



FINAL REPORT

from Torrens Training Depot (TTD)/Parade Ground (TPG) Steering Committee

for

the Honourable Steven Marshall MP, Premier South Australia and Minister
responsible for Veterans' Affairs



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1. EXECUTIVE SUMMARY

The opportunity

On 17 August 2021 the Premier of South Australia requested the Veterans' Advisory Council South Australia (VAC) establish a Steering Committee to develop a future vision for the Torrens Training Depot (TTD) and Torrens Parade Ground and to consider:

'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.'

This opportunity coincides with the end of Australia's longest military commitment in Afghanistan and ongoing demographic changes within the veteran cohort.

The Vision

There is strong support from within the veteran community to embrace a vision that enlivens the *Torrens Commemorative Precinct* and opens it up to the wider community to become a 'vibrant site with veterans at its heart.'

Located in the heart of Adelaide, this precinct and its surrounding memorials provide an opportunity to project the unique military historical nature of the site and its enduring links to commemoration and service.

By opening up the site to 'destination event' activities (for example ceremonial events, military heritage tourism walks and education and research opportunities) and integrating significant commemorative and community events within an accessible program, the site will become a welcoming place to educate South Australians. The site will honour those who served and provide increased opportunities for all South Australians to engage with this unique historical and commemorative location.

The Process

The Steering Committee, chaired by Rear Admiral the Honourable Kevin Scarce AC CSC RAN (Rtd), comprised broad membership including current serving and veteran representatives from a range of service backgrounds, deployment experience and gender, veteran families', first nations representation, City of Adelaide, Defence Industry, Department of Education, Arts, curatorial and media, and Department of Environment and Water.

The Steering Committee met between September 2021 and January 2022. Despite the limited time available to complete the final report, the Committee undertook a broad consultative process which included presentations from key stakeholders, written submissions, independently facilitated focus groups and 'town hall forums' inclusive of both veteran and broader community views.

The Steering Committee considered feedback from the stakeholder briefings, consultation process, digital questionnaire and utilisation study/special needs analysis to identify principles of use and key areas of future opportunity.

The changing veteran landscape

Traditionally, veterans have been understood as predominantly older men who served during World War I or World War II or, more recently, in Korea or Vietnam.

Based on DVA data, there are approximately 18,000 veterans residing in South Australia and their distribution over Local Government Areas is consistent with general population demographics. A full analysis of the South Australian veteran cohort should be undertaken once Census data becomes available.

Over the past two decades a new group of veterans have emerged. In 2016 the definition of veterans was expanded under the Veterans' Affairs Legislation Amendment (Budget and Other Measures) Bill 2016 to include '...a person who is serving or has served as a member of the Permanent Forces [of the Australian Defence Force] or as a member of the Reserves.'

The current veteran cohort includes those who have served in Iraq and Afghanistan, often multiple times, South Australians who deployed, as Peacekeepers, in Border protection activities and in domestic operations. Within this cohort, there is a higher proportion of women compared to previous generations.

The nature of Ex-Service Organisations, Veteran Service Organisations and the needs of the veteran cohort have also changed over the last two decades. New 'grass roots' Veteran related organisations have emerged with greater focus on 'peer-to-peer' activities and engagement with families. With the end of Australia's longest continuous engagement in the Middle East Area of Operations, there is a need to embrace generational change and support current veteran cohorts to provide context to the experiences of service, contemporary war and conflict, and operational deployments.

Emergent opportunities

The Steering Committee identified four key areas of opportunity to enliven the precinct and accommodate emerging veteran needs. These are:

- creating a unified '*Torrens Commemorative Precinct*';
- developing an education/learning facility at the site;
- better utilisation of existing space to enable access to new user groups; and
- developing a program of activities that provide for enhanced utilisation and increased accessibility for all South Australians.

Adopting a single unified *Torrens Commemorative Precinct* will provide greater clarity around the commemorative role of the precinct, is more inclusive (recognising the site contains both military and non-military memorials), and more welcoming to South Australians. A unified precinct also provides an opportunity to simplify the currently complex and multi-agency governance arrangements and to collaborate and integrate with adjacent riverfront, university and cultural precincts.

An opportunity for a pilot collaboration between the Australian War Memorial, the Virtual War Memorial Australia and the South Australian Department of Education has been identified. An education facility/learning hub within the commemorative precinct would provide South Australian students (including students from regional and/or disadvantaged areas) with an immersive curriculum linked program supported by digital learning, artifacts and veterans' story telling.

The current Torrens Training Depot “footprint” is underexploited and could be used in a more effective and sustainable way for both veteran and non-veteran groups. This is a sensitive issue for existing tenants. However, through rationalisation and some realignment of current use, space can be provided to welcome new veteran groups so that the area is more representative of the entire veteran community. It will be important to engage with existing tenants during the review process.

In November 2021, the South Australian government announced the intention to digitally upgrade Torrens Training Depot. Further infrastructure investment in upgrading the facility (including kitchen facilities and existing gallery space) would enable more effective use of internal facilities and provide new opportunities for non-tenant veteran groups. Making better use of the existing building for other veteran groups (for example by providing access to upgraded meeting facilities) also offers opportunities for greater community use.

By providing a curated program of annual activities, built around key commemorative events, augmented by special events such as a Military Tattoo incorporating the 1812 Overture, illuminations of the Torrens Training Depot and memorials and historical walks, there is an opportunity to make the Torrens Commemorative Precinct a ‘destination’ site for South Australians and tourists to the state.

The Steering Committee has identified that revitalisation of the Torrens Parade Ground and Torrens Training Depot will require a new governance model. A ‘one vision- one site’ precinct-based governance approach, with input from veterans and subject matter experts, would provide greater connectivity among users, strengthening the site’s unique historical and commemorative significance whilst maintaining ‘veterans at the heart’ of the revitalisation.

The initiatives identified in this report require investment from government but aims to add value to the precinct and to the state. These recommendations will ensure that this unique heritage site remains a centre of commemoration, retains relevance to the veteran and broader community and continues to honour the service and sacrifice of South Australians.

Recommendations

RECOMMENDATION 1	Establish a Torrens Commemorative Precinct
RECOMMENDATION 2	Develop a Torrens Commemorative Precinct Education facility/learning hub
RECOMMENDATION 3	Invest in a rationalisation and upgrade of facilities in the Torrens Commemorative Precinct Infrastructure to welcome new tenants and activities and events that enliven the precinct
RECOMMENDATION 4	Develop a curated annual program of activities, events and tourism products
RECOMMENDATION 5	Develop a ‘fit for purpose’ governance model with veterans at its heart

2. BACKGROUND

Following discussion at the Premier's Round Table meeting on 1 July, the Veterans' Advisory Council South Australia (VAC) proposed that the future of the Torrens Training Depot and Parade Ground be revisited. The benefits of a 're-imagined Torrens Precinct' include:

- providing for a more engaged and better serviced veteran community;
- opportunities to raise community awareness of the unique nature of the site, its relevance and links to military heritage and service;
- contributing to the ongoing fiscal sustainability of the Torrens Training Depot and Parade Ground to ensure its ongoing heritage preservation; and
- greater engagement with the broader South Australian community to provide context, understanding and empathy for past, present and future defence service whilst retaining its pre-eminence as site for honouring and commemorating service.

A Steering Committee was established to develop a vision for the site and examine opportunities that exist to meet the Premier's intent for Torrens to become a 'vibrant precinct with veterans at its heart'.

History of the Torrens Training Depot (TPG) building and surrounds

The Torrens parade ground (TPG) and depot is situated with Section 509 of the Hundred of Adelaide. It is located to the north of Government House, between the Adelaide Festival Centre, the Adelaide Oval, University Senior College and the University of Adelaide.

The site at Torrens Parade Ground (and its surroundings) served as a quarry for stone and fill for the construction of government buildings, including Government House which was built in 1840.

By the 1890s there was increasing concern about the state of the Torrens and its surroundings, and various beautification schemes commenced. The quarry was filled in, the area landscaped and the palm trees we see today were planted. On the flat ground at the base of the quarry a parade ground was created for the colonial regiment.

The site of the Torrens Training Depot and Parade Ground has been associated with military activity since 1893. Prior to 1893, the Military Parade Ground was located in the area which is now the South Australia Museum forecourt on North Terrace. The Parade Ground has been the mustering point for South Australian troops embarking for the Boer War, World War One and World War Two. It has also been regularly used as a review and parade ground and a meeting point for military commemorative services such as Anzac Day marches and Freedom of the City Parades. It has been associated with various units, but most particularly the 10th Battalion which was originally the Adelaide Rifles (and also known as the Royal South Australian Regiment). This Regiment has had a particularly illustrious career on the battle front: in Gallipoli and France in World War One, and in Tobruk and New Guinea in World War Two. The connection to the Adelaide Rifles remains with the *Rifles Pathway* which leads from the southern end of the Parade Grounds up to the commencement of the ANZAC Centenary Memorial Walk which leads to the North Terrace Memorial precinct.

The Torrens Training Depot was built in 1935 -1936. The strictly symmetrical design of the building and its low scale with simplified classical motifs and Art Deco decorative elements make this one of the most notable buildings in Adelaide of this style. The internal arrangement of the building is linked to the functional organisation of the Army and its physical requirements originally comprised Military offices and an armoury. All external

detailing which is original to the 1936 building is significant. Internally the open unrestricted form of the drill hall is a key design feature.

The Drill Hall was opened in 1936 as part of South Australia's Centenary celebrations. A foundation stone is set in the southern end of the west wall. Bronze plaques are affixed either side of the main entrance. For many years this building housed the 10th Battalion Royal South Australia Regiment (RSAR) and the Adelaide University Regiment (AUR) of the Citizens Military Forces / Army Reserve.

TPG/TTG upgrade 2002

The Torrens Parade Ground was transferred from the Commonwealth government to the South Australian Government at no cost on 5 October 2001. At that time the freehold heritage listed building was under ownership of the Minister for Administrative Services.

On 25 April 2002 the Premier (the Hon Mike Rann) announced a \$3.8mill upgrade of the Torrens Parade Ground and that part of the building would be leased at reduced rents to the Returned and Services League (RSL), the Royal Australian Air Force Association (RAAFA) and the Vietnam Veterans' Association of Australia (VVA).

Key tenancy conditions included a 20-year lease with sub-market rate annual payments (to be linked to CPI).

The proposed works involved upgrade of the building to meet statutory requirements including fire safety, electrical and plumbing services.

The Drill Hall and other ancillary spaces on the ground floor were to be upgraded as multi-purpose spaces with possible use by arts, cultural and community groups. The Drill Hall was to be made available to ex-service groups on specific occasions such as Anzac Day and Remembrance Day. It was intended that the practice (at that time) of making it available to community groups (such as the Solar Car Festival, the Festival of the Arts and the Fringe) would continue.

The building was to be managed through the Real Estate Management Group (REM) in the Department of Administrative and Information Services (DAIS). A coordination committee was to be established with representation from REM, the ex-service organisations and an officer nominated by the Minister of Administrative Services to coordinate activities relating to the day to day use of the tenancies. This included flag protocols, control of the boom gate and coordination of use of the Drill Hall.

A report by the *Public Works Committee of the Parliament of South Australia for the Proposed Upgrade of the Torrens Parade Ground* was prepared in June 2002 (ANNEX A).

The expected outcomes, as stated in the report, were predicated on the basis that the State Government at the time had no preconceived plans for the site but recognised the site's strong history and military associations.

Key outcomes expected were that:

'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 organisation 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 offer 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.'

In the 2001/2002 budget, the Torrens Parade ground was allocated \$3.8m over three years.

Changes to TPG precinct post 2002

Since 2002, tenants have included (in addition to the RSL, RAAFA and VVF), the History Trust of South Australia and the Virtual War Memorial Australia (VWM-A).

Torrens Training Depot (TTD) and surrounds is managed by the Department of Environment and Water (DEW) as the State Government landlords.

On 11 June 2021, the Premier of South Australia, the Hon Steven Marshall announced that the History Trust would relocate to Ayers House. It is anticipated the Legacy Club South Australia and Broken Hill will relocate to Torrens Parade Ground in 2022.

Preservation of military heritage links has continued over the last 20 years. Since 2002 a number of key memorials have been added to the TPG precinct. These include:

- **The Australasian Dardanelles Memorial** is the first memorial in Australia dedicated to the Australasian soldiers of the First World War. It was unveiled on 'Wattle Day', 7 September 1915 to commemorate the landing of Anzac forces on Gallipoli Peninsula on 25 April 1915 and the many casualties they suffered. <https://vwma.org.au/explore/memorials/55>;
- **The Pathway of Honour** which runs along the perimeter of the back of Government House now comprises 40 commemorative plaques <https://vwma.org.au/explore/memorials/65>;
- **Aboriginal & Torres Strait Islander War Memorial** honours the bravery of Aboriginal and Torres Strait Islanders who served in Australia's defence forces. It was the first such national memorial when it was unveiled in 2013 and recognises a part of war history that, until recently, has been largely ignored. <https://vwma.org.au/explore/memorials/1792>;
- **Vietnam War Memorial.** Dedicated in 2006 this memorial acknowledges the contribution of all those who served in the Vietnam War between 1962 and 1973, especially the fifty eight servicemen from South Australia who lost their lives alongside members of the Vietnamese Armed forces and civilians. <https://www.monumentaustralia.org.au/themes/conflict/vietnam/display/50019-vietnam-war-memorial>;
- **Anzac Centenary Memorial Walk** was unveiled in 2016 as part of the South Australia's ANZAC Centenary project and pays tribute to the service and sacrifice of all Australians affected by war. The Memorial Walk was designed by Grieve Gillett Dimitty Andersen architects following extensive consultation with the veteran community and other key stakeholders. It is designed around three pillars of symbolism: remembrance, service and loyalty and links the TPG site to the **National War Memorial on North Terrace**. <https://veteranssa.sa.gov.au/about/anzac-centenary-commemorative-activities/>; and
- **The Vietnamese Boat People Monument.** Located in Karrawirra Park 12, directly north of the TPG site, this monument reflects the remarkable journeys, strength and resilience of Vietnamese refugees, and shares the Vietnamese's profound gratitude to Australians for embracing and assisting refugees as part of the South Australian community. <https://explore.cityofadelaide.com.au/public-art/art-in-adelaide/vietnamese-boat-people-monument/>

Expiration of Tenancies

Current tenants of the TTD are the Returned and Services League South Australia (RSL), Royal Australian Air Force Association (RAAFA) and the Vietnam Veterans' Association of Australia (VVA). The South Australian History Trust is expected to relocate in 2022. Negotiations with the Legacy Club of South Australian and Broken Hill Inc. (Legacy) are in progress. Subtenants include the Invictus Pathways Program and the Virtual War Memorial Australia (VWM-A).

Current tenancies are due to expire in 2022 and will require renegotiation at that time.

3. CHANGING DEFENCE AND VETERAN LANDSCAPE IN SOUTH AUSTRALIA

In the two decades post 2002, South Australian members of the ADF have deployed in support of a range of operations including to Afghanistan, Iraq, Border Protection activities, Regional Assistance Missions, Peacekeeping operations and Domestic operations including bushfire relief and *Covid Assist*. This represents a significant and ongoing operational tempo.

South Australia has also seen an increase in the number of service personnel in the state, with the relocation of Army units into RAAF Base Edinburgh in 2010 and the establishment of the Air Warfare Centre in 2016.

South Australian Veteran community

Data on the South Australian veteran population is largely reliant on DVA (entitlement) data and thereby potentially underestimates the true demographic of South Australians who have served in the ADF.

The Veterans' Affairs Legislation Amendment (Budget and Other Measures) Bill 2016 expanded the definition of veteran to include *'...a person who is serving or has served as a member of the Permanent Forces [of the Australian Defence Force] or as a member of the Reserves.'*

Based on DVA data, there are approximately 18,000 veterans residing in South Australia and their distribution over Local Government Areas is consistent with general population demographics. Approximately 200 people transition from permanent ADF service and settle in South Australia annually.

More reliable information is anticipated once the 2021 Census figures become available.

Significant changes post 2002

In December 2006 the 7th Battalion of the Royal Australian Regiment (mechanised infantry) was re-raised, de-linking it from 5/7 RAR. Now based at RAAF Base Edinburgh it has contributed significantly to the expansion of permanent ADF presence in South Australia.

In November 2017 the Repatriation General Hospital (RGH) closed. The Jamie Larcombe Centre was established to provide a Veterans Mental Health Precinct and in 2021 the Veteran Wellbeing Centre, delivering health and wellbeing services to assist veterans and their families was opened at the former RGH site. It sits within a memorial precinct including the Repat Chapel, Remembrance Gardens, Museum and Students' Patriotic Fund (SPF) Hall (now repurposed within the Veteran Wellbeing Centre).

RAAF Base Edinburgh is currently undergoing its most significant change since being formed in the 1950s, with another \$500 million investment in infrastructure and technology to accommodate the 6000 Defence personnel and civilian contractors who work at the base and adjoining Defence Science and Technology Group hub, the largest Defence R&D organisation in Australia.

South Australia's key defence and innovation precincts have also expanded in recent years. These include Osborne Naval Shipyard, Mawson Lakes' Technology Park, Tonsley Innovation Precinct, Edinburgh Defence Precinct, as well as Lot Fourteen and the Defence and Space Landing Pad offering new connections between defence, veteran and industry partnerships.

These employment opportunities provide incentives for ex-service personnel to remain in, or move to, South Australia; further increasing the number of veterans within the State.

Changing environment for Ex Service and Veterans' Support Organisations

There is national recognition that service delivery to veterans and their families need to be more agile, more responsive and more focused. In recent years there has been an increased focus on supporting ADF personnel as they transition from service to civilian life and recognition of the importance of employment and family support.

Ex Service Organisations (ESOs), Veteran Service Organisations (VSOs) and other veteran related entities face new challenges with aging memberships, new governance requirements, changing funding models and increased financial pressures.

Over the last two decades a significant number of new veteran related support organisations have emerged. These include peer-to-peer advocacy and veteran related services provided by 'grass roots' organisations; many of whom are nationally linked, nationally funded and/or nationally governed, but not necessarily well linked with existing state-based health care pathways, ESOs or VSOs.

Interstate models such as the 'Veteran Central' developed by RSL-WA have demonstrated the value of 'hubbing' organisations in a way that develops lasting partnerships and collaborative opportunities with like-minded organisations within the ESO and VSO ecosystem. (ANNEX B)

The 'Veteran Central' model, similar to the 2002 vision for TTD, offers 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 may welcome the opportunity to share facilities.

Models that hub veteran entities have demonstrated efficacy in triaging access to veteran advocacy and support, including legal and financial support, advice and referral to veteran specific services (e.g. The Veteran Wellbeing Centre).

Emergent challenges for contemporary veteran cohorts

In the past two decades there has been significant demographic shift in the South Australian veteran population to a younger age group. Within this younger cohort there is an increased emphasis on families and employment. In addition, there is a higher proportion of women and reserve personnel compared to previous generations.

The current veteran cohort includes South Australians who have served in Iraq and Afghanistan, or deployed as Peacekeepers, on Border Protection activities and in domestic operations.

In 2021 the Commonwealth Government withdrew Australian Defence Force (ADF) personnel from Afghanistan, ending Australia's longest continuous conflict. This conflict has resulted in new and emergent challenges for this veteran cohort, including concerns about mental health and wellbeing, increased rates of homelessness, underemployment, incarceration, and family violence.

It is acknowledged that the contemporary and serving veteran community is currently under psychological strain and increased public scrutiny as a result of the Royal Commission into Defence and Veteran suicide, impacts of the Inspector General ADF (Brereton) report, recent events in Afghanistan, and media coverage. Further, a sense of identity, is considered to be one of the proxy measures for determinants of wellbeing. Veteran identity is closely linked to group cohesion, shared experience, and the societal recognition of the importance of service.

4. REQUEST FOR REVIEW OF TPG PRECINCT

Following discussion at the Premier's Round Table meeting on 1 July, the Veterans' Advisory Council South Australia (VAC) proposed that the future of the Torrens Training Depot and Parade Ground be revisited. The benefits of a 're-imagined Torrens Precinct' include:

- providing for a more engaged and better serviced veteran community;
- opportunities to raise community awareness of the unique nature of the site, its relevance and links to military heritage and service;
- contributing to the ongoing fiscal sustainability of the Torrens Training Depot and Parade Ground to ensure its ongoing heritage preservation; and
- greater engagement with the broader South Australian community to provide context, understanding and empathy for past, present and future defence service whilst retaining its pre-eminence as site for honouring and commemorating service.

On 17 August 2021 the Premier of South Australia requested the Veterans' Advisory Council -SA establish a *Steering Committee* to develop a scoping paper on the future possibilities relating to the Torrens Training Depot (TTD). The Premier requested 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.'

Torrens Parade Ground (TPG) Steering Committee Membership

A Steering Committee, chaired by Rear Admiral the Honourable Kevin Scarce AC CSC RAN (Ret'd), was established to develop a vision for the site and examine opportunities that exist to meet the Premier's intent for Torrens to become a 'vibrant precinct with veterans at its heart'.

Steering Committee membership comprised veteran and non-veteran representatives from:

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

Secretariat support was provided by Veterans SA.

Details of the Steering Committee Membership are at ANNEX C.

Terms of Reference

The Steering Committee, met for the first time in the Memorial Hall in the Torrens Training Depot on Monday 27 September 2021. The Terms of Reference (TOR) governing the scope and focus of the Steering Committee were adopted. The TOR are available at ANNEX C.

The Steering Committee received presentations from a number of representatives, to provide a foundational understanding of the past and current utilisation of the TPG Drill Hall and Parade Ground. Presentations were provided by:

- Department of Environment and Water Heritage section, including from one of the Principal Heritage Conservation Architects who identified the heritage preservation aspects, considerations and approvals processes that enable alterations to the site and provided advice about the current governance and booking systems;
- Australian War Memorial Commemorations and Education teams, with a focus on digital education opportunities; and
- Current and future possible tenants at the Torrens Training Depot, including RSL-SA, Vietnam Veterans' Association, Air Force Association, Legacy, Invictus Pathways Program, Virtual War Memorial of Australia and the Combined Ex-Services Mess.

The primary focus of the Steering Committee has been:

- clarification of current usage, tenant expectations and extant governance arrangements; and
- the development and implementation of an inclusive and widely accessible community consultation process, to gather views and input on the ways in which the TPG/TTD can be utilised into the future.

The Steering Committee met in November and again in December 2021. At these meetings the Steering Committee considered:

- Thematic feedback from focus groups;
- Written submissions provided by stakeholder groups;
- Principles for the use of the Torrens/TPG precinct as they relate to:
 - Role and function of the Torrens/TPG precinct
 - Accessibility
 - Sustainability
 - Connections with the South Australian community;
- Outcomes of the consultation process; and
- Initial utilisation/spatial needs analysis report Swanbury-Penglase.

A copy of the 'Principles for the Torrens Training Depot' can be found at ANNEX D.

A summary of the consultation feedback is at ANNEX E.

The Swanbury-Penglase initial utilisation/spatial needs analysis report is at ANNEX F.

In January, following closure of the consultation process, the Steering Committee met to consider and approve the Final Report.

Reporting

An Interim Report from the Chair of the Steering Committee was forwarded to the Honourable Steven Marshall MP, Premier South Australia and Minister of Veterans' Affairs on 26 November 2021.

This report was endorsed by the Steering Committee on 25 January 2022.

5. CONSULTATION

Despite the limited time available to complete the final report, the Committee undertook a broad consultative process which included presentations from key stakeholders, written submissions, independently facilitated focus groups and ‘town hall forums’ inclusive of both veteran and broader community views.

Stakeholder consultation plan and outcomes

Through Veterans SA, the Steering Committee engaged an independent facilitator (Peter Spalding, *Flying in Formation*) to undertake six focus groups during October and November with key stakeholder groups identified by the Steering Committee. These were: veterans and families; education sector; arts and culture; First Nations; and current serving military members. The opportunities to engage were promoted through Veterans SA and Steering Committee networks. Participants self-nominated to attend. The *Revitalisation of the Torrens Parade Ground/Torrens Training Depot Community Consultation Focus Groups Final Report Nov. 2021* is at ANNEX G.

In addition to these publicly advertised opportunities, existing and possible future tenants and sub-tenants of the TTD presented their ideas to the Steering Committee on 27 September; the Steering Committee Chair briefed invited leaders of the veteran community at the Premier’s Round Table on 20 October and at the Premier’s Town Hall on the same day.

Further opportunities were provided for stakeholders and community members to meet with the Chair of the Steering Committee and to engage in a Q&A style forum. These included a designated forum held at Defence Base Edinburgh to engage with serving Navy, Army and Air Force personnel.

The Steering Committee received one written submission from a consortium of ex-service organisations and a further written submission from the Virtual War Memorial- Australia (ANNEXES H and I). A submission from a committee member, ‘*Creative concept and cost benefit analysis: The Adelaide Military Memorial Walk*’, (ANNEX J) was also received and was considered by the Steering Committee.

Questionnaire results

As a result of stakeholder and community consultation, a digital questionnaire was developed and made publicly available through the SA Government’s *YourSay* engagement platform from 20 November 2021 to 19 December 2021. Members of the South Australian public were invited to contribute their views to inform the Steering Committee’s final recommendations.

The full report is at ANNEX E. A visitation and engagement summary is provided below:



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

Survey responses through the *YourSay* platform demonstrated some bias with a predominance of respondents being veterans or veteran related. There was support for a wide range of veteran and non-veteran related activities and uses including, but not limited to:

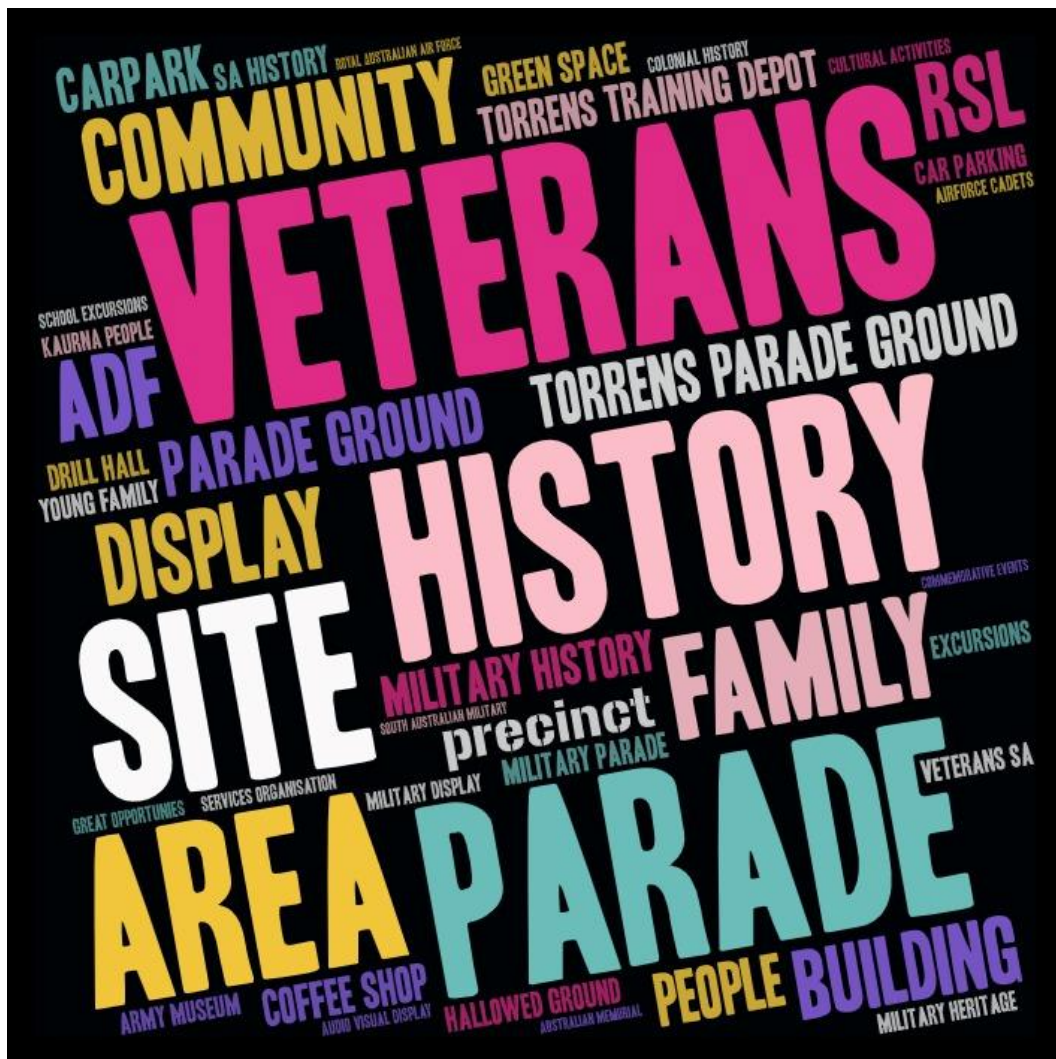
- Commemorative events e.g. Anzac Day and military ceremonial parades;
- Military history education centre;
- Coffee/book shop;
- Family research centre;
- City classroom for schools to study history in the commemorative precinct;
- Art exhibitions;
- Music events;
- Conference facility;
- Illuminations on the main building and surrounding memorials;
- Australian War Memorial (AWM) and other military exhibitions;
- Adelaide Arts Festival Events e.g. Writers Week;

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- Open air concerts;
- Sunday markets; and
- Inclusion of indigenous veteran experience.

Responses via the *YourSay* platform were supportive of opening up the precinct to the community whilst preserving its unique military and historical significance. Whilst there was a preference for the site to be used for veteran and commemorative events, the use for non-veteran related events was supported, provided such uses were consistent with the agreed *Principles of Use* (ANNEX D) and where possible, could incorporate the values of service and sacrifice into their programming. Examples would include support for an outdoor symphony performance of Tchaikovsky's '1812' overture combined with a military ceremonial parade or encouraging use of the TTD building during Adelaide Writers Week to feature South Australian military/history writers.

Free text contributions are included in the Torrens Parade Ground Community Consultation Survey Response Report (ANNEX M) and reflected in the word cloud below:



Key outcomes

The Steering Committee was pleased with the positive response received from the Veterans' community. Initial focus group feedback indicated that they are keen to embrace the vision to enliven the Torrens/TPG Precinct and open it up to the wider South Australian Community.

A consistent theme through the consultation was support for activities and events that demonstrate a 'nexus', through respect and linkage to veteran service, to the unique historical and commemorative values of the site. This is consistent with the *Principles of Use* developed by the Veterans Advisory Council South Australia Torrens sub-committee and adopted by the Steering Committee (ANNEX D).

6. IDENTIFIED OPPORTUNITIES

Emergent opportunities

The Steering Committee identified four key areas of opportunity to enliven the precinct and accommodate emerging veteran needs. Each of these proposals require formal business cases to be developed.

Key proposals are:

- **PROPOSAL 1:** Creation of a unified '*Torrens Commemorative Precinct*';
- **PROPOSAL 2:** Providing an education/schools' program/learning facility at the site;
- **PROPOSAL 3:** Enhanced utilisation of existing spaces and accessibility to enable access to new user groups; and
- **PROPOSAL 4:** Developing a curated annual program of events and tourism products that create relevant and engaging opportunities for all South Australians.

High level concept summaries of each proposal are detailed in the following sections.

PROPOSAL 1: A UNIFIED 'TORRENS COMMEMORATIVE PRECINCT'

Concept/Rationale

The Torrens Training Depot/Parade Ground Steering Committee has identified the opportunity to create a revitalised and unified Torrens Commemorative precinct that will enhance community awareness of the experiences of South Australians in times of war, conflict and humanitarian operations.

Creating a single unified Commemorative Precinct (comprising the Torrens Training Depot, Parade Ground and surrounding Memorials) will provide greater clarity about the role and purpose of the precinct, is more inclusive (recognising the site contains both military and non-military memorials) and will be more welcoming to the South Australian public. A unified precinct also provides an opportunity to simplify the currently complex and multi-agency governance arrangements and to collaborate and integrate with adjacent riverfront, university and cultural precincts.

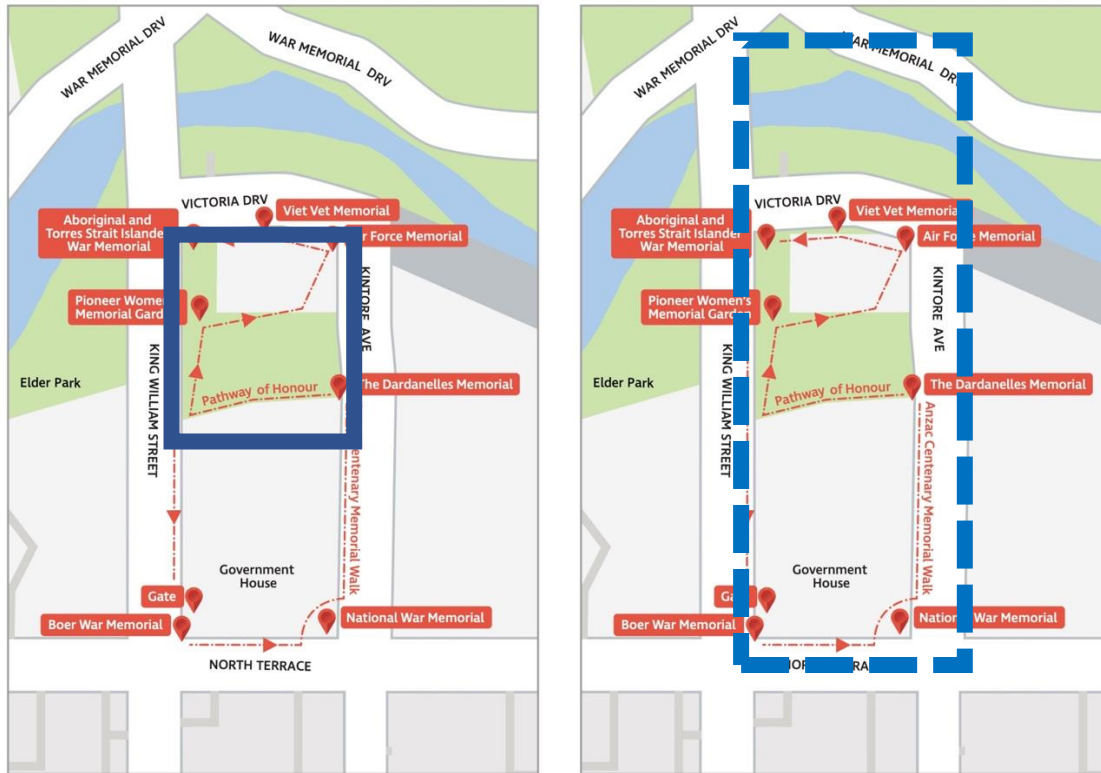
In addition, there is an opportunity to develop 'destination event' marketing (e.g. ceremonial events, military heritage tourism walks, education and family research centre) and thereby provide increased opportunities for all South Australians to engage with this unique historical and commemorative site.

Background – A unified precinct

Located in the heart of Adelaide, adjacent to Government House, the Torrens Parade Ground, Torrens Training Depot and surrounding memorials are integrally related to Adelaide's riverfront, university and cultural precincts.

The immediate precinct includes the Torrens Parade Ground, Torrens Training Depot and a large number of surrounding memorials. Key memorials include the Vietnam War Memorial, Aboriginal and Torres Strait Islander War Memorial, Royal Australian Air Force Memorial, the Vietnamese Boat People Monument, Pioneer Womens' Memorial Gardens, Rifle's Pathway, the Pathway of Honour which runs along the perimeter of the back of Government House (see **Diagram A**).

More broadly, the commemorative precinct extends to include the Boer War Memorial and National War Memorial on North Terrace, the Anzac Centenary Memorial Walk along the western boundary of Kintore Avenue and the Dardanelles Cenotaph, the Australian Defence Force Health Service Memorial in Angus Gardens and the South Australian Naval Memorial Gardens in Karrawirra/Red Gum Park (Park 12), the Cross of Sacrifice in Pennington Gardens East and the 'War Memorial Oak', in Creswell Gardens, near the Adelaide Oval (see **Diagram B**).



A. Core Torrens Commemorative Precinct (proposed) B. Broader commemorative precinct

Nomenclature

The current nomenclature of the Torrens Training Depot (TTD), the Drill Hall, and Torrens Parade Ground (TPG) is confusing and often inconsistent.

Adopting a new nomenclature e.g. *Torrens Commemorative Precinct* would provide greater clarity around the commemorative role of the precinct and be more inclusive (recognising the site contains both military and non-military memorials) and more welcoming to the South Australian community.

Support

During focus group consultation and via the *YourSay* questionnaire, the Steering committee received consistent feedback about the benefits and desirability of:

- a unified Torrens Commemorative Precinct - ‘one site, one identity’;
- nomenclature that provides clarity re the role and purpose of the precinct;
- increased opportunities for ceremonial activities e.g. bands, parades etc, to project the unique nature of the site, integrate the offerings in a way that engages with the broader South Australian community; and
- potential to create ‘destination event’ marketing and tourism opportunities e.g. ceremonial activities, military heritage tourism walks, education and family research centre which could be incorporated into a widely promoted annual calendar of curated events.

The veteran community supported use of the precinct that aligned with the values and traditions of service, enhanced community awareness of the military contribution of South Australians and was prioritised for commemorative purposes.

Next steps

Issues to be considered in creating a 'Torrens Commemorative Precinct' include:

- Definition of the precinct (i.e. building, parade ground and memorials, boundaries etc),
- Naming of the precinct and consistency with the vision e.g. Torrens Commemorative Precinct'
- Definition of protections afforded to Torrens (e.g. can be sublet but not sold, protections under Heritage Act and Conservation Act, definition of standards to which building and precinct is to be maintained etc),
- Any legislative restrictions in place e.g. as afforded by the RSL Memorial Trust Act 1997
- Definition of the objects of the precinct (e.g. to be used as commemorative precinct with purpose of tenancies to veteran agencies, education, etc),
- Provision for 'allowable usage' e.g. by veteran groups, commercial activities (as determined by responsible minister)
- Provision for (acceptable) revenues to go back to purpose e.g. hypothecation to memorialisation upkeep and/or interpretation strategies (e.g. Memorial Walks)
- Marketing and programming, and
- Integration with other precincts e.g. Riverbank Precinct, Entertainment Precinct, University Precinct etc.

References and external links:

Annex A Report to the Public Works Committee of the Parliament of South Australia for the proposed UPGRADE OF THE TORRENS PARADE GROUND June 2002

Annex H Submission on behalf of Ex-Service Consortium to Torrens Parade Ground Precinct Steering Committee - Torrens Parade Ground and Military Heritage Precinct dated 8 November 2021

Annex J Submission Michael Von Berg MC OAM to Torrens Parade Ground Steering Committee. Creative Concept and cost benefit analysis. The Adelaide Military Memorial Walk dated 18 November 2021

Annex K Community Land Management Plan

Annex L RSL Memorial Hall Trust Act 1997

PROPOSAL 2: AN EDUCATION/SCHOOLS' PROGRAM/LEARNING CENTRE

Concept/Rationale

The Torrens Training Depot/Parade Ground Steering Committee has identified a potential collaborative opportunity that would leverage education programs run by the Australian War Memorial (AWM) and Virtual War Memorial Australia (VWM-A) by incorporating an education facility/learning hub in the re-development of the Torrens Training Depot.

The education facility/learning hub would provide South Australian students with a powerful, authentic and immersive learning experience. The education program would align to the primary and secondary school curricula and be supported by digital learning, artefacts, and veterans' story-telling within the commemorative precinct of the Torrens Parade Ground and nearby cultural centres.

The education facility/learning hub would be designed to enable student access to 'state of art' technology involving the use of QR codes, press button audio/visuals and 3-D headsets. This inter-active technology will augment historical and commemorative learning implicit in the history and civics curriculum in South Australian schools and provide the opportunity at a local site for students to engage in the education programs provided by the AWM and VWM-A.

The experience would involve students and teachers participating in an education program prior to exploring the commemorative precinct. The use of the site would provide students with empathy by 'walking in the steps of history' in the depot and parade ground, amongst the surrounding memorials and the broader cultural and arts precinct including the Migration Museum, Centre of Democracy, Art Gallery of South Australia, State Library of South Australia, Museum of South Australia and government buildings, including Parliament House and Old Parliament House.

The education facility/learning hub will ensure that a visit to the commemorative precinct is a positive, effective and engaging educational experience for students and teachers. It will enable all South Australian students, including those in regional and/or disadvantaged areas to participate in a unique and accessible educational experience in South Australia. In addition, the facility will also have considerable potential for teacher professional learning and education tourism and could be opened to the general public of South Australia.

Background

Parliament and Civics Education program (Australian War Memorial)

Schools' visits to the Australian War Memorial (AWM) and other key sites such as Parliament House have formed a foundational part of the mandatory *Parliament and Civics Education (PACER)* component of the school curriculum for students in years 5-12 for many years. Schools attending PACER institutions are supported by Commonwealth funding in the form of monetary subsidy (\$90 per student for the majority of SA schools). Each year over 100,000 students from around Australia, including South Australia, visit the AWM as part of the civics education program. However, the distribution of those visiting Canberra under this scheme is uneven, being impacted by the location and socio-economic category of the school.

A large number of South Australian students do not have the opportunity for the impactful learning involved in a visit to Canberra for historical, commemorative and civics learning. In 2020 and 2021 the impact of Covid further restricted the opportunity for students, particularly South Australian students, to participate in this component of the civics and citizenship education.

As a result of this uneven participation of schools and the recent limitation to travel created by Covid, the AWM has developed resources for teachers and schools that can be delivered remotely by way of a 'virtual classroom.' These are currently facilitated by the AWM Education team.

The target audience for these programs includes schools who are unlikely to be able to visit the AWM on site: remote and regional areas, lower socio-economic areas or special circumstances (e.g. distance education/School of the Air/hospital schools). The education facility/learning hub will provide a context for the delivery of the AWM and VWMA virtual programs in the 'real' locational setting of the training depot and surrounding memorials.

The development of a unique facility in the heart of Adelaide, integrated into the commemorative precinct will provide an engaging, accessible and significant experience for all South Australian students in the future.

The AWM program model is based on the Australian Curriculum: History that South Australia has adopted as its curriculum for all schools in our state. Years 3, 5, 9 and 10 are the years of schooling containing knowledge and understanding content most relevant to the incorporation of the learning experience that would be offered at the education facility/learning hub. The relevant compulsory curriculum content that all schools are required to teach in these years is as follows:

- Year 3 – Commemoration in our community;
- Year 5 – The contribution of individuals and groups to the development of Post Federation Australian society;
- Year 9 – Compulsory Depth Study on World War I; and
- Year 10 – Compulsory Depth Study on World War II.

The AWM virtual education programs have been developed for primary and secondary students and are linked to the Australian Curriculum, and thus the South Australian curriculum. The primary programs include student activities around 'how we remember', while the secondary program includes source analysis and historiography skills. <https://www.awm.gov.au/learn/schools>.

Other options include 'box loans' of memorial boxes which are developed by the AWM as engaging learning resources, filled with real and replica uniforms, equipment, artefacts, and more. They are supported by a range of case studies and activities which are available online. Memorial Boxes can be used to invigorate classroom lessons, inspire historical investigation, and add meaning to commemorative activities. Memorial boxes can also be customised to reflect the service of South Australians.

Digital assets, developed by the AWM and accessible anywhere include a curated selection of objects from the collection that can be experienced as '3-D treasures' and *On Closer Inspection* which is a series of immersive 360-degree experiences developed by the Australian War Memorial.

On Closer Inspection uses 360-degree video and VR technology so students can explore and interact with some of the Memorial's historic large technology objects inside and out. These include the Adelaide class frigate, the Lancaster Bomber and the Mark IV tank. <https://www.awm.gov.au/visit/exhibitions/on-closer-inspection>

Virtual War Memorial Australia and schools

The Virtual War Memorial-Australia (VWM-A) is based in South Australia and housed at Torrens Parade Ground (TPG). The VWM-A provides support to the *Premier's Anzac Spirit School Prize* through developing

student research capacity and contains an extensive range of resources for students and teachers in South Australian schools.

In addition to the use of the Virtual War Memorial site for historical research when they visited the facility, the structured Virtual War Memorial Schools Program would provide an opportunity for on-going engagement by students when they returned to school. In the schools' program, students research a serviceperson using the publicly available Virtual War Memorial online sources to find out about their subject and tell their story. Students then upload their research to the VWMA site, which makes a permanent contribution to the historical record – and to the serviceperson's family. It is an engaging and authentic research task which transforms students into historians and shares the stories of South Australians who have served their country in times of war and conflict. <https://vwma.org.au/explore/schools>

Collaborative opportunities using the TPG site

This pilot program would be a unique collaboration between Australian War Memorial (AWM) and Virtual War Memorial Australia (VWM-A) and South Australian education.

Key features of the education facility/learning hub and program would be:

- To provide a unique educational experience within the ambience, historical and military relevance of the site whilst meeting existing Australian curriculum requirements;
- Capacity for up to 30 students at a time, as either a single class or combined schools' classes;
- Provision of an immersive experience, being 'hands-on' and inter-active, involving digital technology and artefacts (letters, journals, clothing etc) re-enactments, story-telling sessions and online activities;
- A strong emphasis on the story telling of individuals at war and the impact of war on South Australians;
- Strongly aligned to the content, skills and achievement standards of the Australian Curriculum: Humanities and Social Science (HaSS);
- Developed and conducted by specialist educationists with experience in the area of Australians at war, with a primary focus on the South Australian context, but not excluding the broader Australian context;
- Include components of indigenous history and indigenous military service;
- Include curated stories of veterans, with a focus on South Australian veterans, using technology-based displays, artifacts and veteran story-tellers; and
- Supported by bus parking availability on the Parade Ground.

Additional opportunities include:

- Capacity to combine classroom learning with visitation of key memorials including:
 - The Australasian Dardanelles Memorial;
 - The Pathway of Honour;
 - Aboriginal & Torres Strait Islander War Memorial;
 - Vietnam War Memorial;
 - Anzac Centenary Memorial Walk; and
 - The Vietnamese Boat People Monument.
- Awareness of the *Premier's Anzac Spirit School Prize* and the resources available for schools and students to enter the prize;
- Enhanced awareness of South Australia's past and ongoing commitment to ADF operations; and

- An opportunity to open the education facility/learning hub to the South Australian public and/or tourists.

Indigenous service

An opportunity exists to use the proposed model to raise awareness of the contribution of the service of indigenous South Australians. This includes visitation to the Aboriginal and Torres Strait Islander War Memorial, use of Virtual War Memorial Australia resources and implementing an 'indigenous service' component into the education program.

Resourcing

This pilot program proposes to leverage existing educational programs and resources from the Australian War Memorial Education Team. Current AWM programs (which would be augmented by a site-specific education experience) run for forty-five-minutes and are delivered free of charge.

Additional resources required

The pilot program would require an investment in infrastructure, IT and workforce of the scope noted below.

Infrastructure

- Designated space as 'learning hub' approx. 60-100 m²
- Fit out requirements include seating, displays, touchable artifacts and storage e.g. for Memorial boxes;

IT

- Single large LED screen or multiple (3-4) depending on group size,
- Secure and reliable internet bandwidth (medium end corporate AV technical fit out required to include microphone/audio),
- Connection platform (e.g. Zoom, Microsoft Teams, WebEx),
- 3D headsets;

Workforce

- Education program to be developed and conducted, in collaboration with AWM Education team, by specialist educationalist,
- A dedicated resource/ project officer to allow coordination of the program, and
- Ongoing cost of staff to conduct education program and curate educational material.

Support

Consultation conducted by the Steering Committee has indicated broad support for an education facility/learning hub to be incorporated into any re-development of the Torrens Training Depot. This includes feedback from focus groups and the digital questionnaire.

Support for this pilot proposal has been obtained from the Virtual War Memorial Australia and the Director Australian War Memorial, Mr Matt Anderson PSM (ANNEXES I O). The South Australian Department of Education has also indicated in-principle support for the initiative in terms of curriculum relevance (ANNEX P) but further

details are required before any commitment in real terms can be made by the Minister for Education on behalf of the education sectors.

Next Steps

A meeting with the leaders of the Curriculum and External Relations Directorates of the Department for Education and the History Trust of South Australia (and other relevant stakeholders) will be required to determine interest in developing a business case to establish an education facility/learning hub in the TTD. Such a facility would add to the current out of school cultural experiences for schools coordinated by the Department for Education 'outreach' program in South Australia.

If interest to progress this opportunity exists a MOU will need to be developed between AWM, VWMA and the South Australian Minister for Education.

References and external links:

Meeting (via videoconference) 6th August 2021, Premier of South Australia, the Hon Steven Marshall MP met (via video-link) with the Director of the Australian War Memorial (AWM), Mr Matt Anderson PSM and the Chair of the Virtual War Memorial Australia (VWM-A) Mr Peter Williams

Torrens Parade Ground/Torrens Training Depot Report to Steering Committee from School Education Consultation Focus Group dated 25 November 2021

***Annex I** Letter Virtual War Memorial Australia to the Chairman Torrens Parade Ground Steering Committee (undated) received 16 December 2021*

***Annex O** Letter of Support, Mr Matt Anderson PSM, Director Australian War Memorial Canberra to Rear Admiral Kevin Scarce AC CSC RN (R'td) dated 9 December 2021*

***Annex P** Education Department In Principle Support Letter*

PROPOSAL 3: ENHANCED UTILISATION/ACCESSIBILITY OF TORRENS TRAINING DEPOT

Concept/Rationale

The current Torrens Training Depot “footprint” is underexploited and could be used in a more effective and sustainable way for both veteran and non-veteran groups. This is a sensitive issue for existing tenants. However, through rationalisation and some realignment of current use, space can be provided to welcome new veteran groups so that the area is more amenable to use by the entire veteran community, including emerging veteran cohorts and their families.

In November 2021, the South Australian government announced the intention to digitally upgrade Torrens Training Depot (TTD). Further infrastructure investment in upgrading the facility (including kitchen facilities and existing gallery space) would enable more effective use of internal facilities and provide new opportunities for non-tenant veteran groups. Making better use of the existing building for other veteran groups (for example by providing access to upgraded meeting facilities) also offer opportunities for greater community use.

Background – A case for better utilisation

Consideration of optimal use of the TTD building including the tenancies and Drill Hall is timely as the current tenancies expire in 2022. Also, one of the tenants, the History Trust of South Australia is due to relocate from the building in 2022 and the Legacy Club of Adelaide and Broken Hill is currently in tenancy negotiations to take over the History Trust tenancy.

In addition, over the last two decades a significant number of new veteran related support organisations have emerged. These include peer-to-peer advocacy and veteran related services provided by ‘grass roots’ organisations, many of whom have an increased emphasis on engagement with families and may benefit from access to a centrally located facility.

Through the consultation processes the Steering Committee consistently heard that there is a low level of community awareness or engagement with the Torrens site e.g. *‘I’ve always wanted to come here and see inside,’* or *‘I didn’t know you could go in there.’* This included low levels of engagement amongst non-tenant defence and veteran related groups including younger veterans, defence industry and others.

Through Veterans SA, Swanbury-Penglase Architects Pty Ltd undertook an initial utilisation/spatial needs analysis report of the TTD building. This report focused on the current tenancy footprints and needs rather than future focussed opportunities or usage constraints. However, both the report and the Steering Committee have identified a number of significant issues:

- The tenancies are tired and to some extent cluttered;
- Some of the office tenancies are underutilised, limiting the scope for new tenancies;
- There is opportunity to reconfigure office spaces within the physical constraints of the building;
- There is opportunity to reduce duplicated functions between tenancies and create multi-user shared facilities e.g. boardroom, small conference room;
- Development of a hospitality space is feasible but catering facilities require upgrading;
- Current storage of memorabilia, artifacts etc is not fit for purpose (e.g. not climate controlled, or protected against insect infestation dust or mould) and there is no centralised/unified approach to storage (currently 173m² of space in several ground floor rooms for each tenancy to the east side of the Drill Hall) and inclusive of a SAPOL approved weapons storage area);
- Storage of infrequently used items might be more effectively managed off site, creating space for new tenants and activities;

- A gallery space was established in 2004. The space has been used by the History Trust for administration and storage since the late 2010s and is currently used for administration and storage;
- There are some limitations to access to the Drill Hall;
- The site is amenable to creation of exhibition/interpretive spaces; and
- The current tenancy footprint is limited and rationalisation would be required to adopt any new uses as part of a revitalisation of the site.

Multi-user facilities

It was not within the Terms of Reference for the Steering Committee to consider detailed facilities proposals. However, during consultation and committee deliberations, three consistent opportunities to improve use of the building space have been identified. These are adapting the existing facility to create a multi-user board room/small conference facility, establishing a Café/Bookshop/Resource centre and activating the existing exhibition and display space.

Multi-user board room/small conference facility

Rationalisation of the internal facilities, combined with the government's proposed digital upgrade, provides an opportunity to create a multi-user board room and/or small conference facility that could be made available (through an appropriate booking and payment system) to tenants and non-tenant veteran agencies (ESOs, VSOs, Defence Industry and others, including the Veterans' Advisory Council).

This repurposed space would need to be managed but would provide increased utilisation, bring new users e.g. Veteran Arts Groups, to the site and create opportunities for collaboration that are consistent with the vision of an 'activated' site.

Café/Bookshop/Resource centre

Currently, catering for small functions can be provided on site but catering for larger functions at TPG limited due to the constraint of basic kitchen facilities adjacent to the Drill Hall. All catering is currently provided by contract caterers.

Concept plans for a café within the TTD building were developed in 2016 but not progressed. These plans have been updated in November 2021 and are provided at ANNEX N. A commercial operator has assessed that a coffee-shop at TPG is considered commercially viable.

Whilst a commercial business case and needs analysis would need to be completed, the benefits of a café facility include:

- Providing a welcoming space for veterans and non-veterans (and their families) to meet;
- 'Opening' the building to visitors – by locating the café at ground floor level;
- Allowing synergies with catering for events and functions on site;
- Providing a space to retail:
 - ESO, VSO related items e.g. Legacy Bears, Poppy badges etc,
 - Military themed and veteran related books and merchandise
- Providing a space to showcase (potentially variable) memorabilia and artifacts that tell the stories of South Australian's experiences of war; and
- Providing an information/resource hub for veterans e.g. access to services, entitlements, employment opportunities etc.

If reactivation of the precinct includes an education centre and a curated program of events and activities (e.g. Military heritage walking tours, ceremonial concerts) foot-traffic to the site would be expected to increase, strengthening the case for an investment in café/bookstore/resource space within the building.

Exhibition and display space

Upgrade of the TTD building in 2002 provided for a designated gallery space. This space off the northern entry on the ground floor has access independent of the Drill Hall, is fitted with lighting, suitable air-conditioning and picture rail hangers. It is currently used for office and storage space.

Opportunities to use the TPG site for curated exhibition space were consistently raised during the consultation process, supported in the *YourSay* digital responses and included in a written submission representing sixteen South Australian ex-service and associated veteran entities.

Options raised included:

- Curated exhibitions related to South Australian service and military history;
- Travelling exhibitions from the Australian War Memorial;
- 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;
- Special exhibitions e.g. service of Indigenous servicemen and women of South Australia;
- Rotating museum exhibits from South Australian military museums and collections such as the Army museum, Repatriation General Hospital Museum etc;
- Linked exhibitions during South Australia's annual History Festival, Adelaide Writers Week etc; and,
- Community exhibitions consistent with the Principles of Use (ANNEX D).

Display space would add value to an education schools' program, draw visitors to the site, raise awareness, be available for use for small functions e.g. art or book launches.

Resourcing

These proposals would require a one-off investment from government. Such an investment would add value to the precinct and to the state and provide new opportunities for veteran and community engagement. A modest but necessary investment in infrastructure, kitchen upgrade and IT is required.

Detailed resourcing estimates are beyond the scope the time or resource allocated to the Steering Committee. However, 'rough order of magnitude' financial estimates were provided in 2016 and recently updated. These estimates indicate the cost required to establishing a café at the site.

Support

The Department of Veterans Affairs (DVA) has a strong interest in the discussions around the future of Torrens Parade Ground and Depot (TPG/TTD) as it holds great significance for the veteran community.

Whilst revitalisation of Torrens is a State Government initiative and DVA does not have any specific input, DVA has expressed an interest in exploring a possible DVA presence at the redeveloped site. DVA works closely with Ex-Service Organisations and has seen the benefits of having a DVA (Open Arms) presence at the Wellbeing Centre.

Next Steps

With existing Tenancy agreements due to expire in 2022 and now is an ideal time to review arrangements with the goal of opening up opportunities for new tenants whilst improving conditions for those remaining.

The Steering Committee acknowledges that after such a long tenancy, any change to the use of the tenant area, or indeed the Hall itself, is likely to cause concern. Accordingly, further direct consultation with each tenancy is recommended to test and develop these opportunities.

Should this proposal be accepted further investigation/feasibility is required. This would include:

- Expert review of the condition of all spaces in TPG to understand potential maintenance and upgrade needs;
- Feasibility Study/Business Case for curated display/interpretive/exhibit space;
- Feasibility Study/Business Case for additional hospitality space e.g., the Café proposed by AFA and Invictus Pathways;
- Approach to Heritage SA to discuss proposed alterations to TPG;
- Detailed Storage Audit; and
- Engagement with DVA in relation to information kiosk and service provision for veterans;
- Review existing legislation to ensure proposed hall usage is consistent with existing provisions.

References and external links:

Annex F Swanbury-Penglase Architects Pty Ltd, Torrens Parade Ground Spatial Needs Analysis Report December 2021

Annex N Café Proposal to RSL Active 2016 (updated November 2021) – less Commercial-in-confidence

PROPOSAL 4: A CURATED ANNUAL PROGRAM OF EVENTS AND TOURISM PRODUCTS

Concept/Rationale

By leveraging linkages with the neighbouring cultural sector to provide a curated program of annual activities, built around key commemorative events there is an opportunity to make the Torrens Commemorative Precinct a 'destination' site for South Australians and tourists to the state. A curated program of events could be developed in partnership with *Events SA / Adelaide Economic Development Agency (AEDA)/ City of Adelaide* to provide increased visibility, coordination and promotion of opportunities.

The TTD building is ideally situated within the 'Torrens Commemorative Precinct' as a site for permanent and temporary exhibitions which hold educational and public appeal. Key to the program would be integration of direct links to the precinct.

Possible partner organisations include Events SA, Tourism SA, City of Adelaide, major cultural institutions, major festivals, major sporting events, relevant tertiary institutions, all of whom form part of the precinct community.

Options to increase use of the parade ground for ceremonial activities include partnership with:

- Australian Defence Force;
- South Australian Pipes and Drums;
- School Cadets; and
- South Australian Police Force Mounted Division.

Options that have been considered by the Steering Committee or raised in community consultation include:

1. A curated annual program of events;
2. Illuminations@Torrens; and
3. Military Memorial Walks.

Background – Prioritised activities and partnerships for a curated program of events

A consistent theme during consultation was support for use of the precinct, and activities and events, that aligned with the values and traditions of service, enhanced community awareness of the military contribution of South Australians.

The Steering Committee received a written submission from a consortium of South Australian veteran organisation that proposed a tiered approach that prioritised activities and partnerships (ANNEX H). This 'Tiered approach' would provide clarity in establishing a program of events. Their proposal is as follows:

- **TIER 1.** Events/activities of a commemorative, ceremonial, educative, historical or other relevant nature conducted by or in partnership with the veteran community and/or Australian Defence Force such as (but not limited to):
 - **Curatorial/exhibitions** e.g. in partnership with Australian War Memorial or any state or federal institutions with relevant heritage/military collections;
 - **Education:** Military history/family research centre, Schools' education centre;

- **Parade Ground usage:** e.g. key commemorative events, use by military/police/schools bands; and
 - **Community awareness raising.** e.g. *Illuminations@Torrens*
-
- **TIER 2.** Events conducted in partnership with cultural, arts, not-for-profits etc not directly aligned to commemoration including for example, art exhibitions and cultural events such as 'Symphony under the Stars.' Where possible, Tier 2 activities should leverage synergies to incorporate the values of service and sacrifice into their programming. Examples would include support for an outdoor symphony performance of Tchaikovsky's '1812' overture combined with a military ceremonial parade or use of the TTD building during Adelaide Writers Week to feature South Australian military/history writers.
 - **TIER 3.** Other events and/or activities which attract different audiences and draw attention to the precinct without detracting from the values of the precinct. Such events and/or activities would need to incorporate key messaging about the precinct in any marketing material.

The Steering Committee considered that a tiered prioritisation would provide for a 'nexus' to the unique historical and commemorative nature of the site, was consistent with the *Principles of Use* (ANNEX D) as adopted, and ensures veterans remain at the heart of the precinct and that the unique historical and commemorative nature of the site is honoured.

a) Annual Program of Events

The Steering Committee considered the opportunities that a forecasted annual program of events could provide. The Steering Committee considered the importance of linkages to key annual commemorative events such as Anzac Day, Remembrance Day etc but also non-military annual events such as annual festivals and cultural events e.g. Writers Week.

Examples of events that were recommended to the Steering Committee included those listed above under Tier 1 and Tier 2 priorities. Specific recommendations were received in relation to:

- *Illuminations@Torrens* (ANNEX I); and
- Military Heritage/Memorial Walk (ANNEX J)s.

b) *Illuminations@Torrens*

In November 2021 the Virtual War Memorial Australia, in partnership with the South Australian government, ran nightly illuminations of the TTD building in the lead up to Remembrance Day.

Following this successful pilot, further opportunities for illuminating the building have been identified.

Illuminations can provide a vehicle for raising awareness of South Australian service both around key commemorative dates such as Anzac and Remembrance Day and draw foot traffic and increased visitations to the Riverbank Precinct.

Additional opportunities include using illuminations to acknowledge and honour the contribution of significant South Australians at times of war and conflict such as:

- profiling indigenous service during NAIDOC week;
- profiling South Australian nurses and prisoners of war during Bangka week; and

- imagery that is ‘future focussed’ and demonstrates South Australia’s ongoing involvement in defence operations and/or defence industry.

In addition to illuminations of the TTD building, illumination of the memorials in the precinct should be considered. The Vietnam War Memorial and the ATSI War Memorial have some minimal lighting but enhanced lighting of the other significant memorials would not only enliven the entire southern side of the parade ground, but act as a beacon to visitors and passers-by.

c) Military Memorial Walks

The Steering Committee received a submission proposing that, in conjunction with the Adelaide City Council, heritage/military memorial walk could be developed as part of a broader marketing opportunity.

The walk would be an accessible way of showcasing the precinct, which is unique compared to other states and other countries in having a concentration of memorials and commemorative sites within the heart of Adelaide and in close proximity to cultural precincts, the Riverbank and major hotels.

This unique “military walking circuit” would attract interstate and international interest through tourists and add value to an immersive schools’ education program. Opportunity exists to develop self-guided tours through use of QR codes on significant memorials which allows visitors to take away ‘digital souvenirs’ of their experience and provides further historical, research and educational linkages.

Support

Support for a curated program of events was evidenced in focus group consultation, feedback from the *YourSay*

Resources

For a curated program of events to be successful, a dedicated resource (event coordinator) would be required to act as the central point of contact to coordinate the program. This resource would coordinate with the City of Adelaide, tenants, and other requestors of space, manage the marketing and bookings, ensure the support for events was suitable and manage feedback. The coordinator would require experience and delegation to negotiate outcomes on the precinct behalf and be the conduit between the precinct and other stakeholders. Funding would need to be provided for this role.

Resourcing could be augmented by volunteer staff.

Some resource investment and/or rationalisation of use will be required to support public programs that require gallery or exhibition space within the TTD.

Existing (fitted out) gallery space is currently used within a tenancy as an office/storage area. In addition to tenancy negotiations, issues of security, access, lighting, IT etc would need to be considered in relation to its availability for temporary or permanent exhibitions.

Next Steps

- Conduct an audit of facilities and areas available for public events including:
 - Their suitability of outdoor areas and indoor areas (including education areas, gallery and exhibition space);

- A deficit of facilities, spaces and fit outs; and
- Limitations or constraints e.g. security, public access, catering, IT connectivity.
- Assess and prioritise the financial viability of upgrades;
- Launch the newly designated 'Torrens Commemorative Precinct' to create engagement and vibrancy and promote awareness of the offerings of an expanded precinct; and
- Create marketing collateral and develop a targeted marketing plan and strategy that engages with stakeholders and establishes the 'Torrens Commemorative Precinct' as a unique destination within the broader South Austral public events and tourism calendar.

References and External Links:

Annex H Submission on behalf of Ex-Service Consortium to Torrens Parade Ground Precinct Steering Committee - Torrens Parade Ground and Military Heritage Precinct dated 8 November 2021

Annex I Letter Virtual War Memorial Australia to TPG Steering Committee

Annex J Submission Michael Von Berg MC OAM to Torrens Parade Ground Steering Committee. Creative Concept and cost benefit analysis. The Adelaide Military Memorial Walk dated 18 November 2021

7. GOVERNANCE

Current Governance Arrangements

Current operational governance relationships have evolved since 2002 but remain complex.

In its original conception as per the 2002 Cabinet submission:

3.19 A coordination committee with representation from REM, the ex-service groups and an officer nominated by the Minister for Administrative Affairs will be set up to coordinate activities that affect the tenants of the Torrens Parade Ground. Some of the activities include attending to flag protocols, control of the boom gate, coordinated shared use of the car park and Drill Hall etc.

Heritage South Australia, of the Department for Environment and Water (DEW), is currently responsible for the management of the Torrens Parade Ground (TPG) and Training Depot (TTD). Responsibility transferred from the Department for Infrastructure, Planning and Transport as a part of Machinery of Government changes in 2019.

Heritage South Australia manages the maintenance of the site, any tenant needs and booking requests for the use of the Parade Ground and Drill Hall spaces. Management includes an operating budget to fund repairs and to employ an on-site manager. Part of booking fees is allocated towards the ongoing maintenance of the property.

The TPG and TTG were previously managed through an external facility management provider. Communication between tenants and management was not always successful and bookings were problematic. This has since been addressed through development of a booking procedure, employment of an on-site manager and a focus on veteran needs for tenancies and booked spaces.

Heritage SA has established a 'booking procedure' to provide clarity around the booking of spaces on site. Bookings are made through the website, or by contacting the site manager. The booking principles include:

- recurrent veteran-related events and bookings are prioritised over all other bookings;
- preference is then given to community and not-for-profit events, veteran and government use, tenant use and occasional commercial use. Private events such as weddings and parties are not supported;
- bookings for the Drill Hall or Parade Ground are typically limited to a maximum of four weeks without Executive Director approval;
- Recent changes to the Drill Hall will also allow for two groups to use the space in an independent manner, providing greater flexibility; and
- longer term bookings/ erection of large structures on the Parade Ground are limited to half (50%) the site and are contained at the west end, to keep the front of the building clear.

Management Plan

A management plan was established as per the leases and MOU entered into with the Minister and the tenants. Its purpose is to ensure that:

- the TPG is appropriately managed for and behalf of the SA Community;
- the revenues generated from the commercial use of the TPG are maintained and applied to maintain, upgrading and restoration of the property; and
- the historical significance of the property is protected for current and future generations.

A Management committee of tenants, site manager and Government meet on a quarterly basis.

A Torrens Commemorative Precinct Governance Model

Despite improvements to governance arrangements, feedback received during the review pointed to a disconnect between the current managers and veteran groups. To support a 'Torrens Commemorative Precinct' Model it will be important to identify one government agency, for example *Veterans SA*, with overarching responsibility for precinct governance. It would be highly beneficial to have the organisation managing the site familiar with both the issues and the potential tenants/user groups.

Distinct aspects of the governance model will need to address responsibility for:

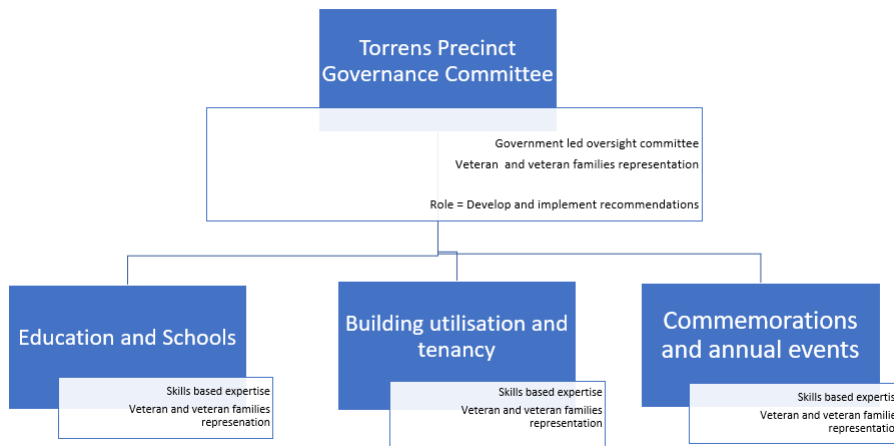
- Management of tenancies;
- Facilities, site maintenance and preservation;
- Coordination of use, events and programming;
- Approval of an annual program of activities

Feedback from focus groups and the *YourSay* questionnaire were strongly supportive of ensuring a 'veteran voice' was included in any future governance model. In particular the model might include the representatives suggested below when approving the annual program of events:

- Government;
- Veterans including emerging veteran cohorts in addition to traditional ESOs;
- Tenants; and
- Key stakeholders and subject matter experts or representatives of peak bodies e.g. Schools and education, heritage, curatorial, ADF ceremonial etc.

The proposed governance model for managing the entire Torrens precinct is outlined in the diagram below.

Torrens Precinct Governance Model



This model provides an overarching governance committee with expert sub-committees. Each level of the governance framework included veteran representation, alongside subject matter experts and government representation. If this framework was adopted for the Torrens Commemorative Precinct it would provide an overarching governance committee and expert sub-committees (inclusive of veteran, government and peak body oversight) in the areas of:

- Education and schools engagement;
- Facilities management and tenancies; and
- Public programs (commemorations, annual events and tourism).

8. CONCLUSIONS AND RECOMMENDATIONS

The Steering Committee has identified general support for revitalising the Torrens Parade Ground/Torrens Training Depot in a way that honours the significant military and service history of the site and continues to put veterans and their experiences of war at the centre of this unique precinct.

Despite the limited period to consider and consult, the Steering Committee has identified a unified vision for the precinct and developed concepts for its future use that have broad support from within the veteran and wider community. These concepts have been developed with a focus on a new and emerging generation of South Australian veterans, whilst meeting the needs of existing tenants.

These opportunities include but are not limited to: creating a unique commemorative precinct, improved utilisation of the building space, an annual curated programs of activities and providing a unique immersive education experience as part of the South Australian schools' education curriculum. The concepts provided will need detailed development.

The Steering Committee has identified that revitalisation of the Torrens Parade Ground and Torrens Training Depot will require a new governance model to create a 'one vision- one site' precinct-based governance approach.

The initiatives identified in this report require investment from government. This investment will add value to the precinct and to the state. The recommendations provided will ensure that this unique heritage site remains a centre of commemoration, retains relevance to the veteran and broader community and continues to honour the service and sacrifice of South Australians.

The Steering Committee recommends that a government led committee be established to progress the various actions identified in this report. Broad representation on such a committee is essential and should have veterans and family representation along with the various state and local government entities and subject matter experts identified throughout this report.

Recommendations

That the following recommendations be ACCEPTED:

- | | |
|------------------|---|
| RECOMMENDATION 1 | Establish a Torrens Commemorative Precinct |
| RECOMMENDATION 2 | Develop a Torrens Commemorative Precinct Education facility/learning hub |
| RECOMMENDATION 3 | Invest in a rationalisation and upgrade of facilities in the Torrens Commemorative Precinct Infrastructure to welcome new tenants and activities and events that enliven the precinct |
| RECOMMENDATION 4 | Develop a curated annual program of activities, events and tourism products |
| RECOMMENDATION 5 | Develop a 'fit for purpose' governance model with veterans at its heart |

A handwritten signature in black ink, appearing to read 'Scarce', with a large, stylized flourish extending from the bottom left.

Rear Admiral the Honourable Kevin Scarce AC CSC RAN (Ret'd)
Chair, Torrens Parade Ground/Torrens Training Depot Steering Committee

9. ANNEXES

Annex A Report to the Public Works Committee for the proposed Upgrade of the TPG RSL-WA Putting Veterans and Families First. August 2020

Annex B Veteran Central Brochure. RSL-WA Putting Veterans and Families First.

Annex C TPG/TTD Steering Committee Terms of Reference and Membership

Annex D Principles for Torrens Training Depot Modified and adopted by Steering Committee

Annex E Bang the Table engagement HQ. Torrens Parade Ground Community Consultation Survey Response Report 20 21 November 21- 19 December Torrens Training Depot

Annex F Swanbury-Penglase Architects Pty Ltd, Torrens Parade Ground Spatial Needs Analysis Report December 2021

Annex G Revitalisation of the TPG TTD Community Consultation Final Report

Annex H Submission Ex-Service Consortium to TPG Steering Committee

Annex I Letter Virtual War Memorial Australia to TPG Steering Committee

Annex J Submission Michael Von Berg MC OAM to TPG Steering Committee

Annex K Community Land Management Plan

Annex L RSL Memorial Hall Trust Act 1997

Annex M YourSAy Project & Forum Detailed Report FINAL

Annex N Cafe Proposal

Annex O Letter of Support, Mr Matt Anderson PSM, Director Australian War Memorial

Annex P Education Department In Principle Support Letter

