



**Australia's First  
Veteran Transition Facility  
(VTF)**

## **In Reflection**

*From the moment a recruit arrives at the Recruit Training Battalion, (RTB), the Army immediately and skilfully, initiates an energetic program of team bonding and mateship between the recruits and their peers. Unlike the movies, the reality is that there is no place for an individual within this organisation.*

*This sense of belonging and sense of worth as a part of the team is fostered, strengthened and built upon right through the defence member's career. From Initial Employment Training, (IET), to the section and then platoon, from the company to the battalion, the sense of belonging is by training and design. It is no accident it is created and it is for good reason.*

*Each member relies on the other for support during times of difficulty, be it in the barracks or on the battlefield. This sense of belonging is not insubstantial and it cannot be easily undone. It goes right to the core of every soldier; it is what the combat veteran in time of war rely on to keep each other alive.*

*Defence members feel comfortable around other defence members. They are part of a group, an organisation, a team, they belong. In most cases, when the veteran suffers an injury, either physically or psychologically they are removed from the group. The sense of team and belonging, even before discharge, is removed and in some cases removed overnight. This can leave the veteran alienated, empty and alone. They can feel helpless, confused and lost in regards to which way to turn or where to go for support. The support of the group that they have been trained and conditioned to rely upon is no longer there.*

*Generally, all this occurs when the veteran most needs to belong, when the support of the group is no longer there. The complete and all-encompassing sense of loss and emptiness is fertile ground for alcohol, drugs and in the more, but not necessarily the most extreme cases, suicide.*

*SMEAC Inc. believes that it is paramount for the discharged veteran to as quickly as possible be linked with other veterans, IN A REAL SENSE, not just by brochures and contact lists but physically and socially. They need to be reconnected to their mates, be reintegrated back into society, and ultimately be retrained for purposeful and meaningful employment. This in turn will help the discharging veteran transition and form new support networks which will replicate and, in some cases, eventually replace their previous military ones.*

*SMEAC Inc. Veterans Helping Veterans to Help the Next Generation.*

- **Stratagem**

The importance of maintaining a regimented structure within the formation and procedure of SMEAC is defined by factors which include, however are not limited to, the familiarization surrounding Veterans previous experience within the Defence Force and the transition to civilian working life, while supporting Veterans experiencing exasperated conditions such as PTSD and Trauma.

This document will support the key fundamentals as listed above however not limited to. SMEAC has defined key concepts to the development design through the following factors listed in description below.

The report structure will then move forward to demonstrate key component structure and supported evidence regarding execution of the project and unit structure.

Further supported documentation is noted from medical advisory's in relation to SMEAC's key structure goals and the demonstrated benefit to supporting Veteran transition.

Structure Support

- **Operational Command Model, (OCM)**

As one may notice the approach adopted by SMEAC Inc. (From here on it is referred to as SMEAC), including its documentation is quite unique. We want Veterans to feel comfortable and familiar with what we are doing at the VTF. For this reason, the "Operational Command Model" has been adapted for use by our Organisation. Veterans will quickly understand and become comfortable with this familiar approach to structure and organisation, understand it and not feel that it is 'alien' to what they know and trust. For those not used to this style of documentation, welcome aboard.

- **SMEAC Overview**

SMEAC is unashamedly a veteran run and owned not for profit organisation aimed at rapidly reducing veteran suicide and transitioning veterans out of defence and back into society by:

a. Offering veterans, the opportunity to better transition out of defence by enabling them to volunteer or work for remuneration within SMEAC depending on their current situation, circumstances and injuries, or.

b. Training, mentoring and assisting the veteran to better transition out of defence by starting up their own business. or

a. Transitioning the veteran out of defence and into society utilising training, mentoring and SMEAC's extensive network to assist them in gaining purposeful and meaningful employment elsewhere.

- **Camp X-Ray Overview**

The Ewen Maddock Dam Recreation Centre, ('The Centre'), was constructed in 1993 by the Caloundra City Council as a Federal Government initiative and opened in 1994.

a. In 2008 when ownership of all South East Queensland's water assets were transferred to South East Queensland Water Authority (Seqwater) so too was the 'The Centre'. Since commencement of operations, the area was leased and operated by Ewen Maddock Recreation Centre Pty Ltd up until around 2013. Since 2013 the camp has been unoccupied and was to be

demolished by Seqwater during 2018-19, however, was stopped when SMEAC Inc obtained a Ministerial Intervention.

b. 'The Centre' was predominantly used for school camps during the school year and private group bookings on weekends and school holiday periods. Approximately 110 Queensland schools used the 'The Centre' each year as well as regular private groups including indigenous groups, sporting groups, car clubs, women's groups, men's groups, adventure racers and a variety of religious groups. Reportedly 4000-5000 people used 'The Centre' each year. According to the owners of 'The Centre' most clients were repeat customers that had been using 'The Centre' for many years.

c. Groups were offered a range of activities including high ropes courses, middle and low ropes courses, canoeing, kayaking, archery, raft building, orienteering, etc.

d. Accommodation options included:

- (1) Cabins,
- (2) Dormitories,
- (3) Fixed tents, and
- (4) Remote camping sites.

- **Aim**

The aim of this document:

a. Is to communicate a structured framework to SMEAC's planning staff to better assist with raising SMEAC planning documents and SMEAC's SOP's.

b. Is to enable SMEAC the greatest prospect to effortlessly exhibit its philosophy, structure and intent to limited, selected external agencies.

- **Reason**

To provide a comprehensive interim document to assist with the initial planning phase and by providing a detailed framework for future operations.

- **Objective**

The objective of this document is to outline the following

a. To detail the organisational structure of SMEAC throughout phase 1-4

b. To introduce the Veteran Welfare Program (VWP), and the Veterans Mental Health App. (Asclepius Health™)

c. To introduce Core Security Training, Registered Training Organisation, (RTO)

d. To detail the SMEAC Inc. proposed course package and the SMEAC course pathways

e. To outline the training package and its implementation, and

f. To outline the pathways available to veterans throughout phase 3-4

g. To introduce the Langley Adventure COMPLEX, (LAC) and the SMEAC Museum

- **Four Pillars**

The four pillars of the SMEAC Inc's. philosophy are:

1. (3R's) Reconnecting, Reintegrating and Retraining by Providing Purposeful and Meaningful Employment
2. Veterans Helping Veterans to Help the Next Generation.
3. A Hand Up Not a Hand Out
4. No Veteran or Child Will Be Left Behind

- **SMEAC**

Situation

Mission

Execution / General Outline

Administration

Command and Signals

- **Situation**

SMEAC is a veteran run not for profit incorporated organisation dedicated to reducing veteran suicide by Reconnecting, Reintegrating and Retraining veterans by providing them with Meaningful and Purposeful employment. SMEAC is about Veterans Helping Veterans to help the next generation. We do not subscribe to the victim mentality; however, we do subscribe to a Hand up not a Handout and will strive to ensure that no Veteran or Child is Left behind.

- **Mission**

SMEAC is to establish Camp X-Ray, Australia's first Veteran Transition Facility Centre, run and operated by veterans on the banks of Ewen Maddock dam, in order to, provide veterans with the best opportunity to transition from defence and reducing veteran suicide by providing them with Meaningful and Purposeful employment.

- **Execution / General Outline**

**Establishing Camp X-Ray will be a 4-phase operation**

**Phase 1.** Planning Phase: Obtain a Memorandum of Understanding, (MOU) for use of the land surrounding the Ewen Maddock Dam from The State Ministry of Natural Resources Mines and Energy and to conduct all planning required to enable a successful commencement of Phase 2.

**Phase 2.** Construction Phase: Construction of Camp X-Ray and preparation required for the successful implementation of Phase 3.

**Phase 3.** Establishment Phase: The implementation of the training regime and day to day operations transitioning into Phase 4.

**Phase 4.** Operational Phase: SMEAC running at capacity, reviewing training and procedure's and adapting to exploit opportunities, and advancing the veteran cause, as those opportunities become available.

- **Administration and Logistics**

Admin and Log will be provided in-house by a mixture of volunteers and paid staff

- **Command**

**General manager: Tim Cuming**

**Operations Manager: Ray Carson**

**Treasurer: Matt Johnston (TBC)**

**Advisory board** - The SMEAC advisory board is an intelligent, independent non-binding think tank who generally meet quarterly or are available to provide professional unbiased, non-binding advice on demand or as required.

The board is a mix of professionals, experts in their field representing; government and fundraising, Medical and psychological, legal, military and construction. The SMEAC advisory board consist of:

**Norman Johnston**, MBA (Managing Director- Asclepius Health™)

**Maria Fox**, (Management Consultant – Mental Health Disability NDIS)

**Aaron Langley**, MBA (Director at BioGiene Pty Ltd)

**Peter Milzewski**, (Managing Director – Integrated Meat Solutions (IMS))

**Jon Symes**, (CIO, SMEAC Cyber Security)

**Danielle Baldock**, BPsych, PostGradDip Couns (health), MBA (CEO- Soldiers and Sirens)

**Dr James Torrance**, M B Ch B - Bachelors in Medicine

**Lucia Hawkshaw**, Barrister-at-Law & Nationally Accredited Mediator & FDRP

**Colonel Duncan Schultz** (Defence)

**Terry Gillam**, (construction and infrastructure)

## **Organisational Structure**

### **HQ.**

HQ is the brain and nerve centre of SMEAC which will plan and co-ordinate the future planning, concept of Operations, (CONOPs) and day to day running of the organisation. The HQ is divided into the following cells:

#### **The Command Cell.**

The command cell consists of the General Manager, Operations Manager and Treasurer.

**Operations Cell.** The operations cell consists of committed, intelligent, dedicated, reliable individuals who want to make a real difference this function will particularly attract ex defence operations Officers, Warrant Officers or SGTs. Tasking includes but not limited to; future planning for events, management and allocating of staff for activities (the right people for the right job) and daily operation of Camp X-Ray.

**Finance Cell.** The SMEAC finance Cell will be a three-tiered accounting system that will in conjunction with the Unit Pay Cell oversee and conduct all financial transactions in an ethical and legal way.

**SMEAC Payment Remuneration Options:** SMEAC is a unique organisation with many members insisting on volunteering with others only requiring to be paid minimum wage for hours worked. In addition, there are those that will require full remuneration for their effort. SMEAC staff will fall into three main categories in relation to pay and remuneration.

1. Volunteers,
2. Partly Paid, and
3. Fully Paid

**Unit Pay Cell.** Once fully operational, there will be a requirement to pay those staff that fall into categories 2 & 3 above.

**Fundraising Cell.** The Fundraising Cell is to devise and implement tactical plans in order to best exploit available funding in addition to creating strategies towards developing new funding streams. SMEAC will obtain its cash resources from three main income streams.

1. Fundraising,
2. Income from goods and services sold, and
3. Donations

**Admin Support Cell.** The administrative support cell will provide coordinated administrative support to all SMEAC operations and activities.

**IT CELL.** The IT Cell will be tasked with the establishment of internal and external network systems, websites and maintenance of computer hardware.

**Chief Information Officer (CIO) Cyber security Cell.** Is to oversee the information security in particular the cyber security aspects for the INFO SEC system.

**Marketing Cell.** Is responsible for producing, maintaining and implementing the SMEAC marketing plan in consultation with HQ and the various sub-units. This is the public face of SMEAC

**WHS Cell.** Is to develop and maintain the SMEAC workplace health and Safety plan, in line with current legislation and industry 'best practice'.

**RTO:** Is responsible for development and delivery of training for a suite of ASQA recognised courses exclusively for SMEAC.

**A Coy (Children's Activities). Tasking:**

A Coy is to provide staff, design and plan the course content and safely run all children's activities including;

School camps,

Veteran Youth Packages, and

Youth Justice Camps. (Back to Basics)

- Government Blue Card.

**B Coy (Corporate Activities). Tasking:**

- B Coy is to provide staff, design and plan and safely run all adult and corporate activities including; the day to day operation of;

i. The high rope and low rope courses,

ii. The 5 km obstacle course,

- iii. Obstacle Course Racing, (OCR),
- iv. Extreme marathon and
- v. Extreme triathlon.
- To maintain and safely operate the day to day activities of the Langley, Multi User Depot (MUD) COMPLEX, including:
  - i. The DHC4 exit tower
  - ii. Rappelling tower
  - iii. The climbing walls

B Coy will appeal to those veterans who are attracted to adrenalin and motivated to push their limits and boundaries.

**Support Coy:**

Support Company will be broken down into cells of specialists able to provide support and counselling to those in need. It is expected to contain at a minimum the following cells; Alcohol and Substance Abuse, Advocacy Support, Veteran Welfare and counsellor support to Youth Justice Programs

**D Coy (Training Cell).** D Coy is tasked in conjunction with the RTO for the deliver delivery of all training within SMEAC.

**Admin Coy.** Admin Coy is responsible for the delivery of logistics to SMEAC and Camp X-Ray, including but not limited to; catering services; grounds maintenance; maintenance of equipment; medical support for activities; provision of stores and supplies.

***All members of SMEAC will be given opportunities to be cross trained and provide support to other elements within SMEAC.***

**SMEAC Pathways**

**Overview**

Prior to fronting at SMEAC each candidate will complete an online questionnaire which will raise and form the basis of their SEC OPS personnel file. During the initial interview a SMEAC councillor will go through this questionnaire with the member to confirm any points with regards to their current and future situation, health issues, interests and commitment. This will indicate to SMEAC the best possible pathway for the individual ensuring the best initial outcome for both the member and SMEAC.

The outcome of the online questionnaire, the VWP assessment and the successful application of an issue of a Blue Card will clarify the members options for volunteering or future employment within SMEAC.

**Regroup Package, (Regroup 1 and 2)**

SMEAC will run a Regroup Package (Recruit Course) that is to be completed by **all members** of SMEAC including the Veteran Families program with temporary exclusions being available for those not well enough to participate.

## Regroup 1, (R1) (Approximately 5 Days)

The Regroup 1 Package comprises of:

<b>CHC34015 Certificate III in Active Volunteering</b>	
<b>Driving Modules, TLIB2003, TLIC1051 and TLIC2025</b>	
<b>First Aid Module, HLTAID003</b>	
<b>Blue Card Application</b>	
<b>VWP assessment</b>	
<b>Core</b>	
	<b>The Asclepius™ Veteran Welfare Program VWPT™ (Health Assessment)</b>
CHCCOM002	Use communication to build relationships
CHCDIV001	Work with diverse people
CHCLEG001	Work legally and ethically
CHCVOL001	Be an effective volunteer
HLTWHS001	Participate in workplace health and safety
BSBWOR301	Organise personal work priorities and development
<b>Electives</b>	
CHCAOD001	Work in an alcohol and other drugs context
CHCCCS015	Provide individualised support
CHCCCS017	Provide loss and grief support
CHCCCS028	Provide client-centred support to people in crisis
<b>Driving</b>	
TLIB2003	Carry out vehicle servicing and maintenance
TLIC1051	Operate commercial vehicle
TLIC2025	Operate four-wheel drive vehicle
<b>Medical (First Aid)</b>	
HLTAID003	Provide first aid
	Apply for a Queensland Blue Card (Working with Children)

### R1 ENDSTATE:

During the initial induction each veteran will receive a presentation on SMEAC, its structure, pathways, what's on offer and opportunities to participate. They will then be asked to partake in an initial interview that will electronically lodge, into the SMEAC SEC OPS Database, their interests, accomplishments, needs, offerings and desires including but not limited to the following;

- Service history
- Current situation
- Specialist skills and qualifications including licences
- Instructional experience and qualifications
- Injuries, illnesses, restrictions and any other considerations
- Status within DVA? Are they a client of DVA? or do they need assistance to apply or advocacy?
- If they intend to be employed or volunteer within or external to SMEAC. What is their preferred career path?

## Regroup 2, (R2) (Approximately 5 Days)

The Regroup 2 (R2) is the final component of the compulsory courses required to work or volunteer at SMEAC. R2 is essentially an advanced medical, first aid, course.

SMEAC understands that many veterans will have advanced medical skills, which will be identified during R1 and be dealt with on a case by case basis, i.e. an ambulance officer, doctor, or combat medic will more than likely be awarded an RPL for R2. R2 will be conducted in or around Camp X-Ray over a five-day period by qualified staff and will consist of the following:

<b>HLT21015 Certificate II in Medical Service First Response</b>	
<b>Core</b>	
CHCDIV001	Work with diverse people
HLTINF001	Comply with infection prevention and control policies and procedures
HLTWHS001	Participate in workplace health and safety
<b>Electives</b>	
HLTAID005	Provide first aid in remote situations
HLTAID006	Provide advanced first aid
HLTAID007	Provide advanced resuscitation
HLTAMB014	Transport non-emergency patients under operational conditions
PUAEME005	Provide pain management

**R1-R2 ENDSTATE:**

The successful completion of both R1 and R2 will ensure that all participants have been screened and where possible, assessed and issued with a Queensland Blue Card, have an advanced medical course and where applicable, been taught and assessed on first parade and safe operations in and around vehicles.

**Blue Cards (Cleared to Work with Children)**

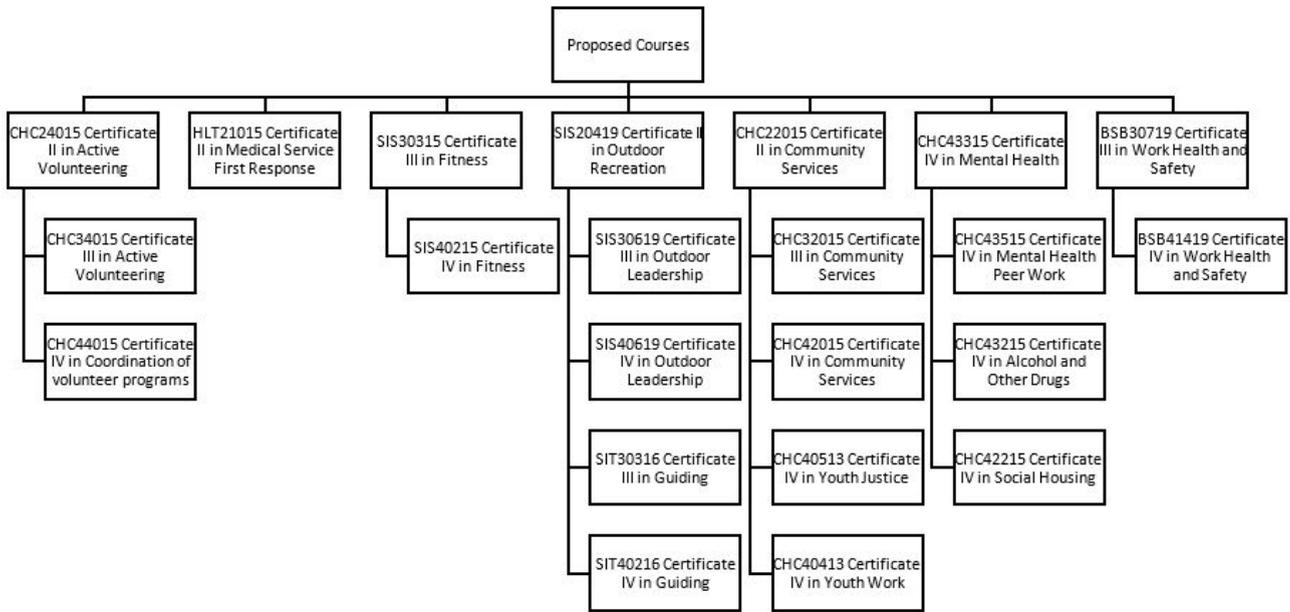
In Queensland, only those who have been vetted and issued with a current Queensland Government Blue Card are legally allowed to volunteer or work with or around children.

SMEAC will, as part of the R1 package, lodge the Blue Card application for approval. All Blue Card approvals and rejections will be lodged into the SMEAC SEC OPS Database and be monitored and updated in accordance with the appropriate legislation.

Prior to any SMEAC activity occurring, the OIC of the activity is responsible for cross checking that all staff, regardless, working or volunteering have a current Blue Card. Any negative notifications are to be immediately entered into the SMEAC SEC OPS Database ensuring that the member, OC, A Coy and Ops are notified immediately.

Only those in possession of a current Blue Card are permitted to work or volunteer within children’s activities. Those who have not been cleared for other reasons such as for drug possession or like will be cleared to work in the adult activities on a case-by-case basis such as; Adult only events, B Coy (Corporate Activities), construction, vehicle or equipment maintenance or many of the other taskings or events that do not involve children.

## SMEAC Course Overview



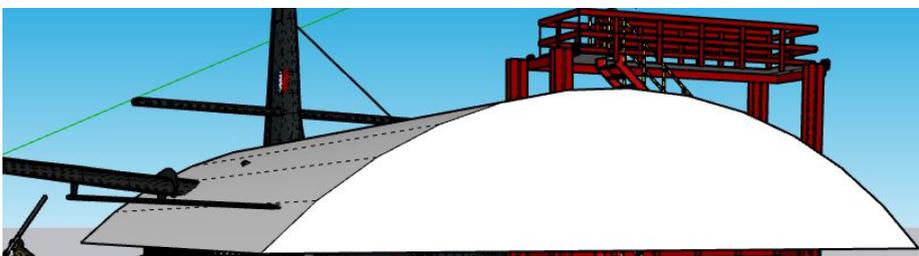
## The Langley MUD Centre Overview

The Langley MUD, (Multi User Depot), Centre or commonly known as the “MUD” will be the flagship of the SMEAC fleet. It will consist of three levels of 40 foot containers laid out in a hollow square formation with the SMEAC Museum occupying the first 2 levels. It will have an 18m long x 10m high series of climbing walls with automatic belays on one side and a similar size rappelling, (Abseiling), wall on the other. It will include a toilet block, a cafeteria and a picturesque picnic area on the ground level and a DHC4 Caribou aircraft exit tower, (Flying Fox) sitting on top. The 500m high rope course will exit and enter through gates on the top floor.

This will be a state of the art activity centre with a safety system second to none. Each participant and SMEAC Safety Staff will be fitted with a multipurpose safety harness at ground level that can only be removed by the staff when the participant has finished for that session. They will be attached to safety cables by SAFEROLLER CONTINUOUS BELAY SYSTEMS® which is cutting edge. Once connected to the safety line it is impossible to disconnect without the express assistance of an instructor.

The MUD will consist of 3 main levels,

1. First Floor, Museum, Cafeteria, Amenities Block, Ticket Office and Picnic Area ,
2. Second Floor, Upper level Museum, quadrangle Cinema / Lecture Rooms, 5m high ceilings.
3. Top floor, DHC4 Exit Tower, Rappelling Platform and High Rope exit and entry.

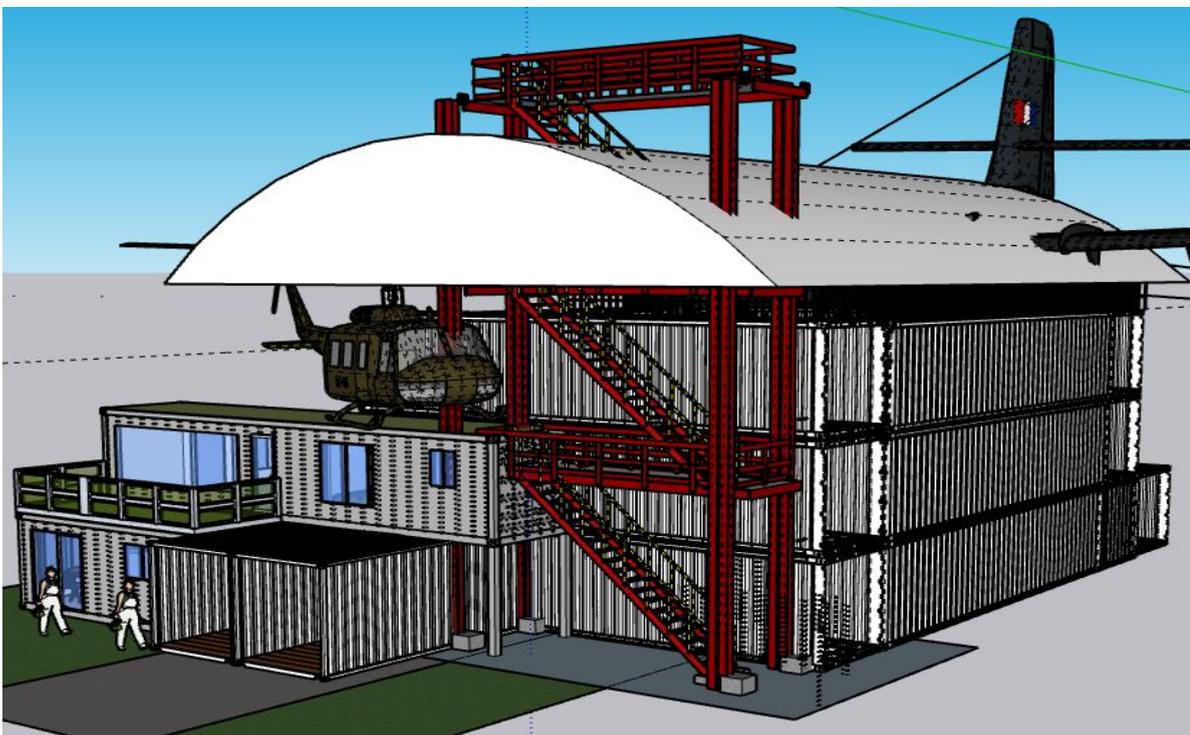


The SMEAC Museum will be entered through a dimmed 20" container which will provide a portal into a series of similarly blacked out labyrinth of dimly lit 40" containers. The adventure will move in a clockwise direction with the unrecognizable and unseen fire safety doors located on the left and around 12 ultra realistic displays that can be viewed through viewing openings allowing the viewer to see into another world on the right.

A hot bright sunny day watching two Rats of Tobruk sitting behind their Vickers machine Gun in a recently occupied German trench. Piles of empty cartridge cases piled beneath the weapon, a result of an unseen battle lapping against a discarded German Afrika Korps helmet and ammunition bandolier. The troops share a smoke and a brew not knowing that their world is being encroached upon by a voyeur from the future,

Or a half section of Australian infantry patrolling through a Vietnamese jungle, the light struggling to penetrate the canopy. Weapons in hand faces camouflage watching their arcs unaware of the onlookers only several meters ahead. We will in conjunction with the Australian War Memorial, Movie World and our amazing veteran network make this one of the best displays covering all theaters of war from an Australian perspective. We will make it look like and feel like you are there because it will be created by those that have.

The second floor will surround a center quadrangle theatre / auditorium with 5 m high ceilings and a final resting place for our personal comrades who have fallen. Walls covered in a uniform 10 x 8 framed photographs of people we have lost be it on operations, suicide or training accident. The screen will show a loop of appropriate footage taken by those that were there. This quadrangle will be boxed in by a layout matching the one below only better lit with display cases packed with memorabilia from all three services replacing the dimly lit tunnel below.



The top floor will

consist of a reproduction DHC4 Caribou mock-up aircraft designed to replicate a parachute exit tower capable of dispatching a simultaneous stick of four paratroopers along a 200m long flying fox. In addition a series of four 10m rappelling exit towers capable of dispatching multiple groups

simultaneously either via a standard wall, a mock up UH1H (Huey) or an S70A Blackhawk helicopter. it will also be the platform in which the crew conducting the 500m high rope course will exit and re enter.

The opposite side will be a series of automatic belay climbing walls up to 10 meters in height and ranging from beginner to extremely advanced No person will be able to ascend past the fully enclosed second floor without being attached to a fully secured individually removable harness and safety equipment.

The Langley MUD Centre will be utilised by SMEAC for school camps, Veteran youth programs, Youth Justice camps, corporate training and by weekend adventure warriors along with many others. At any one time it will employ, including the cafeteria, up to 30 people. This is in addition to SMEAC's other activities and events, but not including the safety, administrative and maintenance crew. The veterans employed to build, maintain and create the museum nor those cleaning and refurbishing the area.

The MUD will be SMEAC's "Key Terrain" placing SMEAC in an enviable position enabling the organisation to compete from an elevated position better allowing SMEAC to **Reconnect, Reintegrate, Retrain** Veterans for **Purposeful and Meaningful Employment**. Simply put it's a **Hand Up not a Hand Out with no Veteran or Child being Left Behind**.