



**THE HON RICHARD MARLES MP  
DEPUTY PRIME MINISTER  
MINISTER FOR DEFENCE**

Ref No: MS23-001051

The Hon Anthony Albanese MP  
Prime Minister  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

A handwritten signature in blue ink that reads 'Anthony'.

Thank you for your letter dated 14 July 2023 agreeing to the Terms of Reference for the conduct of an enterprise-wide Defence Estate Audit as part of the Government's response to the recommendations of the Defence Strategic Review.

In consultation with the Assistant Minister for Defence, the Hon Matt Thistlethwaite MP, I have identified Mr Jim Miller and Ms Jan Mason as highly suitable independent co-leads to oversee the audit. Mr Miller has extensive commercial infrastructure and finance sector experience. He is currently Chair of the Infrastructure Victoria board and was previously the Vice Chair at J.P. Morgan and an Executive Director at Macquarie Capital. Ms Mason is an accomplished former senior public servant and a former Managing Director of Defence Housing Australia. She was previously the Deputy Secretary of Business, Procurement and Asset Management at the Department of Finance and is currently a member of Chief Executive Women and the Australian Institute of Company Directors.

Following further engagement with the identified co-leads, I intend to make a small number of minor amendments to the Terms of Reference for the Defence Estate Audit. These amendments will ensure that the audit forms part of an ongoing process of ensuring Defence's estate holdings reflect contemporary and future needs as part of the biennial National Defence Strategy. I have enclosed a copy of the revised Terms of Reference with these minor amendments highlighted.

An announcement on the commencement of the Defence Estate Audit and appointment of the independent co-leads will be coordinated in conjunction with your office.

Parliament House Canberra ACT 2600 Telephone: (02) 6277 7800

I have copied this letter to the Treasurer, the Hon Dr Jim Chalmers MP, the Minister for Finance, Senator the Hon Katy Gallagher, and the Minister for the Environment and Water, the Hon Tanya Plibersek MP. I have also copied this letter to the Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Catherine King MP, the Minister for Resources and Northern Australia, the Hon Madeleine King MP, and the Assistant Minister for Defence.

Yours sincerely

A handwritten signature in blue ink that reads "Richard Marles". The signature is written in a cursive, flowing style.

RICHARD MARLES

Encl

1/8/23

s 22(1)(a)(ii)

**From:** Kimpton, Philip  
**Sent:** Friday, 16 February 2024 5:28 PM  
**To:** DLO; MCU - MinCorro  
**Cc:** NSD - Intelligence Policy; s 22(1)(a)(ii); s 22(1)(a)(ii); CSO-DLO; CabDiv NationalSecurity; Gillis, Jane; s 22(1)(a)(ii); s 22(1)(a)(ii); s 22(1)(a)(ii); s 22(1)(a)(ii);  
**Subject:** RE: For Rego: VIP Priority - Marles and Thistlethwaite - Defence Estate Audit [SEC=PROTECTED, CAVEAT=SH:CABINET]

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**PROTECTED//CABINET**

Many thanks s 22(1)(a)(ii). It's one for the DISS team.  
 cheers  
 Philip

Philip Kimpton | Assistant Secretary, Defence and Intelligence  
 Department of the Prime Minister and Cabinet  
 p. s 22(1)(a)(ii) | m. s 22(1)(a)(ii)

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**From:** DLO s 47E(d) @pm.gov.au>  
**Sent:** Friday, 16 February 2024 5:23 PM  
**To:** MCU - MinCorro s 47E(d) @pmc.gov.au>  
**Cc:** DLO s 47E(d) @pm.gov.au>; NSD - Intelligence Policy s 47E(d) @pmc.gov.au>; Kimpton, Philip s 22(1)(a)(ii) @pmc.gov.au>; s 22(1)(a)(ii) @pm.gov.au>; s 22(1)(a)(ii) @pm.gov.au>; CSO-DLO s 47E(d) @cs.pm.gov.au>; CabDiv NationalSecurity s 47E(d) @pmc.gov.au>; Gillis, Jane s 22(1)(a)(ii) @pmc.gov.au>; s 22(1)(a)(ii) @pm.gov.au>; s 22(1)(a)(ii) @pm.gov.au>; s 22(1)(a)(ii) @pm.gov.au>; s 22(1)(a)(ii) @pm.gov.au>;  
**Subject:** For Rego: VIP Priority - Marles and Thistlethwaite - Defence Estate Audit [SEC=PROTECTED, CAVEAT=SH:CABINET]

**PROTECTED//CABINET**

Hi team,

Grateful if you could kindly register and assign the attached to NSD – Intelligence Policy in the first instance.

Kind regards,

s 22(1)(a)(ii) | Departmental Liaison Officer  
 Office of the Prime Minister, the Hon Anthony Albanese MP  
 p. s 22(1)(a)(ii) | m. s 22(1)(a)(ii)

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**From:** s 22(1)(a)(ii) @defence.gov.au>  
**Sent:** Friday, 16 February 2024 4:31 PM  
**To:** DLO s 47E(d) @pm.gov.au>

Cc: DLO FM s 47E(d) @dfat.gov.au>; s 47E(d) @treasury.gov.au; DLO Bowen s 47E(d) @dcceew.gov.au>; 'DLO.O'Neil' s 47E(d) @homeaffairs.gov.au>; DLO - Finance s 47E(d) @finance.gov.au>; DLO MINDI s 47E(d) @defence.gov.au>; AGO DLO s 47E(d) @ag.gov.au>; s 47E(d) @protected.health.gov.au; s 47E(d) @mo.infrastructure.gov.au; DLO Rowland s 47E(d) @MO.communications.gov.au>; s 47E(d) @treasury.gov.au; s 47E(d) @protected.dcceew.gov.au

**Subject:** Defence Estate Audit [SEC=PROTECTED, CAVEAT=SH:CABINET]

## PROTECTED CABINET

Good afternoon,

Please find attached correspondence from the Hon Richard Marles MP, Deputy Prime Minister and Minister for Defence.

No hardcopy to follow.

Regards,

s 22(1)(a)(ii)

Senior Departmental Liaison Officer

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Office of the Deputy Prime Minister | Minister for Defence  
Parliament House | Canberra | Australia  
Mob: s 22(1)(a)(ii)



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**THE HON RICHARD MARLES MP**  
**DEPUTY PRIME MINISTER**  
**MINISTER FOR DEFENCE**

**THE HON**  
**MATT THISTLETHWAITE MP**  
**ASSISTANT MINISTER FOR DEFENCE**

Ref No: MS24-000023

The Hon Anthony Albanese MP  
Prime Minister  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

A handwritten signature in blue ink that reads 'Anthony'.

In response to the recommendations of the Defence Strategic Review, the Government agreed to conduct an enterprise-wide audit to baseline the Defence estate. In August 2023 Ms Jan Mason and Mr Jim Miller were appointed as independent leads and instructed they report their findings and recommendations to the Government by the end of 2023.

We are pleased to advise that the audit is complete and we received a final report from the independent leads on 22 December 2023. In facilitating this audit, the independent leads visited more than 70 Defence sites across Australia and conducted a series of stakeholder engagements within Defence, across the Government and with industry.

s 47C , s 47E(d)

s 34(3)

Parliament House Canberra ACT 2600

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# s 47C , s 47E(d)

We have copied this letter to the Minister for Foreign Affairs, Senator the Hon Penny Wong; the Treasurer; the Minister for Climate Change and Energy, the Hon Chris Bowen MP; the Minister for Home Affairs, the Hon Clare O'Neil MP; the Minister for Finance; the Minister for Defence Industry, the Hon Pat Conroy MP; the Cabinet Secretary, the Hon Mark Dreyfus KC MP; the Minister for Health and Aged Care, the Hon Mark Butler MP; the Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Catherine King MP; the Minister for Communications, the Hon Michelle Rowland MP; the Assistant Treasurer, the Hon Stephen Jones MP; the Minister for the Environment and Water, and the Hon Tanya Plibersek MP.

Yours sincerely



RICHARD MARLES

16/2/24



MATT THISTLETHWAITE

12 Feb 2024.

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s 22(1)(a)(ii)

s 22(1)(a)(ii)

**S 34(3)**