



Australian War Memorial Early Works Consultation Report

Australian War Memorial

August 2019

Prepared For:



Australian War Memorial
Canberra ACT 2600

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1.0 Introduction

1.1 Rationale

Purdon Planning were engaged by the Australian War Memorial (the Memorial) to coordinate and facilitate public stakeholder consultation and engagement on the first stages of the Memorial's redevelopment project. This report has examined feedback from the public consultation sessions held in conjunction with the Memorial and Purdon Planning, as well as feedback submitted to the Memorial's redevelopment email address.

In 2018 the Commonwealth Government announced \$498 million funding to redevelop the AWM. The redevelopment will allow the AWM to dedicate more exhibition space to commemorate veterans of conflicts within the last 20 years. Presently only 2% of AWM building space is dedicated to modern veterans, with the vast majority of space dedicated to commemoration of colonial conflicts, and First and Second World Wars.

The first stages of the AWM expansion are limited to site establishment and early works. Whilst engagement was focused on Stage One (Early Works) and the impacts to the immediate neighborhood and interest groups, it was understood that discussion regarding Stage Two would occur as part of this community engagement.

The aim of the consultation process was to deliver clear, consistent and concise information to the community and key stakeholders about the proposed early works, and to respond to any questions, queries or concerns that stakeholders may have.

This feedback informed the Memorial of community concerns and where items needed to be addressed and investigated further.

Further consultation will be undertaken on a broader scale in relation to the Memorial Redevelopment Project in 2020.

1.2 Purpose

The purpose of this report is to summarise the consultation measures undertaken in preparation for the Memorial's first stages of redevelopment and to report the feedback provided by the stakeholders and community.

The consultation report establishes the project stakeholder consultation and engagement approach, including the consultation scope and strategy, methodology, and key outcomes of consultation.

1.3 Objectives

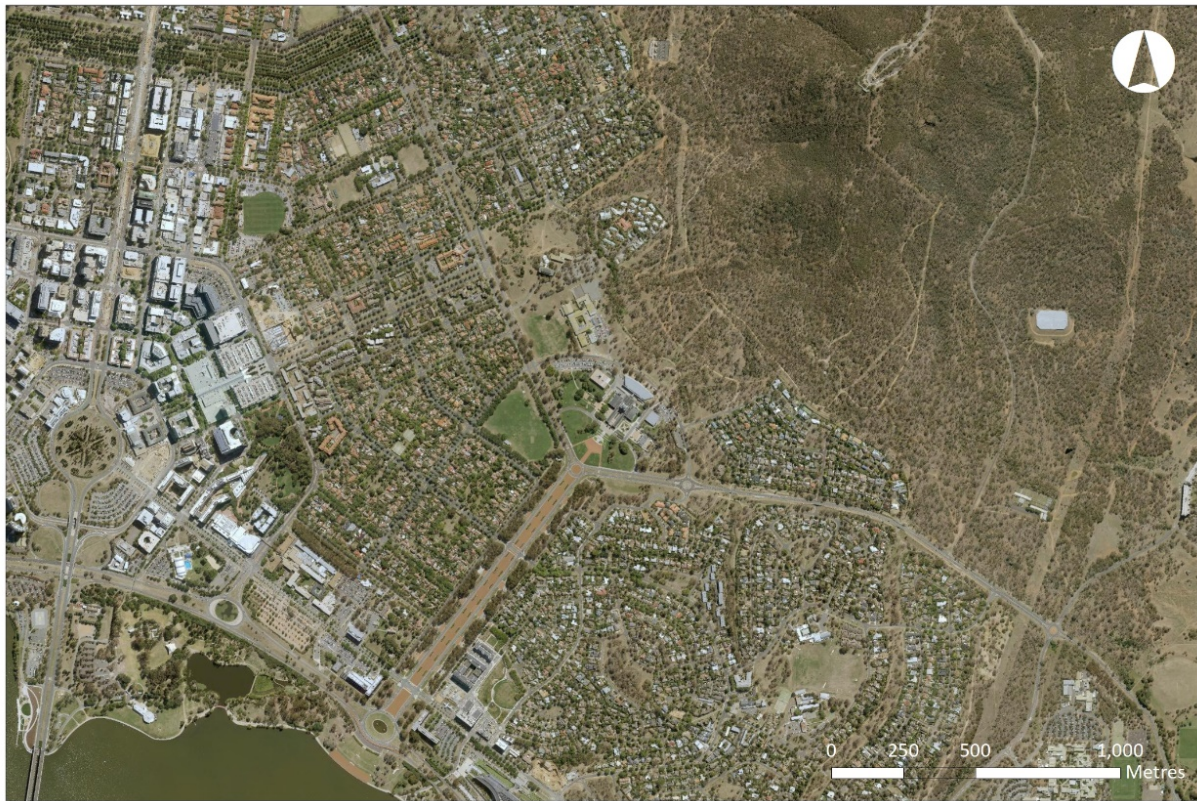
The objective of the early works phase is to set the foundations for future stages of development, of which is to be undertaken over a nine-year period.

The aims of consultation for the early works were to inform the relevant stakeholders of the process and to identify any impacts during construction of the early works.

Whilst this consultation and engagement is focused around early works, it was assumed that there would be interest in relation to the future stages of the redevelopment, and as such it was ensured that some broader project details were provided.

The Memorial's intention and approach throughout consultation was to be sincere and transparent in discussions with stakeholders.

Figure 1: Context Map



Source: ACTMAPi & Purdon Planning 2018

Figure 2: Map



Source: ACTMAPi & Purdon Planning 2018

1.4 Principles

Implementation of the strategy was based on the following principles:

- Information required to inform stakeholders will be readily available
- Communication materials will be non-technical so that they can be readily understood by all stakeholders
- The scope of the investigation will be clearly explained, that is what is being consulted about and the extent of involvement possible
- A consistent approach, based on the communication message, will be adopted by all team members
- The consultation process will be a focused investigation to key community groups and stakeholders
- Key community groups and stakeholders will be contacted directly
- Participation will be valued through providing feedback to participants
- The existence of different views will be acknowledged

1.5 Stakeholders/Target Audience

A range of stakeholder groups were consulted using a targeted approach (refer Section 2 for detailed methodology). Given the works constituted a small-scale development which will not affect the main building or gallery spaces, a local approach was taken based on consideration of the Early Works project having a local impact.

Stakeholders

Contact was made with each of the groups identified below prior to the face-to-face drop in sessions. Invitations regarding the drop-in session were sent to provide opportunity to comment on the proposed works with meetings arranged where applicable.

- Adjacent Campbell residents
- Reid Residents Association
- Campbell Community Association
- Campbell High School
- DOMA Group
- Media
- Government agencies
- ACT Government MLAs

1.6 Messages

Key messaging was established prior to conducting consultation to ensure the approach was consistent across all activities. These messages underpinned all forms of stakeholder engagement.

1. *In 2018 the Federal Government, with the support of both parties, allocated \$498.7 million to progressively carry out expansion works to the AWM.*
2. *The original AWM façade will not change as a result of the proposed expansion.*
3. *Works will progress over a nine-year period with early works expected to take 1 year to be completed.*
4. *Consultation and discussions are currently focused around early works at this stage.*
5. *Temporary and permanent carparking locations have been reviewed*
6. *The purpose of the consultation process is to inform stakeholder of works proposed – including any impacts from traffic management – and to respond to any comments, concerns or questions.*
7. *The outcomes of the consultations will be presented in a consultation report to the AWM.*
8. *The AWM will be required to seek relevant approvals for proposed works from the ACT Government & the Commonwealth Government via the Environment Planning & Sustainability Directorate, National Capital Authority and Department of Environment & Energy.*

1.7 Standards of Consultation

The National Capital Authority does not have an established guideline for pre-Works Approval community consultation. As such the consultation process was modelled off the ACT Government Pre DA-Community Consultation Guidelines (2017). This is the community consultation standard set by EPSDD and is considered to represent best practice consultation and set the standard for consultation in the ACT.

Although the ACT Government Pre-DA Community Consultation Guidelines do not directly apply to this proposal, use of this guideline as a basis of consultation requirements was considered an effective measure of success and effectiveness of processes. In summary, consultation was consistent with the objectives and requirements of the guidelines (refer Table 1).

The consultation guidelines recommend use of a range of tools and materials to reach the target audience. The below table presents the Consultation Guideline Standard against actions undertaken by the Project Team as part of consultation:

Table 1: Pre DA-Consultation Guidelines

ACT Government Pre DA-Community Consultation Guidelines (2017) recommended actions
Digital – including websites, e-newsletters and social media
Face-to-face – including individual and group briefings for key stakeholders and drop in sessions in key public locations such as shopping centres or meeting rooms.
Media – including newspapers, television, radio and social media
Community media – radio and TV community noticeboards
Other – letterbox drops and signage, pamphlets and/or signs at shopping centres and clubs. Letterbox drops are considered an important way of communicating to many members of the community and may be more relevant to some developments and neighbourhoods

2.0 Methodology

To achieve the project objectives, community consultation consisted of a broad range of engagement methods across a range of platforms.

A copy of the consultation strategy prepared prior to commencement of stakeholder engagement has been provided at Appendix 1.

2.1 Consultation Objectives

The objective of the investigation activities is to ask for comment on the first stage and processes of the redevelopment. The intent was to be informed of any concerns from stakeholders and to respond appropriately.

2.2 Tools

The following communication activities were used to reach the target audience:

- Letter box drop to adjacent residents
- Contact with Community Councils and Associations
- Discussion with ACT Government agencies
- Discussion with ACT Government MLAs
- Discussions with Campbell High School executives
- Engagement with DOMA Group and Mercure Hotel
- AWM media release
- Drop-in session at the AWM
- FAQs via the AWM website
- Redevelopment inquiry email readily available

2.3 Detailed Activities

2.3.1 Discussion with Agencies

Discussions were held with several government bodies to discuss any possible implications of the first stages of the redevelopment.

Key government agencies contacted included:

- Department of Environment
- National Capital Authority
- Transport Canberra and City Services

These discussions were ongoing throughout the development of the designs for the early works.

2.3.2 Consultation Engagement

A postcard style invitation was prepared and delivered to residents adjacent the Memorial. The invitation welcomed residents to have their say on the early works component of the Memorial's redevelopment at a drop in session held at the Captain Reg Saunders Gallery within the Main building of the Memorial (refer Figure 3).

The postcards were distributed on the 15th of July in preparation of the drop-in session on the 24th of July.


The distribution area for the consultation was targeted towards residents that would be impacted by increases in traffic volumes, noise and parking within the vicinity of the Memorial. Approximately 400 postcards were distributed within the area shown in Figure 4. Campbell Residents Association and Reid Residents Association were approached to assist with distribution.

The invitation included a contact email for anyone that was unable to attend but wanted to have their say about the proposed development.

Further information was provided on the Memorial's website as well as a FAQ page.

Figure 3: Consultation Invitation

Dear Resident,
 You are invited to have your say
 on the early works for the
Australian War Memorial
 redevelopment.

Visit our website for more information:
www.awm.gov.au/MemorialRedevelopment

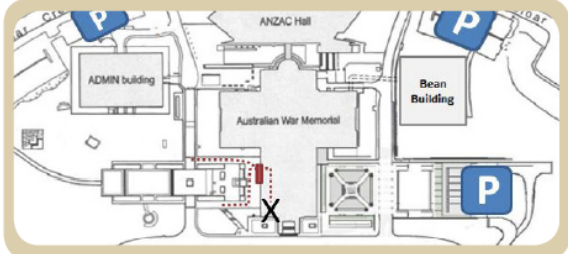
Western perspective of
 proposed temporary carpark
 after completion in May 2020.

Community engagement and consultation will be ongoing throughout the Redevelopment Program. The purpose of this consultation is to inform our local residents of early works and changes to parking on the Memorial grounds, commencing October 2019.

The first stage of early works includes extension to the Memorial's underground car park. Additionally, a temporary on site car park will be constructed at the rear of Poppy's Cafe, to provide an area for construction and contractor parking. Currently, all early works will be within the Memorial site. Once the Memorial expansion has concluded, the temporary car parking area is intended to be restored to a landscaped communal area for all visitors.

You are invited to have your say at a drop-in session which will be held on the 24th of July 2019. If you are unable to attend, have your say via email: redemption@awm.gov.au

Wednesday 24th of July 2019, between 4-7pm
 at the BAE Systems Theatre, Australian War Memorial
 (entrance via Captain Reg Saunders Gallery, Level 1)



Source: Purdon Planning

Figure 4: Invitation Delivery Area



Source: Purdon Planning

2.3.3 Face to face Public Consultation

In person contact was established through a public drop-in session which was held at the Captain Reg Saunders Gallery. Staff from the Memorial and Purdon Planning facilitated the session.

Drop-in session details were as follows:

Date	Time	Location
Wednesday 24 July 2019	4pm - 7pm	Captain Reg Saunders Gallery

At the sessions large format (A1 and A3) plans and maps were presented on display panels (refer Figure 3). Renders of the temporary car park and future spill out area were provided. The Memorial Redevelopment reference design was also shown to provide context for the early works.

A running feature video was also shown in the gallery that included information about the development of the project to date. Fly overs and artist impressions of the redevelopment concept were also shown.

The display was set up in the Reg Saunders Gallery and was separated from the Memorial's active galleries.

The intention of the session was to provide information and to address any concerns that were raised by attendees. Members of the public were given the opportunity to review plans on the display boards and ask any questions.

Further personalised face-to-face consultation was also held with specific stakeholders in Government and other key stakeholders including Campbell High School and DOMA. DOMA is proposing redevelopment of the old CSIRO Campbell site into a large residential development.

2.3.4 Online Engagement

The Memorial provided information of the redevelopment and the first stages of the early works on their website. The website included a link to a Frequently Asked Questions page and to links of feature videos and information on why redevelopment is needed.

The website also included the redevelopment contact email which was encouraged to be used as the main inquiry method.

Following the postcard delivery, media releases and website material, one email was received during the consultation period that related to the early works (refer section 3.2).

Emails relating to future stages of the redevelopment and the purpose of the redevelopment were addressed separately to this consultation engagement.

2.3.5 Media Releases

The Memorial's Communications and Media team undertook a media release for the early works.

There was media coverage by the Canberra Times, the Riot ACT and several local radio interviews.

3.0 Outcomes of Consultation

3.1 Government Agencies

The Memorial engaged extensively with relevant government agencies in preparation of the early works component.

The Memorial, as a Commonwealth agency, is subject to the provisions of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). EPBC Act is the key legislation for heritage and environmental matters and is administered by the Department of Environment and Energy. As such, the Memorial is required to engage with the DoEE to ensure consistency with the Act.

The National Capital Authority is an approval body established under the Department of Infrastructure, Transport, Cities and Regional Development. The National Capital Authority are responsible for ensuring development within Designated Areas achieves outcomes that embody the characteristics of the National Capital.

A summary of key discussion points is provided below in Table 2.

Table 2: Government Stakeholder Discussion Summary

Department/Agency	Key Discussion Points
Department of Environment and Energy	<p>Discussions with the Department of Environment and Energy have been ongoing throughout the development of both the Early Works and larger redevelopment projects.</p> <p>DoEE has provided advice for delivery of the proposal. Ecological and heritage impact assessments have been issued to the Department for their review, however these documents have not been formally referred, following advice issued by the DoEE.</p>
National Capital Authority	<p>The Memorial has engaged with the National Capital Authority throughout the development of the redevelopment project. Meetings were held prior to and during the community engagement to talk through aspects of the proposal and timing for the project.</p> <p>The NCA has provided the Project Team with advice with regard to the process and considerations for both the Early Works and redevelopment project packages and design.</p>
Transport Canberra and City Services	<p>TCCS were engaged early in the project to identify the best method for accommodating increased visitor parking and temporary parking during construction.</p> <p>Through these discussions the current proposed solution was reached as it proved to be the best option based on impact, cost and approvals.</p> <p>TCCS have provided in-principal support for the current solution proposed.</p>

3.2 Adjacent Residents and Community Groups

As discussed above, an invitation was issued Campbell and Reid residents adjacent the Memorial. The consultation session was held on the 24th of July 2019.

The session took the format of a drop-in session, which allowed residents and stakeholders to attend at a time convenient for them. A total of 9 residents attended the session.

A summary of key points raised at the session in relation to the early works is provided in the below Table 3. Several residents at the session made comments in relation to the future stages of the development and the intent of the redevelopment, a summary of these other issues is addressed in Table 4.

Table 3: Consultation Session Summary (Early Works)

Theme	Comment	Response
Regarding the Consultation	<ul style="list-style-type: none"> ▪ Why are only local resident being consulted on the car park and why this isn't a nationwide consultation. ▪ When will a more extensive approach be undertaken? ▪ There should be more consultation for the larger redevelopment. Why hasn't this been done already? ▪ The process used for consultation up to this point has not been effective and did not appropriately consult the relevant stakeholders and interested groups. ▪ What does the Memorial expect to gain from this consultation? 	<ul style="list-style-type: none"> ▪ This consultation follows a nationwide approach to the community during the concept planning stage for the redevelopment. ▪ As this project forms a small component of a larger set of works, it was decided to have a smaller consultation locally prior to a nationwide approach in 2020 once redevelopment plans are finalised. ▪ An extensive nationwide approach to the broader community was undertaken in 2018. Further consultation will be conducted in Capital Cities and to all identified interest groups both locally and nationwide in 2020. A Stakeholder Engagement strategy is currently under development and will be released to the public later this year. ▪ The memorial is seeking to gain insights from the local community as to what should be considered as part of the Early Works package. This being said this phase allows the Memorial to gain insights on the broader works.

Intent of the Works

- What is the intent of the Early Works package?
 - Can this proposal be progressed prior to site wide planning being undertaken?
 - How long will the car park be operational?
 - Why has the Memorial decided to have parking on-site rather than off-site? Why wasn't the Treloar proposal pursued.
 - Landscaping should be an integral component of the works.
- The Early Works project is a preliminary set of works to provide additional visitor parking and temporary construction staff parking for the duration of the redevelopment project. This project is being run separately as this work can be completed now in preparation for larger site works.
 - It is able to be separated from the larger works package as it is a discreet component of work and will make additional parking available to visitors to the Memorial.
 - The basement extension will be a permanent component and will provide an additional 123 car spaces for visitors to the Memorial. The temporary component will be available during the construction phase of the Memorial redevelopment, this is expected to be for up to 9 years. Upon completion of the works the temporary car park will be converted to a landscaped area with deep rooted planting and improved break out space adjacent Poppy's.
 - The Memorial has opted for additional and temporary parking to be situated on the Memorial Grounds after an extensive analysis of possible alternatives on adjacent sites. This included an option for 'bussing in' construction staff from areas further away. The decision to accommodate the majority of construction staff parking on-site was made as it was felt that this represents the lowest level of impact to near neighbours and will minimise traffic impacts.
 - The area north of Treloar was explored as a potential option, however environmental issues, combined with services through the site and logistics of the arrangement meant that this option was not viable.
 - Landscaping will be a key component of the works once the Temporary car park is reclaimed. We expect this to be an improvement on what is currently available.

Theme	Comment	Response
Approval Process	<ul style="list-style-type: none"> ▪ Has the NCA approved the Temporary carpark? 	<ul style="list-style-type: none"> ▪ The NCA have not approved the temporary car park. This consultation is forming part of pre-lodgement activities. The NCA will assess the Works Approval once lodged.
EPBC Referral	<ul style="list-style-type: none"> ▪ When will the proposal be referred to the DoEE? ▪ What sort of impacts to heritage are there? 	<ul style="list-style-type: none"> ▪ This Early Works project has had an ecological and heritage assessment undertaken which has identified that there will not be a significant impact to Matters of National Environmental Significance. ▪ The larger redevelopment project will be assessed and referred to DoEE once the plans are finalised. This will be an extensive process and is expected to run through 2020 and will include further community consultation. ▪ It is unknown what exact heritage impacts would be part of the redevelopment project at this early stage. However, the redevelopment concept and scope for the redevelopment has been structured to avoid impacts to the Parliamentary Vista, the main building and impacts to the Memorial Grounds.
Environment	<ul style="list-style-type: none"> ▪ What impacts are occurring from the construction of the temporary car park in relation to the environment? i.e. Tree removal, soil compaction etc. ▪ Are you still using Remembrance Park as a car park? 	<ul style="list-style-type: none"> ▪ There will be a number of trees required to be removed as part of the Early Works package. An ecological study has identified that there were significant remnant trees near the area. The project has been configured to avoid any impact to any high-value trees. The trees being removed will be replaced once the temporary car park area is re-instated. ▪ Other parking options are still on the table, however Remembrance Park is not currently confirmed as additional parking.
Visual Impact	<ul style="list-style-type: none"> ▪ Will there be an issue with visibility from Fairbairn? 	<ul style="list-style-type: none"> ▪ 3D perspectives prepared for the project show that the new area is sufficiently screened from Fairbairn and will not be visible from Anzac Parade. Once the temporary car park is re-instated the outcome may arguably be an improved visual impact.

Theme	Comment	Response
Traffic	<ul style="list-style-type: none"> How much impact will there be to traffic flows in and around the Memorial precinct. 	<ul style="list-style-type: none"> There will be an increase to traffic levels during the Redevelopment project. One of the key reasons for selecting this option was that it will not result in changes to the access/egress configuration to the Memorial. Construction staff will access the site in the early morning between 6am and 8am on weekdays. Memorial staff will attend the site between 8.30 and 9.30am. The Memorial opens its doors at 10am. As these access times are staggered, and given the large feeder roads and capacity to the site, it is expected that the AM and PM peak will not be adversely impacted during the redevelopment. Coordination of major construction events will also be key to ensure that major works both on the Memorial site and on the DOMA site are not carried out on the same day.

Table 4: Other Matters

Theme	Comment	
The Redevelopment	<ul style="list-style-type: none"> The redevelopment is not necessary, and the Memorial does not need to glorify Australia's war history. When will the redevelopment project commence? How will the redevelopment affect the Main Building and Anzac Hall? How is the Design competition for the Design Competition for the Redevelopment set-up? How will the redevelopment be staged? New conflicts should not be included in the Memorial Gallery spaces. Objects such as the F1-11 should not be displayed. Does the Memorial need all the space? Visitors only come to the Memorial for 1 hour. Why is more space needed? Why can't the First and Second World War spaces be used for all other conflicts? 	<ul style="list-style-type: none"> Visitation to the Memorial is growing year on year, and the need to represent conflicts over the last 30 years has not been met. Over the course of the Detailed Business Case the needs of the Memorial over the next 3 decades has been established. Further, the offering of the archival component as well as the need for improved security is not currently being met. As a result a need to expand Gallery spaces, expand the Bean building and improve the access component of the Memorial has been identified. The redevelopment project will meet the needs of the AWM, its visitors and veterans well into the 21st Century. Importantly this needs to be done whilst respecting all conflicts and military service over Australia's history and into the future.

		<ul style="list-style-type: none"> ▪ The Redevelopment project is planned to commence after Anzac Day 2021. ▪ Impacts on the Main Building and Anzac Hall are not fully known at this stage. The Memorial has structured the design brief for the memorial redevelopment to minimise heritage impacts on the main building and the Parliamentary Vista. The redevelopment project will be subject to an EPBC referral and Works Approval. ▪ It is important that the service of Australians in conflict is recognised. Telling the stories of Australians who have served the nation in conflict is fundamental to the Memorial’s function. It is therefore important that the Memorial has sufficient capacity to tell these stories. This needs to be achieved without reducing the Memorial’s ability to present older conflicts such as First and Second World War Visitors to the Memorial tend to spend around 2.5 hours here
<p>Business Case and Design Brief</p>	<ul style="list-style-type: none"> ▪ Uncertain what the difference is between the business case, the design brief and the current process. 	<ul style="list-style-type: none"> ▪ The objective of the Business Case was to provide information and justification to the Government for works on the Memorial Grounds to cater for growing visitation and in order to adequately represent new and old conflicts. ▪ The Design Brief was issued as part of a design competition to inform a tender response for the Redevelopment project. A decision will be made on this soon. ▪ The current process is for the Early Works project which will cater for visitor and temporary construction staff parking during the redevelopment project. ▪ A separate, nationwide, consultation will be conducted along with an EPBC referral and NCA Works Approval process for the Memorial redevelopment.

<p>Other Matters</p>	<ul style="list-style-type: none"> ▪ Visitors don't go to the rear hall. ▪ It is important that the Memorial does not glorify war and conflict. ▪ This is a much better option than the north of Treloar suggestion. ▪ The concept designs look great and seem really respectful of the original building. ▪ Please protect Poppy's ▪ Look forward to being consulted on the larger redevelopment project ▪ It was suggested that reference to some Memorialisation in France be used for the northern gallery space. 	<ul style="list-style-type: none"> ▪ This is incorrect, Anzac Hall is one of the most visited areas in the gallery space. ▪ It is agreed that the Memorial should not glorify war and conflict. It is believed that the AWM achieves this through developing an understanding of the effects war and conflict has both on Australia and its people who serve.
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3.3 Other Engagements

Table 5: Responses to Stakeholder Engagements

<p>Campbell High School</p>	<p>The Memorial's redevelopment team and Purdon Planning met with the Campbell High School principal to discuss the commencement of works on the Memorial site. The high school welcomed the redevelopment and was open to building a relationship with the Memorial.</p> <p>The school's main concern about the commencement of works was about ensuring the safety of the students and ensuring that pick up and drop off times are not heavily disrupted.</p> <p>The school also raised the concern about students walking across the road and through the Memorial car park to get to the Memorial galleries during visitations. The Memorial suggested that a discussion can be had with TCCS about a potential zebra crossing between the school and the Memorial grounds.</p> <p>The Memorial made it clear that there was no intention of limiting access egress to the school grounds. Tradesmen start and finish times would not coincide with drop off and pick up times.</p> <p>The Memorial provided key contacts to the school who would be able to assist with any issues during the redevelopment. The Memorial suggested coordinating with the DOMA development and the school to reduce the number of vehicle movements around the school in any one day.</p>
<p>DOMA Group</p>	<p>Purdon Planning spoke with DOMA Group about staging of the Memorial's redevelopment with the DOMAs works.</p> <p>A relationship will be developed and maintained between DOMA and AWM to ensure coordination between both projects is possible.</p>
<p>Mercure</p>	<p>The Memorial spoke with the Mercure Hotel about staging of the Memorial's redevelopment and if there would be any impacts to the hotel.</p> <p>The hotel welcomed the establishment of a relationship with the Memorial throughout the future stages of the redevelopment project.</p>
<p>Redevelopment Email</p>	<p>Three emails were sent to the Memorials redevelopment email during the consultation period. Two of the emails were not from local residents and were only relating to inquires about future consultations. One email received asked about obstruction of pedestrian access on the western side of the Memorial, and implications to Mount Ainslie during construction. The email also included an objection to the future stages of the redevelopment, and questioned the intent of the project.</p>
<p>Campbell Residents Association</p>	<p>The Campbell Residents Association was contacted prior to the drop-in session and was advised that the Memorial and Purdon Planning were willing to meet with the residents to discuss in detail if desired.</p>

The Campbell Residents Association notified the drop-in session on their Facebook page, there was no request to meet with the Memorial. A member of the Memorial met the Association on Sunday 18th August and were very supportive of the carpark being on the Memorial land.

The Association will be approached again as part of the redevelopment consultation.

**Reid Residents
Association**

The Reid Residents Association was contacted prior to the drop-in session and was advised that the Memorial and Purdon Planning were willing to meet with the residents to discuss in detail if desired, there was no request to meet with the Memorial following this contact.

The Association will be approached again as part of the redevelopment consultation.

4.0 Conclusion

Purdon Planning were engaged by the Australian War Memorial to coordinate and facilitate stakeholder engagement and consultation on the early works component of the Memorial Redevelopment.

This report has examined the discussions and items raised from the public consultation session held by Purdon Planning and the Memorial, as well as discussions with government agencies.

It is considered that the car park extension and temporary car park proposal is generally well received, with strong support for all works to be situated wholly on site.

Objections to the proposal from the public related to the broader redevelopment, rather than the car parking. Further consultation will be conducted prior to the Memorial redevelopment project getting underway. Consultation with the community and nationwide will commence in early 2020.

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Appendix 1: Consultation Strategy



Australian War Memorial Early Works Stakeholder Engagement Strategy

Australian War Memorial

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1.0 Introduction

This document outlines the Stakeholder Engagement Strategy for the Australian War Memorial (AWM) Early Works Project. This strategy has been prepared considering the requirements of the project brief, discussion with the project team and guidance from the AWM as to the desired approach.

It is understood that the Early Works will be completed across two stages. This strategy addresses stakeholder engagement across both stages.

1.1 Purpose

The document establishes the project stakeholder consultation and engagement approach, including the consultation scope and strategy, project team responsibilities, detail and timing of select activities, as well as overall timeframes and deliverables.

The purpose of the document is to ensure that there is a common understanding between the client and Purdon Planning, of the intended outcomes and responsibilities for different activities. The project management plan and stakeholder engagement strategy are intended to enable members of different consultancies to work as a unified team, to be aware of the various activities and their timing in relation to consultation requirements and to ensure the same message is communicated to community groups and key stakeholders.

Information to be shown to the community will be prepared and produced by the AWM and Purdon Planning. It is assumed all consultation information to be displayed to the community and relevant stakeholders is subject to approval by the AWM.

1.2 Project Context

In 2018 the Commonwealth Government announced \$498 million funding to expand the AWM. The expansion will allow the AWM to dedicate more exhibition space to commemorate veterans of conflicts within the last 20 years. Presently only 2% of AWM building space is dedicated to modern veterans, with the vast majority of space dedicated to commemoration of colonial conflicts, WW1 and WW2.

The first stages of the AWM expansion are limited to site establishment and early works. Whilst this engagement will be focused on Stage One (Early Works) and the impacts to the immediate neighborhood and interest groups, it is understood that discussion regarding Stage Two will be inevitable.

The aim of this consultation process is to deliver clear, consistent and concise information to the community and key stakeholders about the proposed early works, and to respond to any questions, queries or concerns that stakeholders may have.

1.3 Project Objectives

The objective of the early works phase is to set the foundations for future stages of development, of which is to be undertaken over a nine-year period. The proposed temporary car park will be predominately utilised by construction workers during early stages of development.

The aims of this stakeholder engagement strategy are to inform the relevant stakeholders of the process and to identify any impacts during construction of the early works.

Whilst this consultation and engagement is focused around early works, there will be information available about the future stages of development and broader project details.

The AWM's intention is to be sincere and transparent in its approach to discussions with stakeholders.

1.3.1 Principles for Community Consultation

Implementation of the strategy will be based on the following principles:

- Information required to inform stakeholders will be readily available
- Communication materials will be non-technical so that they can be readily understood by all stakeholders
- The scope of the investigation will be clearly explained, that is what is being consulted about and the extent of involvement possible
- A consistent approach, based on the communication message, will be adopted by all team members
- The consultation process will be a focused investigation to key community groups and stakeholders
- Key community groups and stakeholders will be contacted directly
- Participation will be valued through providing feedback to participants
- The existence of different views will be acknowledged

1.4 Stakeholders/Target Audience

A range of stakeholder groups will be consulted using a targeted approach (refer Section 2 for detailed methodology).

1.4.1 Stakeholders

Contact will be made with each of the below groups prior to the face-to-face drop in sessions. Invitations regarding the drop in session will be sent to provide opportunity to comment on the proposed works, or alternatively, meetings will be arranged where applicable.

- Adjacent Campbell residents
- Reid Residents Association
- Campbell Community Association
- North Canberra Community Council
- Mount Ainslie Weeders
- Friends of Grasslands
- Campbell High School
- DOMA Group
- Mercure Hotel
- Media
- Government agencies
- ACT Government MLAs

1.5 Messages

The consultations will promote the following messages about the project and works to occur on site. These messages will underpin all activities and will be delivered consistently to all interested parties throughout the consultation phase.

1. In 2018 the Federal Government, with the support of both parties, allocated \$498 million to progressively carry out expansion works to the AWM.
2. The original AWM façade will not change as a result of the proposed expansion.
3. Works will progress over a nine-year period with early works expected to take 2 years to be completed.
4. Consultation and discussions are currently focused around early works at this stage.
5. Temporary and permanent carparking locations have been reviewed
6. The purpose of the consultation process is to inform stakeholder of works proposed – including any impacts from traffic management – and to respond to any comments, concerns or questions.
7. The outcomes of the consultations will be presented in a consultation report to the AWM.
8. The AWM will be required to seek relevant approvals for proposed works from the ACT Government & the Commonwealth Government via the Environment Planning & Sustainability Directorate, National Capital Authority and Department of Environment & Energy.

1.5.1 Frequently Asked Questions

A list of frequently asked questions and answers will be provided to the project team for reference during all face-to-face consultations and stakeholder discussions. This will ensure that consistent responses are provided to the community and relevant stakeholders, to reduce confusion around the proposal. The frequently asked questions page on the AWM website is to be updated to reflect the messaging of the project team.

1.6 Risk Assessment

A risk assessment was prepared as part of the submission for this project and this has since been reviewed and modified based on the revised approach to the community investigation. The assessment considered high level internal and external factors.

The below table has been adapted from the submission and includes the external factors that may delay or inhibit the project in any way. The results of the risk assessment have been taken into account in the consultation strategy.

Table 1 - Risk Assessment

Risk	Consequence	Risk Treatment	Responsibility
External: Community angst over project	Threat to project integrity Poor planning outcomes Weaken Government’s perception within the community	Clear assumptions and basis for stakeholder engagement Managed expectations of stakeholders Considered programme of roll-out that keeps the project outcomes relevant throughout community investigation Targeted consultation to key groups Clear justification of project goals	Purdon Planning Client
External: Potential for specific stakeholder groups to manipulate/direct conversations and feedback through social media to achieve a certain outcome	Threat to project integrity Poor planning outcome Skewed consultation results	Monitor social media pages and other forums	Purdon Planning Client
Internal: Delays to decision making	Missed Deadlines and delays to the project delivery	Clear project programme and allowing sufficient time for review by the client	Purdon Planning Client
External: Negative media coverage	Misunderstandings around messaging, project scope and purpose resulting in negative media attention	Proactive approach to media engagement and discussions/releases	Client

2.0 Methodology: Communications and Consultations

2.1 Tools

The following communication activities will be undertaken:

- Letter box drop to adjacent residents
- Discussions with Council Chairs/Executives
- Discussions with local environmental groups (inc. Mount Ainslie Weeders and Friends of Grasslands)
- Discussion with ACT Government agencies (underway)
- Discussion with ACT Government MLAs
- Discussions with school principals
- Engagement with DOMA Group and Mercure Hotel
- AWM media release
- Drop-in sessions at the AWM
- Online consultation via the AWM website
- Follow up telephone and email consultation where face-to-face contact is not possible

2.2 Detailed Activities

2.2.1 Preliminary Discussions with Stakeholders

To ensure messaging is clear, it is advised that preliminary discussions are had with school Principals, DOMA Group, the Mercure Hotel, Community Council Executives, Transport Canberra and City Services, relevant government agencies, MLAs, and local environmental groups. These preliminary discussions will allow leaders of the relevant stakeholder groups to understand the scope and purpose of consultation, prior to engaging in further discussions.

The process following these discussions will vary, for example it will be likely the school community will be notified by the schools' newsletter of the drop in session and environmental groups or Community Council executives may request a Council presentation/meeting or could notify information via their own social media.

2.2.2 Media Release

The AWM Communications and Marketing team will engage with relevant media contacts to ensure positive messaging and a coherent understanding of the project scope.

A media release will occur simultaneously with the letterbox deliveries.

2.2.3 Letterbox Drop

The project team has agreed on a postcard flyer to be delivered to residents in the Campbell area. This will occur one week prior to the face-to-face drop in session.

The flyer will be of an invitation style, prepared by Purdon Planning with the War Memorial corporate suite. Approval by the AWM will be required before the flyers are delivered to residents.

The delivery area is subject to discussions and agreement with the AWM. Purdon Planning can prepare maps identifying possible delivery areas.

2.2.4 Face to face Drop in Session

In person contact will be in the form of a public drop-in session which will be organised by the Project Team and facilitated by Purdon Planning. It is recommended that the session be held on a Thursday evening, for three hours, between 4:30pm and 7:30pm (date TBC).

Whilst the focus of the session will be around early works, information will be provided about future stages, including the designs and staging. A video packages with audio commentary and fly over views of the future development will also be shown.

Large format plans and maps will be provided for stakeholders to mark their comments on. Purdon Planning can provide information in the form of A1 or A0 posters which will be displayed at the drop-in stalls at the AWM.

Survey forms and notepads will be available at the drop-in session so that people can provide written responses to the proposal.

Personalised face-to-face consultation will also be conducted with specific stakeholders including community group representatives and other groups with specific needs or interest like the Ainslie Weeders and or/veteran groups (as requested).

2.2.5 Online Public Consultation

The online component will be through the AWM Website. Purdon Planning will collate information submitted via email to the AWM and surveys received during the process.

All views will be recorded during this process which will be reported to the Project Team and will inform the Stakeholder Engagement Report upon completion of the consultation process.

2.3 Timeframes

Preliminary discussions will be had over the course of a week, to provide understanding and context prior to media release. Once these discussions have been had, the project team will need to coordinate the media release with the letterbox delivery to ensure that the relevant stakeholders are receiving the relevant information all at once.

The face-to-face drop in session should be held one week after the letterbox delivery, preferably on a Thursday evening.

2.4 Consultation Report

Purdon Planning will provide a summary report of the engagement process undertaken for the AWM. The report will identify:

- Consultation Plan
- Programme of all activities undertaken
- Key themes and issues raised
- Analysis/responses/recommendations of issues raised
- Summary plans and tables (including drop-In session summaries, analysis and responses), and
- Attachments of all meeting minutes recorded

3.0 Summary

The proposed multi-faceted approach to public community consultation will help to engage the community in the process and inform stakeholders of works to occur on site.

Face-to-face contact will allow Purdon Planning to obtain direct feedback from near neighbours and the broader community. Sessions and meetings will be arranged to ensure maximum attendance for a range of stakeholders in the immediate area which may be affected by the early works project.

This mix of users will help to capture a broad spectrum of user demands and requirements to inform a robust outcome for the early works package and may also be useful for future stages of the development.

It is understood that further communication with the broader community (Regional and National) is being considered for the following stages of the works to discuss details of the redevelopment design.

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