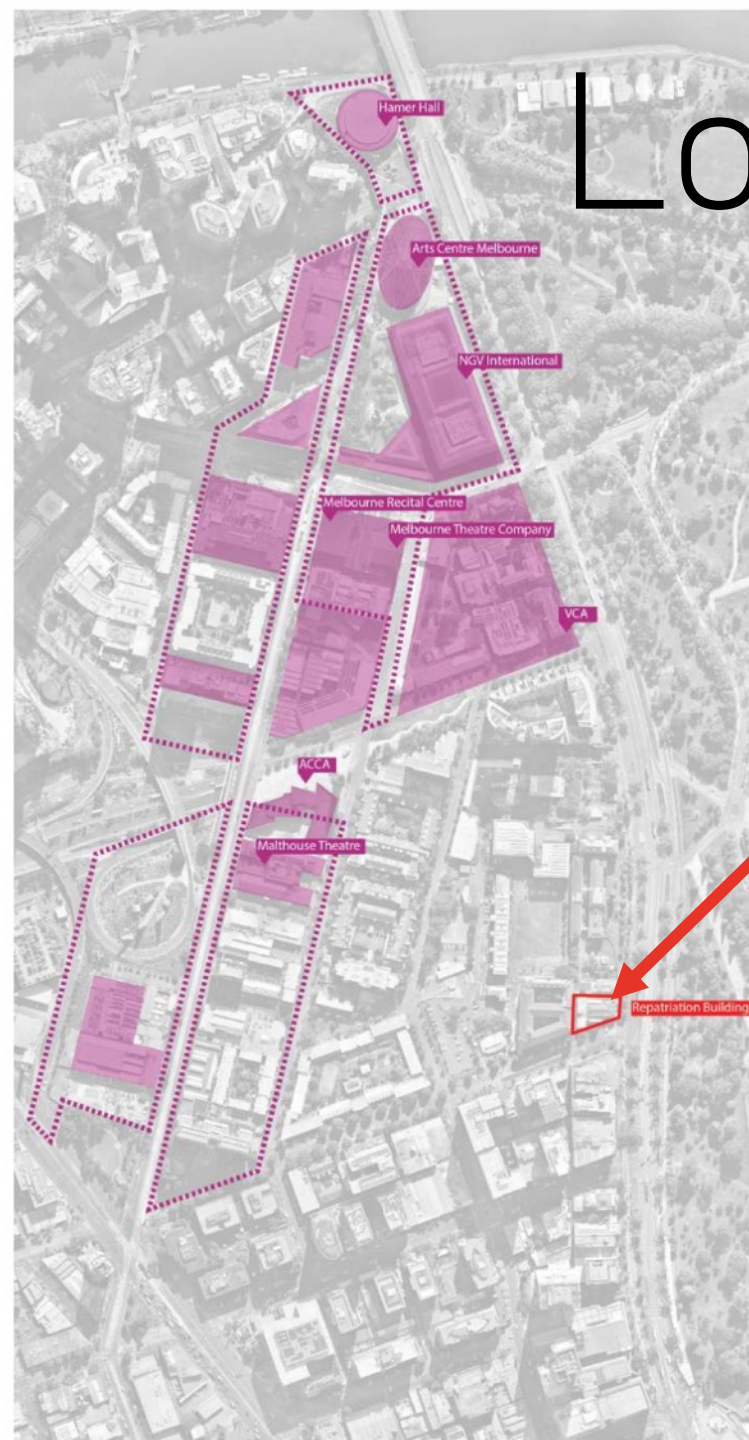




# Location



Location of the Former Repatriation Commission Outpatient Clinic building within the Victorian Barracks extent



310 St Kilda Rd

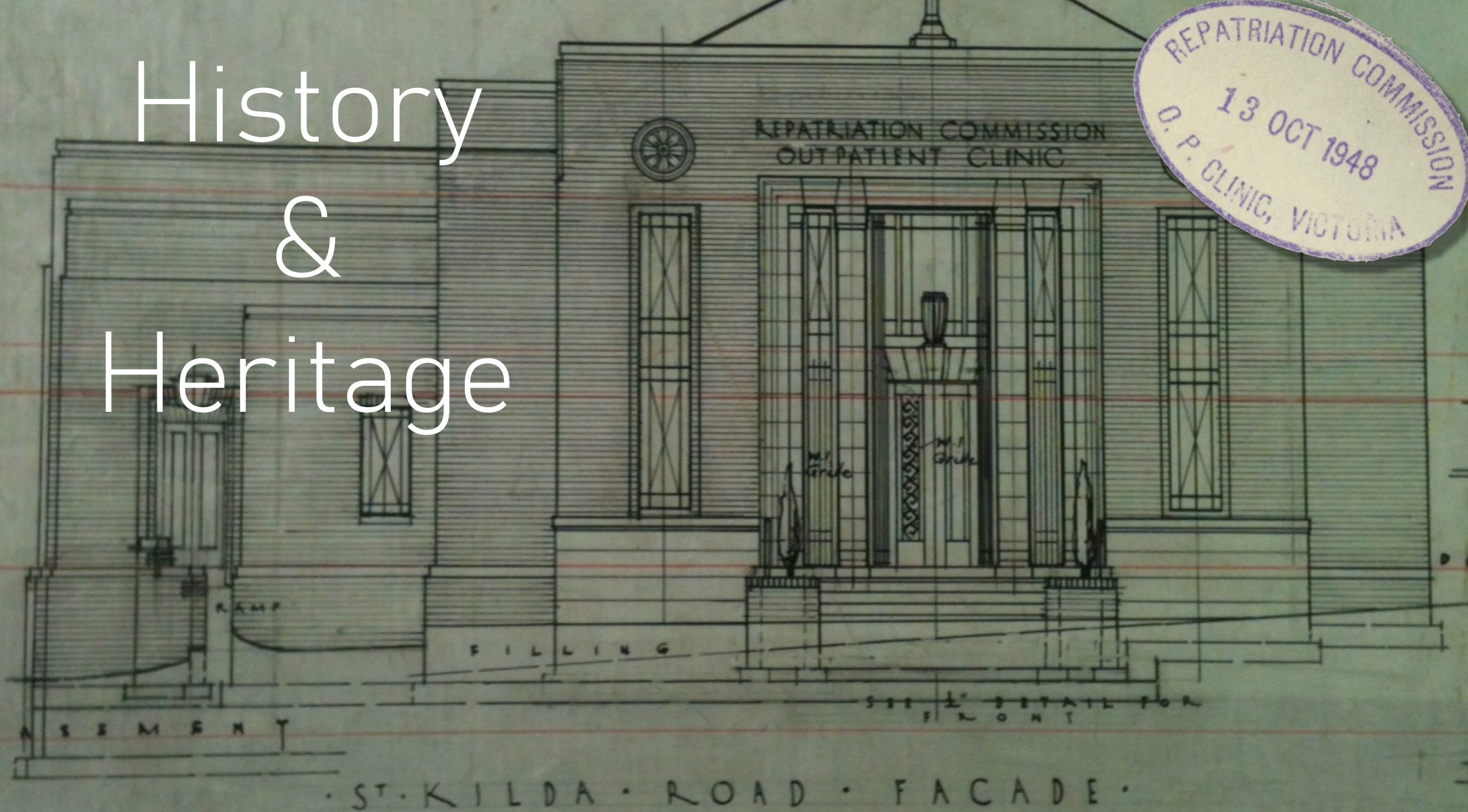
D-Block  
Defence's Cultural HQ?



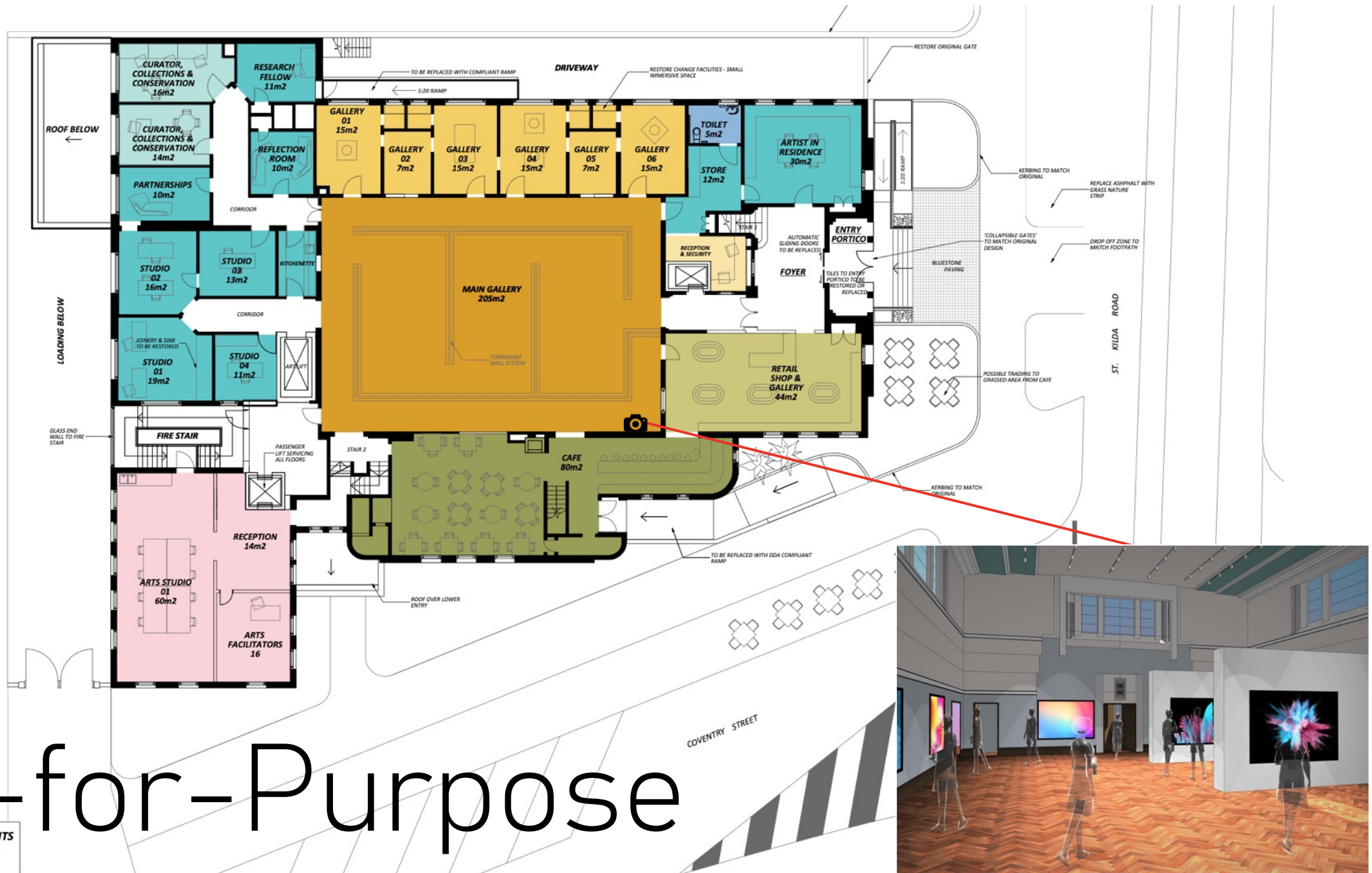


# History & Heritage

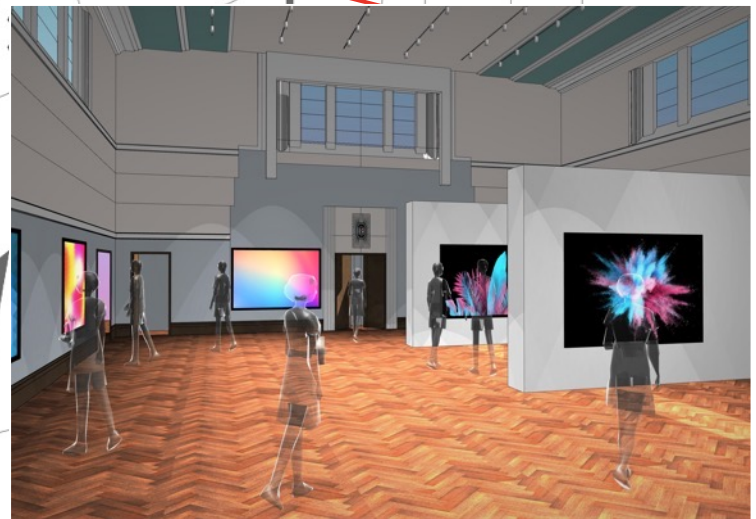
REPATRIATION COMMISSION  
13 OCT 1948  
D. P. CLINIC, VICTORIA







# Fit-for-Purpose



# Whole-of-Government

ANVAM is an example of a cultural institution working with multiple levels and portfolios of government, including defence, veterans' affairs, arts, health, aged care, indigenous affairs, education and employment, tourism, foreign affairs, heritage and social services.





## **Audit Recommendation:**

*ANVAM's proposal is an important DSR and Defence cultural initiative, and its whole-of-government impact warrant ANVAM's appointment as Trustee of 310 St Kilda Rd per the new "place-based community led" partnership model.*

# Land Acquisition Act – Appointment of a Trustee

## **122. Dedication for public purpose**

(1) The Governor-General may, by Proclamation:

(a) set apart for, or dedicate to, a public purpose land vested in the Commonwealth, or in an officer or person on behalf of the Commonwealth; or

(b) revoke or vary the setting apart for, or dedication to, a public purpose of land vested in the Commonwealth, whether set apart or dedicated under this section or otherwise.

(2) Land set apart for, or dedicated to, a public purpose under subsection (1) **may be vested in trustees upon trust to carry out the purpose for which it is set apart or dedicated.**

(3) If the setting apart, or dedication, of land is revoked or varied, any grant, conveyance or transfer of the land to trustees shall be deemed to be revoked, or varied in the like manner, as the case requires, and the trustees shall, when required by the Minister to do so, deliver to the Minister, or to a person specified by the Minister, all documents of title relating to the land for cancellation or amendment accordingly.

(4) The powers conferred by this section are in addition to, and not in derogation of, the powers conferred by any other law of the Commonwealth or of a Territory.