Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 1

Outcome: 1 Program: 1
Topic: Australian War Memorial Development annual operating costs
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.34)

Mr Tony Zappia MP asked:

CHAIR: Do you have any questions, Mr Zappia?
Mr ZAPPIA: John, I do, but I'm happy to put them on notice if that helps with the proceedings today. I have three questions. **Firstly, how much will the expansion add to the annual operating costs of the Australian War Memorial**? Secondly, there were questions, 14 of them, raised by the Heritage Guardians; can we have written answers provided to each of those questions? Thirdly, has any visitor being turned away from the memorial because of overcrowding on any given day? In other words, what is the current capacity of the War Memorial? We heard about the 1.1 million people that come through it each year. As I said, John, I'm happy for those questions to be taken on notice.
CHAIR: If it's easier for those to be taken on notice for you to respond to, we can do that, unless there are any comments you want to make now.
Mr Anderson: I'll just take the first two on notice, if I may. On the third one, though, I'd just add that what we're trying to do right now in the COVID-19 environment means a slightly different answer to that question. Because we've had 10,000 visitors through—
Mr ZAPPIA: Sorry to interrupt, but set aside COVID-19. I'm not pursuing that in particular.
Mr Anderson: I understand. The answer to that question then is 'not to my knowledge', but I'll respond formally.

Answer

At this stage it would be very difficult to estimate future operating costs until the building and exhibition designs are approved and mature enough to provide the required information.

We expect the increase would be proportional with the added space and gallery deployment however the more efficient plant to run the spaces will be more efficient per square metre of similar new or refurbished spaces providing commensurate reductions.

Parliamentary Standing Committee on Public Works
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Question 2

Outcome: 1 Program: 1
Topic: Heritage Gardens submission questions
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.34)

Mr Tony Zappia MP asked:

CHAIR: Do you have any questions, Mr Zappia?
Mr ZAPPIA: John, I do, but I'm happy to put them on notice if that helps with the proceedings today. I have three questions. Firstly, how much will the expansion add to the annual operating costs of the Australian War Memorial? **Secondly, there were questions, 14 of them, raised by the Heritage Guardians; can we have written answers provided to each of those questions**? Thirdly, has any visitor being turned away from the memorial because of overcrowding on any given day? In other words, what is the current capacity of the War Memorial? We heard about the 1.1 million people that come through it each year. As I said, John, I'm happy for those questions to be taken on notice.
CHAIR: If it's easier for those to be taken on notice for you to respond to, we can do that, unless there are any comments you want to make now.
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Mr ZAPPIA: Sorry to interrupt, but set aside COVID-19. I'm not pursuing that in particular.
Mr Anderson: I understand. The answer to that question then is 'not to my knowledge', but I'll respond formally

Answer

Question: Did the Memorial consider options for reconfiguring the Memorial's ground floor to show more of recent conflicts, by closing Colonial Conflicts and moving Special Exhibitions into the Reg Saunders Gallery?

Yes. The Memorial considered refurbishment of the Campbell Site as part of its examination of 'Adaptive Reuse Options' within its 2017 Initial Business Case (IBC). In the past two decades the Memorial has re-purposed some 800m^2 of circulation and back of house space for exhibitions. The IBC demonstrated that piecemeal additions to displays through further repurposing space in the Main Memorial Building was not sufficient as a long term solution to enable the Memorial to tell stories of contemporary and future veterans.

This assessment took close consideration of the detrimental impacts of recent re-purposing of space in the Main Memorial Building for galleries (Post-45 Conflicts; Afghanistan) on circulation, exhibition design and flexibility and the visitor experience as exemplified by the current placement of the Tarin Kowt wall signed by Afghanistan veterans in a busy corridor adjacent to public toilets and Memorial back of house areas.

This development work will relocate the last back of house activities able to be moved to the CEW Bean building extension to enable us to reconfigure the final usable areas into appropriate gallery spaces. Areas such as Security rooms, Education and Visitor toilets must remain in the main building.

Question: What medical evidence can the Memorial provide that museums can provide a therapeutic milieu or healing for veterans and their families?

The Memorial's submission to the Committee identifying the purpose, needs and cost-effectiveness of its development proposal does not identify 'healing', 'therapeutic milieu', veterans' mental health or anything of that nature as part of the rationale for the project.

Similarly the Detailed Business Case submitted to Cabinet in December 2018 on which the project was funded does not mention this as a need or purpose for the project.

The Memorial has however always had a role in national grieving and healing. This is a natural second order effect of any site of commemoration and one that is particularly evident at the Memorial and it is a tangential and visible benefit of the project, not one upon which it has been predicated or developed.

To address the concerns raised by several other witnesses we are able to clarify that the Memorial is not, and does not claim to be, providing medical assistance or clinically based therapeutic services to veterans but rather, through education and social support, helping both veterans and others understand and come to terms with the cost of war.

"Respect and recognition" is recognised by the Department of Veterans' Affairs (DVA) as a critical element of its *Veteran Mental Health and Wellbeing Strategy and National Action Plan 2020-23*. DVA's strategy is based on expert advice from medical experts, from the National Mental Health Commission, Open Arms and Phoenix Foundation and their recognition of 'respect' as one of the seven key elements of veterans' mental health is based on their work.

Part of DVA's action plan for 'respect and recognition' is implementation of the Australian Defence Veterans' Covenant which is underpinned by *the Oath*:

"We, the people of Australia, respect and give thanks to all who have served in our defence force and their families.

"We acknowledge the unique nature of military service and the sacrifice demanded of all who commit to defend our nation.

"We undertake to preserve the memory and deeds of all who have served and promise to welcome, embrace and support all military veterans as respected and valued members of our community.

"For what they have done, this we will do."

In many ways, as a place of commemoration and education, and as the national repository of the memory of our veterans and their actions the Memorial is the embodiment of this creed. As Charles Bean's vision for the Memorial says - *'Here is their spirit, in the heart of the land they*

loved; and here we guard the record which they themselves made.”.

In this capacity the Memorial development will provide increased ‘respect and recognition’ for modern veterans and peacekeepers and thus will play a small role in positive mental health outcomes for contemporary service personnel by helping ensure they and their families are recognised and respected for what they have done for us at a national level.

Beyond DVA’s own strategy numerous studies of contemporary veterans and peacekeepers indicate that there is a strong connection between supportive attitudes in family and community and healthy reintegration at home. This is the ‘therapeutic milieu’ in which the Memorial has a small, but important, role to play. A partial list of such studies is provided as **Attachment 2A**.

In this capacity the Memorial is part of the social infrastructure helping educate the broader Australian community as to what our veterans have done for us and the impact it has had on them and their families. Education of this nature contributes to higher social support for veterans and their families, especially in the context of modern conflicts and operations where so few Australians have a direct connection to those who served compared to the national experiences of the First and Second World Wars.

On a very basic level, it is the veterans who visit the Memorial and speak to us or write to us and tell us their visit helped.

Question: How much of the new space will be occupied by retired military equipment, such as planes, helicopters, and armoured vehicles

The Memorial is currently undertaking detailed curatorial research to determine the content, layout and exhibition design of the new galleries. Until this work is completed, which will take several years, the Memorial is unable to provide a square metre measurement or other metric to answer this question.

The Memorial can however demonstrate that the new galleries will enhance the visitor experience by reducing the ‘density’ of Large Technology Objects (LTOs) across the site.

The Memorial currently displays 52 LTOs such as large vehicles, aircraft or substantial partial objects such as the HMAS Brisbane bridge.

When the full galleries development is complete the Memorial expects that this number would rise to approximately 62. This includes the removal of some current LTOs from display (such as a small reduction of First World War aircraft on display) for conservation or curatorial reasons.

With the increase in space of some 55% to the galleries and an increase in LTOs less than 20% this results in a much ‘less dense’ LTO experience for visitors, particularly in the New Anzac Hall compared with the extant Anzac Hall.

This means more space for visitors to circulate and explore and a large relative increase in space available to tell individual stories and display smaller objects and images. Importantly the new galleries will also provide sufficient circulation space and areas for visitors to reflect on both objects and stories to gain a better understanding of the service and sacrifice of Australians in war and on operations during their visit.

The Memorial has a demonstrated history of displaying LTOs in an appropriate and respectful manner that does not glorify war nor place LTOs in the role of 'big boys toys' nor serve as any kind of promotion for the manufacturer.

The Second World War Lancaster 'G for George' is a prime example of the manner in which the Memorial integrates LTOs into its broader storytelling and commemoration. This display sensitively integrates the 'Striking by Night' audio visual with the Lancaster LTO all of which is supported by a carefully curated and moving display of supporting objects and stories of those who served, and in the case of some 3,500 Australians tragically lost their lives, on aircraft like 'George'. It should also be noted that the Lancaster was also considered a technologically advanced LTO in its day and is not considered any less impressive than current LTOs in respect to the initial visual impact on a visitor.

Table 1 below provides indicative numbers of LTOs in 2020 and 2028 by conflict for information. A large amount of curatorial work needs to be done to confirm these numbers, they are indicative only.

LTOs	2020	2028
Colonial	2	2
FWW	19	17
SWW	21	25
COLD WAR ERA	6	6
Subtotal	**48**	**45**
Gulf War 1	1	1
East Timor	1	3
Iraq (2003)	1	3
Afghanistan	1	4
PK/Humanitarian	0	4
Northern Iraq/Syria	0	2
Subtotal	**4**	**17**
Total	**52**	**62**

Table 1: Indicative Numbers of LTOs

Question: What precautions will the Memorial take to protect visitors from dangerous substances in the equipment on display, such as the asbestos in the RF-111C?

The Memorial has approved procedures and hazard mitigation strategies in place to protect staff and visitors from any hazards that may be posed from objects on display.

These procedures are considered early in the development and planning stages of an exhibition and involve consideration of risks around the access, movement and display of hazardous items.

The Memorial has an Asbestos Management Plan, specifically for items in the National Collection, and each item is assessed for display against this document, with staff and visitor safety the paramount priority.

Specifically in relation to the RF-111C, there are documents in place that list the hazards and subsequent display issues relating to the aircraft. The information within these documents has been drawn from documentation provided by the Department of Defence on acquisition of the object. This document is attached to the item record in the Collection Management System, and is used to inform planning and decisions for storage, movement and display requirements of the RF-111C.

Some examples of these strategies may involve sealing and making the display item physically inaccessible to visitors so they cannot touch or handle it and regular monitoring and maintenance of the object to preserve its condition.

The Memorial also has dedicated Large Technology Conservation staff who specialise in maintaining these objects, as well as an ongoing relationship with RAAF experts who can be contacted for ongoing assistance. The asbestos present in the RF-111C is non-friable, contained within sealed compartments in the plane, or bonded within the structure of the aircraft.

Question: Does the Memorial agree that, given the incidence of homelessness and suicide among veterans, the money earmarked for the Memorial project would be better spent on direct benefits for veterans and their families?

The premise of this question is incorrect, this expenditure is not an 'either/or' issue as Government has said repeatedly.

As recently as June 2020 Minister for Veterans' Affairs Darren Chester stated publicly the project "does not come at the expense of investing in veterans' services" (Sydney Morning Herald, June 27 2020, *Fresh spotlight on War Memorial expansion after National Gallery Cuts*)

Minister Chester has provided assurance to the Memorial in writing dated 16 July 2020 stating,

'..the funding for the Australian War Memorial (the Memorial) redevelopment project is separate to, and does not come at the expense of, funding for veterans' services and support.

Veterans support for FY19-20 is was budgeted at $11.5B, with uncapped funding for veterans health and mental health funding estimated at $4.7B.

Mental health funding in FY19-20 is expected to exceed $230m per annum. All veterans with a single day of continuous fulltime service are able to access free, lifetime mental health care for any condition regardless of whether it is service related.

Over the 10 year project span the government expects to expend in the order of $100 billion in providing for veterans' services and support.

At less than $500m, (say $55m per year for 9 years) the project is a fraction of a percent of that support, let alone the even larger Defence budget.

Whilst we can always do more to support our veterans, the answer isn't simply more money. It is better understanding, better care, better systems and importantly greater knowledge and understanding by the wider community of the health challenges faced by veterans and defence families.

Question: Why was Anzac Hall 'deleted from the plans' and who in the Memorial Council and management held strong views on the matter?

The Memorial has clearly and publicly outlined the options assessment and design processes relating to the proposed replacement of Anzac Hall in its PWC Submission (Section 3).

We have provided further detail in our Environmental Protection Biodiversity and Conservation Act (EPBC Act) 'Preliminary Documentation' that was available for public comment from 3-31 July 2020. An earlier version of this information was also provided to the public in the Memorial's initial EPBC Act referral documentation of November 2019.

The four potential locations for gallery expansion on the Campbell site that maintain connection to the Commemorative heart of the Memorial are: to the south – impacting the Anzac parade vista; to the east - under the existing ground levels at significantly higher cost and risking damage to the Main Building; to the west – in the current sculpture garden having significant visual and symmetry impact and a reduced visitor orientation experience. The fourth is to the rear of the Main Building which satisfies all the Memorial criteria for gallery expansion. This site was utilised for the 'reference design' as part of DBC costing and subsequent project budget.

The Request for Tender (RFT) for the Design Competition included a'Design Competition Boundaries' drawing, visually indicating the available site area for the project, and suggested limits of the building zone within that site. This drawing was prepared with full consideration of the requirements of the Memorial's Heritage Management Plan including the Parliamentary Vista.

The competition brief for this design package noted that:

Tenderers have the option available to construct a new Anzac Hall or consider the retention and utilisation of the existing Anzac Hall in their proposed Concept Design option, if the Spatial and Functional Area Requirements can be achieved.
The removal of the existing Anzac Hall structure, located within the site area, was not a requirement of the design competition. Architects were free to explore retention and expansion of the Anzac Hall structure as their design solution.

Therefore retention, modification or expansion of the existing Anzac Hall was then a 'live' option until July 2019 when the Council of the Australian War Memorial endorsed the recommendation of the Design Competition Jury that the replacement of Anzac Hall was the best option.

The jury was chaired by architect Professor Daryl le Grew AO, whom had recently been appointed an Officer of the Order of Australia in 2019 for 'distinguished service to education, to research infrastructure development and to architecture; and included two other highly experienced architects (Mr Paul Jones, Mr Richard Marshall) together with two senior members of the Memorial's staff.

The Design Competition received four entries from some of Australia's most renowned architecture practices one of which provided a design that retained a heavily modified Anzac Hall. The jury considered this design closely but ultimately ranked it lower as the existing building significantly constrained the usability of this design. It was the expert opinion of the jury that this would likely result in the physical building design driving exhibition design and the visitor journey/flow/experience, thereby unsustainably constraining the Memorial's operations, now and into the future.

The jury was supported in reaching this decision by various subject matter experts including an independent heritage advisor and conservation architect Ms Elizabeth Vines OAM. Ms Vines provided a detailed heritage impact analysis of the designs to the jury and was on hand throughout the design competition presentations and selection process to provide advice to them as required.

The jury unanimously recommended the preferred design by Cox Architecture which has subsequently been progressed through to schematic design for presentation to PWC.

The recommendation was unanimously endorsed by Council after close review in an extraordinary session of Council held in July 2019.

Question: **Is the Memorial satisfied that the upper level or levels of the proposed Anzac Hall will be able to bear the weight of large technology objects placed therein?**

Yes, the Memorial has conducted extensive analysis of both the need and capability for LTO display and movement within Anzac Hall at all levels.

The Memorial conducted a specific series of design studies/workshops from November 2019 to January 2020 to analyse these issues. The studies were conducted by a team of the Memorial's experienced Collections Services and Military Heraldry and Technology staff, the project's structural engineering consultant team, ADF logistics experts and staff from Cope Sensitive Freight with extensive experience in the logistics of freight of delicate, valuable, large or complicated objects.

This group examined the structural and logistical requirements for more than 35 LTOs, from a First World War MkIV Tank to the Second World War Lancaster 'G for George' and contemporary RAAF aircraft such as the F/A-18 Hornet.

Considerations included point loading, object structural supports, object assembly and disassembly, ways to move and turn, lift, mount and display objects and more within the proposed New Anzac Hall on both levels.

This expert advice has informed design for New Anzac Hall and the Memorial is confident it is fit for purpose for its current collection and likely future collection items in a manner the existing Anzac Hall demonstrably is not.

Question: Can the Memorial clarify why its Mitchell site could not be the main site for large technology objects in the collection?

The claim that a display of LTOs at the Memorial's Mitchell site would serve the same needs as the Memorial's proposed Campbell site based development project is fundamentally contrary to the Memorial's tri-partite role as a shrine, museum and an archive and the business need the Memorial has demonstrated to government.

The Memorial's development project is not intended simply to display LTOs in greater number, rather it is intended to address issues that prevent the telling of the stories of recent conflicts and operations at a level of detail consistent with earlier conflicts, and the issues that impede the Memorial properly recognising the service of those who served in recent conflicts and operations.

LTOs are as critical to telling these stories relating to modern conflicts and operations just as they have been for previous wars. In 1999 the then Director of the Memorial, MAJGEN Steve Gower, illustrated this has been long understood by the Memorial in his submission to PWC on development of the original Anzac Hall:

> *Only a very limited proportion of the large technology collection can be displayed in the main Memorial building due to access and spatial limitations in the galleries. Many of these were once displayed outside. This practice was discontinued some years ago as exposure to the elements was detrimental to the long term care of these objects. Accordingly they were removed to the Mitchell storage facilities. Their storage there does not allow the Memorial to display and interpret these objects in the wider context of Australian history.*

(Joint Committee on Public Works: 22/11/99: Anzac Hall extension, Australian War Memorial, Joint Committee Hansard, p.11)

The Memorial's Treloar Technology Centre is, like similar centres run by other National Cultural Institutions in the in Mitchell area, a storage, workshop and conservation centre and not designed

for regular public access. The image below of the new 'Treloar E' facility completed in 2019 demonstrates that even the most modern facilities on the site are not museum grade display sites and do not provide context for the content.

Image 1: Treloar E storage and conservation facility

Comparisons with the Imperial War Museum (IWM) or Smithsonian museums are not appropriate on the simple basis that these institutions do not have a commemorative role for their communities in the same manner as the Memorial does. They are distinctly, and deliberately, separated from their respective national memorials or their national 'Unknown Soldiers' and serve as museums and archives only.

In order for the Memorial to meet the obligations of Section 5 (Functions of the Memorial) of the Australian War Memorial Act 1980 (Cth) as the national shrine, museum and archive of our military history it is necessary and appropriate for contemporary stories to be told at the Memorial's Campbell site. In particular they must be located with a clear and strong connection to the heart of the Memorial – the Commemorative Area including the Hall of Memory and the Tomb of the Unknown Australian Soldier and Rolls of Honour – as the stories of their forebears are. The Memorial's proposed plan does this in a manner that no LTO display or other museum at its Mitchell facility ever can.

Question: What part Mr Stokes' 'personal guarantee' played in sealing the deal in time for the November 2018 launch (mostly paid for by Mr Stokes) and whether it is common for a private sector party to provide a guarantee on the capital cost of a government project in this way?

Under Section 9 (2) of the Australian War Memorial Act 1980 (Cth) the Council is *'responsible for the conduct and control of the affairs of the Memorial'*.

Mr Stokes' guarantee to the Prime Minister was undertaken in his capacity as Chairman of the Council of the Australian War Memorial. As such it was, appropriately, a guarantee that the Council would ensure the Memorial properly conducted the project to ensure that it was achieved 'on time and on budget'.

Any inference that Mr Stokes' guarantee was intended to underwrite capital cost overruns is incorrect.

As reported to Government in its annual project update in February 2020, approximately 18 months into the project, the Memorial is currently 'on time and on budget' and has implemented an appropriate project management team structure and controls to ensure it remains so. This includes independent oversight through an Interdepartmental Steering Committee that includes representatives from the Departments of Prime Minister and Cabinet, Defence, Veterans' Affairs, Treasury and Finance and regular reporting to the Minister for Veterans' Affairs and a Memorial Development Committee, with two Independent Industry Experts, which reports to the Memorial Council.

Question: Why did why Mr Stokes pay for the launch in November 2018 and was there any connection between this action and the Memorial Council's choice of design options?

The event held by the Memorial on 1 November 2018 at Parliament House to announce its development project fell outside the Memorial's core operations as funded by government. As such it was the position of the Memorial Council and Executive that the Memorial, in accordance with the Public Governance, Performance and Accountability Act 2013 and good governance practices, should not use government revenue for such an event and that it should instead be funded by non-government revenue.

Mr Stokes has a long history of philanthropic support for the arts, including the Memorial, and made a personal decision to donate monies to the Memorial in order to support delivery of such an event with non-government revenue.

The integrity of the Memorial's Council and internal decision making processes are well established and supported by a comprehensive Internal Audit program and regular reviews by bodies such as the Australian National Audit Office or departmental level 'Functional Efficiency Reviews'.

Neither this donation nor event were in any way connected with the Council's decisions relating to design matters and such an insinuation is at best unbecoming.

Question: Can the Memorial provide the evidence and methodology for the Executive [Program] Director's claims in March 2020 about the degree of support for the project?

The Memorial made the full detail of evidence behind this statement public through its July 3 2020 EPBC Act Preliminary Documentation.

This information is available online for all members of the public and demonstrates that the Memorial based this statement on both its own consultation means and, importantly, on an independently conducted, scientifically sound and demographically representative (age, gender, location by state based on proportionate representation of the Australian population) online survey.

The Memorial has also made public the report provided by the independent consultant and all materials and questions that formed the survey. A copy of the Memorial's EPBC consultation report including this survey is provided to the Committee for information as **Attachment 8A**.

As these consultations were undertaken in late 2019 and early 2020 prior to the full impact of the recent bushfire season and Covid-19 pandemic the Memorial has also conducted surveys with its visitors since it re-opened to the public on July 1 2020 to gauge current sentiment on its development.

This recent survey demonstrates that support for the development is very high among visitors (~80%) and that opposition is very low (~5%). This is consistent with the previous survey results and demonstrates that despite the impact of bushfires and the pandemic that the majority of Australians remain supportive of the Memorial's proposal to expand to enable it to tell the stories of contemporary veterans more appropriately.

A complete copy of the survey, results and public comments on the survey are provided to the Committee are available at **Attachment 8B** for information.

Question: Why does the Memorial's submission say nothing about the views of Mr Kelson, Major General Gower, and Heritage Guardians?

The Memorial's PWC submission was prepared and submitted in February 2020. It clearly and accurately identified the major community issues raised during its 2019-20 EPBC Act referral consultation and the major advocates of those issues.

The Australian Institute of Architects (AIA) and Medical Association for the Prevention of War (MAPW) were identified in particular as they represent specific communities. Between them they have membership of some 15,000 whilst the Heritage Guardians group consists of a committee of five with no identified ordinary membership.

The issues raised by this group, as well as by other individuals such as Major General Gower are closely related to those raised by the AIA and MAPW and are clearly identified and addressed in

the Memorial's PWC submission.

The Memorial has engaged with the Heritage Guardians on multiple occasions throughout the development process. Dr David Stephens for example was invited to project consultation events in both 2018 and 2019. Professor Stanley and other members of Honest Histories (the parent group of Heritage Guardians) were also invited to participate in the 2018 consultation.

Dr Sue Wareham, current president of MAPW and a member of Heritage Guardians, was also invited to participate in the 2018 consultation and has had face to face meetings with the Memorial's Director and previous Director. She and MAP members have attended numerous community consultation events held by the Memorial in relation to its EPBC referral in particular.

Other individuals such as Major General Gower have had meetings or conversations with the Memorial executive or Council members regarding the project as well.

We provide copies of relevant invitations for information as **Attachment 2B**.

The views of the AIA, MAPW, Heritage Guardians and other individuals such as Major General Gower have been listened to and responded to by the Memorial throughout its development project.

The list of concerns, generally shared by these groups, have been addressed however where our position has been explained to them and they find it to them their campaign against the Memorial Development Project and, in some cases, other Memorial activities continues.

Specific concerns such as structural stability and underpinning for improvement works within the main building are progressing through the standard design processes and are addressed by experts in the field. The Memorial's design process, including engineering design, is further supported by a comprehensive peer review process that sees major works undergo three separate peer reviews at Schematic Design, 80% Detailed Design and For Tender Documentation stages to ensure the best possible outcomes for the project.

As we move into Gallery Development we will continue to take into account the views and concerns of all Australians in the development of the stories we will tell.

Question: Why it has taken so long to deliver its 'final preliminary documentation' under the EPBC Act to the Department of Agriculture, Water and the Environment?

The Memorial's EPBC Act assessment process has been undertaken in accordance with Department of Agriculture, Water and the Environment (DAWE) processes and conducted in close consultation with them.

Having commenced in November 2019 the process has not been unusually long or extended and assessments of major proposals such as the Memorial's frequently take much longer. The recent Sydney Opera House Building Renewal program (EPBC Referrals List2017/7955) for example was under heritage assessment from July 2017 to January 2020 and the Royal Exhibition Building and Carlton Gardens Protection and Promotion Project (EPBC Referrals List2016/7680), which also had major heritage impacts, was under assessment from June 2016 to May 2018.

The Memorial had expected to be able to finalise its EPBC Act Preliminary Documentation earlier in 2020 based its preferred approach of undertaking the developments heritage assessments in two packages a) Southern Entrance and Anzac Hall and b) CEW Bean Building and Public Realm, in line with the master program.

In January 2020 DAWE directed the Memorial to combine these two packages into a single set of documentation for assessment which provides for an overall impact review for all works on the site up to 2028. This required the Memorial to bring forward related design and engineering work for CEW Bean and Public Realm and resulted in an extended period of documentation preparation before it could deliver suitable high quality documents for assessment.

The Memorial takes its heritage and environmental management responsibilities very seriously. It continues to work closely with DAWE on these important matters as they relate to the development proposal to ensure the best outcomes for tangible and intangible heritage values, and for the environment.

Question: Why it sought approval for the carpark work in advance of and separate to the rest of the project?

The Memorial undertook approvals processes relating to the Poppy's Café Car Park extension works separately simply because these works are independent of the main Development Project. These works were not included in the scope presented in the Memorial's Detailed Business Case or that funded by the $498.7m appropriated by the Government for the project.

Whilst the development will ultimately benefit from the completion of these works they were necessary to meet ever increasing visitation to the Memorial whether the larger Development Project moves ahead or not.

Attachments

2A Literature review – Veterans and social support
2B Invitations to 2018 'Have your say' program to AIA, MAPW, Honest Histories

The value of recognition and social support for veterans and their families

Executive Summary

This brief review examines a number of academic papers and chapters that provide evidence for the value of social support and recognition for veterans, and their families, in achieving positive mental health outcomes for these cohorts.

The research represented in these papers highlights that understanding the impacts of stress or trauma on contemporary veterans and peacekeepers still needs further study and investigation. This is particularly the case with regard to second and third order effects on families and communities more broadly relating to the integration of returned service personnel into 'everyday life'.

This report also highlights that there is very little, if any, direct research into the value of museums and memorials and veterans' mental health.

However this research also makes clear 'social support' and broader understanding of what veterans 'have endured and what they have done for us' is an important factor in mental health outcomes for these Australians and their families.

Recognition

Appendix C *Australian peacekeepers and post-traumatic stress disorder* contained within the *The Official Histories of Australian Peacekeeping, Humanitarian and Post-Cold War Operations, Volume IV, The Limits of Peacekeeping* clearly lays out the unique stressors faced by modern peacekeepers.

Itself drawing on a number of medical and academic studies it notes that 'meaninglessness' is one of the five key stressors facing peacekeepers,

'…an important factor contributing to the risk of PTSD is the perceived meaning an individual attributes to their service and the mission. Many studies have shown that although it might be stressful, the belief that their work on a mission is worthwhile and contributing to something positive an lasting to a community can mitigate later impacts of trauma for personnel.'[1]

The value of this observation is demonstrated by a quote from CPL Kev Ryan, a peacekeeping veteran deployed to Namibia in 1989 who said he felt angry at 'the lack of public awareness of Australia's role there was that '*it is as if we have never been there*'[2].

The role played by the Memorial in educating the broader community to the impact of wars and operations which it often has little direct connection to - fewer than one in four visitors to the Memorial has a direct connection to a contemporary veteran – and

[1] The Official Histories of Australian Peacekeeping, Humanitarian and Post-Cold War Operations, Appendix C, p.587; Dr Rosalind Hearder, Tristan Moss

[2] Ibid, p.587

therefore in improving 'social support' and understanding of veterans should be self-evident as part of ensuring that veterans don't' feel their service is 'meaningless'.

This approach is echoed in the inclusion of *"Respect and recognition"* by the Department of Veterans' Affairs (DVA) as a critical element of its Veteran Mental Health and Wellbeing Strategy and National Action Plan 2020-23.

DVA's strategy itself is based on expert advice from medical experts, from the National Mental Health Commission, Open Arms and Phoenix Foundation and their recognition of 'respect' as one of the seven key elements of veterans' mental health is based on their work.

Together they provide a sound background for the positioning of the Memorial, and the proposed new galleries, as a place of recognition –one with special meaning to veterans – and respect.

Social Support

Since the late 2000's a number of studies have examined the role in post deployment and social support in veterans' mental health outcomes. This research has included both peacekeeping and humanitarian operations as well as warlike deployments such as Iraq or Afghanistan.

Colonel Dr Peter Murphy, former Director, Defence Force Psychology Organisation, highlighted the importance of social support for veterans post-deployment in his work. This includes *'how meaning is derived after the usually profound experience of deployment'* and '*validating' the deployment experience of our personnel by fostering a sense of meaning and satisfaction from their role'*[3].

Similarly the 2010 study *'Is Peacekeeping Peaceful? A Systematic Review'* found in returning peacekeepers that perceived meaningfulness of mission, post-deployment social support, and a positive perception of homecoming was associated with a lower likelihood of distress after deployment.

Other studies, such as Schok, Kleber and Boeije also in 2010, also found a strong connection between supporting attitudes in family and community and healthy reintegration at home.

Although not directly connected to these studies the Memorial's role as a place where Australians, and critically the families of veterans, can come to learn and understand more about what our contemporary servicemen and women have seen and done is obvious.

This link, though academically unexplored, is well documented through anecdotal evidence gathered by the Memorial including material such as the Open Arms stories provided to Committee elsewhere.

[3] Military Stress and Performance: The ADF experience, Chapter 9 'Post deployment support', COL DR Peter Murpy, edited by George Kearnery, Mark Creamer, Ric Marshall, Anne Goyne

Conclusion

The Memorial's notes again that its project is not intended, nor does it claim to be, providing clinical or direct 'healing' or 'therapeutic' services. This is, as rightly recognised by many commenters, the role of DVA and the medical profession.

However, the Memorial clearly has a role to play in relation to helping some veterans, and their families, come to grips with the effect of their service upon them.

The Memorial also has a role to play in helping all Australians understand what these men and women have done for us, and by doing so, helping increase the general level of social support for veterans across the nation.

None of this is intended to diminish the need for professional, clinical services in dealing with the complex issues faced by some veterans. It is rather recognition that for some veterans, including the many who do not need professional treatment, the Memorial is a special place for them, one with great meaning and one that often provides a sense of peace or healing outside

<u>Further Reading</u>

Hearder, Rosalind; Moss, Tristan
The Official Histories of Australian Peacekeeping, Humanitarian and Post-Cold War Operations, Volume IV, The Limits of Peacekeeping
Appendix C Australian peacekeepers and post-traumatic stress disorder

Weisaeth L, Sund A
Psychiatric problems in UNIFIL soldiers' stress syndrome.
Int RevArmy NavyAirForce MedServ 1982; 55: 109-16.

Bartone, Adler and Vaitkus
'Dimensions of psychological stress in peacekeeping operations'

DVA
Veteran Mental Health and Wellbeing Strategy and National Action Plan 2020-23

Schok, M. L., Kleber, R. J., & Boeije, H. R.
Men with a mission: Veterans' meanings of peacekeeping in Cambodia. Journal of Loss and Trauma, 15(4), 279–303

Pietrzak RH, Goldstein MB, Malley JC, Rivers AJ, Johnson DC, Southwick SM.
Risk and protective factors associated with suicidal ideation in veterans of Operations Enduring Freedom and Iraqi Freedom.

Jitender Sareen, MD, FRCPC, Murray B Stein, MD, FRCPC, MPH, Siri Thoresen, PhD, Shay-Lee Belik, MSc (PhD Candidate), Mark Zamorski, MD, MHSA, Gordon JG Asmundson, PhD
Is Peacekeeping Peaceful? A Systematic Review
Canadian Journal of Psychiatry. 2010;55(7):464-472.

Wilson, R. M., et al. (2009).
Military Veterans sharing first-person stories of war and homecoming: A pathway to social engagement, personal healing, and public understanding of Veterans' issues.
Smith College Studies in Social Work 79(3): 392-432

ATTACHMENT 2B

Dr Brendan Nelson
Director

THEIR SPIRIT
OUR PRIDE
2014:18

8 August 2018

ENQUIO00G-066406

Ms Clare Cousins FRAIA
President
Australian Institute of Architects

Personal details redacted

Dear Ms Cousins

You are invited to have your say in shaping the future of the Australian War Memorial

I am writing to inform you that the Australian War Memorial (the Memorial) has commenced a consultation program to help us plan for the future. The Memorial's ability to respectfully commemorate and display the stories of defence force personnel in war, peacekeeping and humanitarian operations is now at capacity. Visitor numbers remain strong and modern conflicts are under-represented.

The Memorial is preparing a submission to the Federal Government seeking funding for a major redevelopment. The submission will propose to substantially increase gallery space to share more stories of recent conflicts and operations; and to improve visitor amenity and circulation. In addition, the Memorial is developing a masterplan to guide future development of the Memorial's Campbell precinct for the next 50 years.

As part of the process, the Memorial has commenced an eight week stakeholder consultation program seeking feedback from all Australians on a range of themes associated with both the proposed development and the masterplan. The Consultation Program closes Wednesday 26th September 2018.

As a valued stakeholder we invite you to participate in this consultation process and share your feedback on five project themes to help shape the Federal Government submission and the Precinct Masterplan. The themes are:

- Theme 1: A place for veterans and their families
- Theme 2: Precinct priorities
- Theme 3: The visitor experience
- Theme 4: Telling more stories to more people
- Theme 5: Future 50 - commemoration, museum and research themes

GPO Box 345
Canberra ACT 2601
tel: (02) 6243 4211
web: www.awm.gov.au

You are invited to contribute via any of the following channels

Visit our website Find out more and complete our online scrapbook at www .awm.gov a u/havevoursav

Drop-in information sessions

We are hosting information sessions at the Reg Saunders Gallery at the Australian War Memorial at the following times:

- Tuesday 14th August lpm-4pm
- Thursday 16th August lpm-4pm

Email your feedback to haveyoursay@awm.gov.au

Please feel welcome to make others aware who may be interested in knowing about or contributing to this project.

Yours sincerely

[redacted]

Brendan Nelson
Director

Dr Brendan Nelson
Director

THEIR SPIRIT
OUR PRIDE
2014 18

21 August 2018
ENQU 10006-066406

Professor Frank Bongiorno
President
Honest History

Personal details redacted

Dear Professor Bongiorno

You are invited to have your say in shaping the future of the Australian War Memorial

I am writing to inform you that the Australian War Memorial (the Memorial) has commenced a consultation program to help us plan for the future. The Memorial's ability to respectfully commemorate and display the stories of defence force personnel in war, peacekeeping and humanitarian operations is now at capacity; visitor numbers remain strong and modern conflicts are under-represented.

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As part of the process, the Memorial has commenced a stakeholder consultation program seeking feedback from all Australians on a range of themes associated with both the proposed development and the masterplan. The consultation program closes Wednesday 26th September 2018.

One of the Memorial's most important stakeholder groups is associations and organisations that support veterans and their families. As a member of this group the Memorial is particularly interested in your feedback to support the proposal to Government and the 50 year Masterplan.

The Memorial is seeking feedback on five project themes. These are:

- Theme 1: A place for veterans and their families
- Theme 2: Precinct priorities
- Theme 3: The visitor experience
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- Theme 5: Future 50 - commemoration, museum and research themes

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You are invited to contribute via any of the following channels

Attend a forum We are hosting forums on each of the five themes. You are invited to attend any or all of the forums. Details are attached.

Visit our website Find out more and complete our online scrapbook at www.awm.gov.au/haveyoursay

Drop-in information sessions

We are hosting a drop-in information session outside the Second World War Gallery on Thursday 30th August 2pm - 4pm.

Email your feedback to haveyoursay@awm.gov.au

Please feel welcome to make others aware who may be interested in knowing about or contributing to this project.

Yours sincerely

[redacted]

Brendan Nelson
Director

Dr Brendan Nelson
Director

THEIR SPIRIT
OUR PRIDE
2014 18

8 August 2018

ENQU10006-066406

Dr David Stephens
Secretary and Editor
Honest History

[redacted]

Dear Dr Stephens

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Yours sincerely

[redacted]

Brendan Nelson
Director

Dr Brendan Nelson
Director

THEIR SPIRIT
OUR PRIDE
2014 18

8 August 2018

ENQU 10006-066406

Dr Sue Wareham OAM
President and ACT Branch Coordinator
Medical Association for the Prevention of War

Personal details redacted

Dear Dr Wareham

You are invited to have your say in shaping the future of the Australian War Memorial

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Yours sincerely

[redacted]

Brendan Nelson
Director

Dr Brendan Nelson
Director

THEIR SPIRIT
OUR PRIDE
2014-18

8 August 2018

ENQU10006-066406

Dr David Stephens
Secretary and Editor
Honest History

Personal details redacted

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Yours sincerely

[redacted]

Brendan Nelson
Director

Dr Brendan Nelson
Director

THEIR SPIRIT
OUR PRIDE
2014 18

8 August 2018

ENQU10006-066406

Professor Peter Stanley
Past President
Honest History

Personal details redacted

Dear Prof r Stanley

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Email your feedback to haveyoursay@awm.gov.au

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Yours sincerely

[redacted]

Brendan Nelson
Director

Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 3

Outcome: 1 Program: 1
Topic: Australian War Memorial visitor capacity
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.34)

Mr Tony Zappia MP asked:

CHAIR: Do you have any questions, Mr Zappia?
Mr ZAPPIA: John, I do, but I'm happy to put them on notice if that helps with the proceedings today. I have three questions. Firstly, how much will the expansion add to the annual operating costs of the Australian War Memorial? Secondly, there were questions, 14 of them, raised by the Heritage Guardians; can we have written answers provided to each of those questions? **Thirdly, has any visitor being turned away from the memorial because of overcrowding on any given day? In other words, what is the current capacity of the War Memorial? We heard about the 1.1 million people that come through it each year.** As I said, John, I'm happy for those questions to be taken on notice.
CHAIR: If it's easier for those to be taken on notice for you to respond to, we can do that, unless there are any comments you want to make now.
Mr Anderson: I'll just take the first two on notice, if I may. On the third one, though, I'd just add that what we're trying to do right now in the COVID-19 environment means a slightly different answer to that question. Because we've had 10,000 visitors through—
Mr ZAPPIA: Sorry to interrupt, but set aside COVID-19. I'm not pursuing that in particular.
Mr Anderson: I understand. The answer to that question then is 'not to my knowledge', but I'll respond formally

Answer

Yes. On a small number of occasions during very high visitation periods (approximately one week either side of Anzac Day and Remembrance Day, and between Christmas and New Year's) visitors have been asked to wait for other patrons to exit before they enter due to building occupancy limits.

The Memorial does not specifically record these occasions as our approach is not to turn visitors away but offer them an alternate experience until they can enter the Memorial proper (i.e. a visit to the Sculpture Gardens or Poppy's Café). A brief review of visitation figures for 2017 and 2018 indicates the following dates when this likely occurred due to daily visitation in excess of 6,000 people:

- 15 April 2017
- 28 December 2016
- 28 December 2017
- 31 March 2018

- 30 September 2018
- 10 November 2018
- 28 December 2018
- 29 December 2018
- 20 April 2019
- 29 December 2019

On a small number of major ceremonial occasions the Memorial has arranged outside viewing screens for the Last Post Ceremony to accommodate the desire for public attendance that has exceeded our commemorative areas occupancy level for this event.

Based on the Memorial's current Building Code of Australia Fire Safety Design Advice the Memorial's galleries can hold up to 2,347 visitors split across all gallery space in both the Main Building and Anzac Hall.

Attendance at the Last Post Ceremony (daily from 4.45pm) is capped at 1,054 people due to emergency evacuation requirements and it is occasionally exceeded.

The Memorial also has other public spaces, including its shop and Research Centre, plus the theatre which is accessible for booked events only, with a total capacity of 483 persons in these spaces.

High or full capacity visitation is not conducive to a good visitor experience. The inclusion/addition of conducted tours and school groups who circulate as a group in the galleries highlight the importance and lack of circulation space.

A full breakdown is provided below:

Location	Capacity
Main Building – Level 1 Galleries	771
Main Building – Level 2 Galleries	1,095
Sub-total - Main Building Galleries	1,866
Anzac Hall – Level 1 Galleries	381
Anzac Hall – Level 2 Galleries	100
Sub-total – Anzac Hall Galleries	481
Total - Galleries	**2,347**
Non-Galleries Public Spaces	
Main Building – Level 1 Research Centre	237
Main Building – Level 2 Retail Area	56
Main Building – Theatre	190
Total - Non-Galleries Public Spaces	483
Total Public Capacity	**2,830**

Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 4

Outcome: 1 Program: 1
Topic: Australian War Memorial Development consultation
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.35)

Mr Barnaby Joyce MP asked:

Mr JOYCE: I am somewhat surprised, I must say, that the evidence gathered thus far today seems to imply a lack of consultation, and confusion about the decision. So, while noting the incredible role that you have, without doubt, and thank you for your work—and not for one second ever implying or impugning your motives—I do question the process. Didn't you liaise with the minister? Did you believe that the ventilation of your ideas and your plans had ticked enough boxes? Any building is dynamic by nature, and, if it doesn't change, it fails—and you're never going to get everybody onside. But do you think you could have done it better, in a way such that there was broader consultation, so we wouldn't be going through the contentious nature of this inquiry thus far?

Answer

Community involvement has been, and continues to be a priority for the Memorial. Information on levels of community involvement is broken down into awareness, engagement and consultation.

Definitions and examples are provided below:

Awareness

Defined as media and online coverage of the project bringing it to the awareness of Australians. Highlights include:

- In the last 12 months there have been 1,449 media items about the development project including 1,268 online articles and 162 newspaper articles with other coverage on TV and radio
- The audience for this media material over the past 12 months has been approximately 9.8m+
- The media audience for other development media items (including EPBC public comment period advertisements etc.) has been 1.3m+
- 150,000+ social media views
- 50,000+ emails to members of venues (by the venues themselves) visited during EPBC Act consultation program of engagement sessions

Engagement

Defined as direct and/or specific engagement with stakeholders through our project specific webpages, social media interaction with development posts, letter drops, mail/email out and visitor surveys.

More than 60,000 direct engagements have been undertaken from 2018 to today, they include:

- 1,000+ invitations to various stakeholder events (note: this included groups such as the Australian Institute of Architects, Medical Association for the Prevention of War and members of Honest History/Heritage Guardians)
- 5,000+ visits to our development webpage
- 40,000+ social media interactions (impressions, likes, mentions, forwards etc.)
- 3,500+ visitors to the Development Information Gallery onsite
- 4,000+ letterbox drops
- 2,500+ promotional postcards
- 20,000+ email/newsletter subscriber mailouts

Consultation

Defined as two way communications of any form relating to the project typically meetings, attendance at a presentation or drop in session, participation in the public comment process, surveys or other face to face activity.

Key activities include:

- DBC consultation (2018) – 200+
- EPBC Heritage consultation – face to face – 500+
- EPBC Heritage consultation – demographically representative online survey 500+
- AWM General Visitor Survey – July 2020 – 675+

Community Awareness

Community awareness of the Development Project has risen from 21% of those surveyed in February – a number consistent with those aware of other current major cultural projects such as the Sydney Opera House refurbishment – to 39% in July.

Community Involvement Initiatives 2017-20

There have been six major community involvement initiatives relating to the project between 2017 and 2020. They have been delivered through a mix of 'face to face', online, mail and media arrangements to reach a broad audience as well as through formal feedback and public comment periods associated with approvals processes.

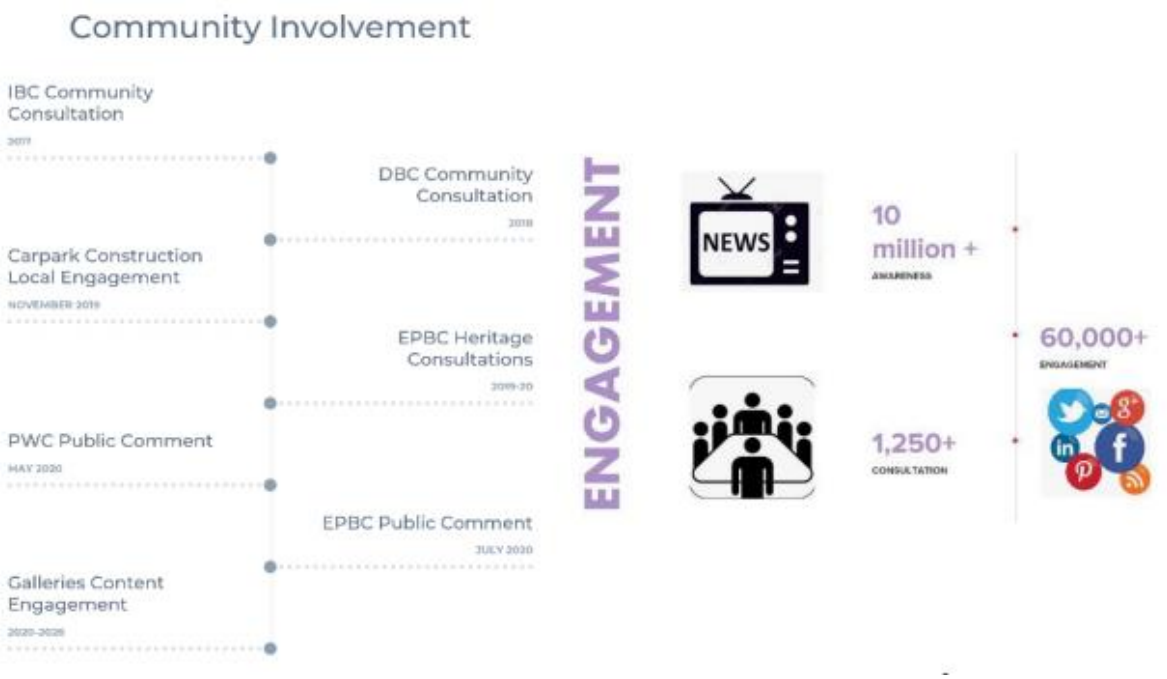
The next community involvement program, to be conducted is our initial galleries/exhibitions content engagement program. The intent is to conduct initial elements of this program 'face to face', dependent on Covid-19 travel and gathering limitations. This program will be supported by online outreach, and if Covid-19 restrictions necessitate conducted online through 'Zoom' style meetings.

Key community involvement programs 2017-20:

2017	Initial Business Case (IBC) Community Consultation
2018	Detailed Business Case (DBC) Community Consultation
2019	Car Park Extension – Local Community Impact Consultation
2019	Car Park Extension - NCA Public Comments
2019-20	EPBC Act – Project Referral Heritage Consultations
2020	Parliamentary Works Committee – Public Comments
2020	EPBC Act Preliminary Documentation – Public Comments
2020	Galleries/Exhibitions Content – Initial Community Outreach (Planned)

Summary Infographic

The following infographic provides a summary of key initiatives, awareness, engagement and reach from 2017 onwards:



Working Relationship with Minister and/or Department of Veterans' Affairs

Yes, the Memorial had, and continues to have, a strong working relationship with the Department of Veterans' Affairs during its business case development. The Memorial provided regular project briefings to then Minister for Veterans' Affairs the Hon. Michael McCormack MP in 2017-18 and his office and subsequently to the current Minister, the Hon. Mr Darren Chester MP, since his appointment.

Also commencing in April 2018 the Memorial convened the Australian War Memorial Redevelopment Project Inter-Departmental Steering Committee (IDSC). The IDSC comprised SES level staff from the following Departments or Authorities:

- Department of Veterans' Affairs
- Department of the Prime Minister and Cabinet
- Department of Defence
- Treasury
- Department of Finance
- National Capital Authority
- Australian War Memorial

The IDSC, meeting approximately every six weeks, was charged with advising the Memorial on preparation of the 2018 Detailed Business Case (DBC), reviewing and advising on risk and providing agency or departmental level feedback with regard to the proposed DBC outcomes and compliance with Government policy.

The IDSC was stood down in December 2018 when the DBC was delivered to Government.

In May 2019 the Memorial convened the Australian War Memorial Development Project Inter-Departmental Advisory Committee (IDAC). The IDAC comprises SES level staff from the following Departments or Authorities:

- Department of Veterans' Affairs
- Department of Prime Minister and Cabinet
- Department of Defence
- Treasury
- Department of Finance
- National Capital Authority
- Australian War Memorial

The IDAC, meeting approximately every six weeks during project establishment and quarterly since February 2020, is charged with advising the Memorial in relation to the development project, reviewing and advising on project risk and providing agency or departmental level feedback with regard to the project including compliance with Government policy.

The IDAC will operate for the duration of the project.

The Memorial has attached copies of community involvement reports to the response to Question on Notice 8 as part of its response regarding survey results and levels of public support. The Committee is referred to **Attachments 8A-F** 8 for details if required.

Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 5

Outcome: 1 Program: 1
Topic: Australian War Memorial Development working group
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.35)

Mr Barnaby Joyce MP asked:

Mr JOYCE: I certainly was lobbied for it; I was surprised that other people hadn't been. Did you have a close working group with the minister's office? If there was an issue, I presume that the shadow veterans' affairs minister would have been made aware of it and asked questions in parliament; to the best of my knowledge, I don't think we've had one. How do we resolve this now? I must say I came in with one view today, and, with the witnesses thus far, it has been slightly changed—especially listening to the views of a war widow; they will always weigh heavily. How do we go forward from here? How do we re-engage with people who, justly or unjustly, have concerns thathow space could be used for future displays in whatever outcome is approved?

Answer

The Memorial has developed a Community Engagement Management Plan (CEMP) that comprehensively covers these issues.

The aim of the CEMP is to provide an input framework for advice and feedback on gallery development of content and interpretation to achieve excellent outcomes that are thorough, representative and engaging. The guiding principles of this document are outlined below:

- Inform, engage and create a sense of ownership through increased public awareness of the Australian War Memorial Development Project
- Build partnerships with individuals, organisations and communities
- Build trust and respect, with and between, visitors, stakeholders and the wider community
- Involve stakeholders in relevant stages of the planning process and communicate decisions, outcomes and milestones
- Identify and understand expectations and aspirations for the Project
- Aid to resolve contentious issues that may arise throughout the life of the Project
- Implement best practice for accessibility, sustainability and inclusivity
- Foster a deep and meaningful connection with Aboriginal and Torres Strait Islander communities

The Memorial maintains, and regularly updates, a stakeholder matrix for gallery content identifying stakeholder groups and the type of engagement we expect to deliver to each through the CEMP. A copy of the current matrix is provided as **Attachment 5A** for information.

Dependent on Covid-19 restrictions the Gallery Development Team are preparing for their first National Engagement activities in Quarter 4 2020.

The Memorial will also provide regular communications and ongoing updates on progress of the project.

Attachments

5A Community Engagement Management Plan Stakeholder Matrix

ATTACHMENT 5A

Stakeholder engagement matrix – Our Continuing Story

Content teams

Grouping	Definition	Identified Stakeholders	TYPE of engagement/ participation (IAP2 spectrum)
AWM Visitors	Individuals and groups who visit the Memorial	General visitors School groups	INFORM CONSULT
AWM subscribers	Subscribers to a Memorial publications or benefits programs	Wartime subscribers Friends of the Memorial Our Continuing Story newsletter (Development Project specific publication)	INFORM CONSULT
AWM Digital platform users	Individuals who engage with the Memorial via a digital platform	Website users Social media followers Facebook Twitter Instagram YouTube Flickr Places of Pride	INFORM, CONSULT, INVOLVE
AWM Volunteers	Individuals who volunteer at the Memorial	Research Centre volunteers Volunteers on staff Voluntary Guides Voluntary Guide Association and Committee	INFORM CONSULT
AWM collection donors	Individuals who donate collection to the Memorial	Current/previous donors	INFORM
		Veterans	INFORM

Grouping	Definition	Identified Stakeholders	TYPE of engagement/ participation (IAP2 spectrum)
		Current service men and women	INFORM
		Service families	INFORM
		Non-official and official artists/photographers/cinematographers	INFORM, INVOLVE , COLLABORATE
Government	Individuals or organisations that are a representative of a government.	ALL	INFORM
			CONSULT
		Department of Veterans' Affairs • Minister for Veterans' Affairs • Shadow Minister for Veterans' Affairs	INFORM, CONSULT, INVOLVE
		Department of Foreign Affairs and Trade	INFORM, CONSULT, INVOLVE
		Australian Federal Police	INFORM, CONSULT, INVOLVE
		Australian Electoral Commission	INFORM, CONSULT, INVOLVE
		Australian Civil-Military Centre	INFORM, CONSULT, INVOLVE
Department of Defence	Individuals, groups and Agencies within the Department of Defence	Capability Acquisitions and Sustainment Group (CASG)	INFORM, CONSULT, COLLABORATE
Australian Defence Force	Individuals and groups within the three services of the ADF	Chief of Army Chief of Air Force Chief of Navy	INFORM, CONSULT, INVOLVE
		ADFA	

Grouping	Definition	Identified Stakeholders	TYPE of engagement/ participation (IAP2 spectrum)
		Royal Military College – Duntroon	
		Australian Command and Staff College	
		Headquarters Joint Operations Command (HQJOC)	
		RAAF Heritage	
		Special Operations Command (SOCOMD)	
Australian Defence Force - Army		Army History Unit and the Army History Museum network	
		School of Infantry Singleton (+ Infantry museum)	
		School of Amour Puckapunyal, Vic (+Army Tank museum)	
		Holsworthy Barracks, NSW	
		Enoggera Barracks, QLD	
		Lavarack Barracks, QLD	
		Campbell Barracks, WA	
		Army Museum Bandiana, NSW/VIC	
Australian Defence Force – Royal Australian Navy		Naval Association of Australia	
		Fleet Base East, NSW	
		Fleet Base West, WA	
		HMAS Harman	
		Navy Seapower Centre	
Australian Defence Force – Royal Australian Air Force		RAAF Heritage	
		RAAF Base Richmond, NSW	
		RAAF Base Williamstown, NSW	

Grouping	Definition	Identified Stakeholders	TYPE of engagement/ participation (IAP2 spectrum)
		RAAF Base Townsville, QLD	
Related associations and museums		**ALL**	INFORM, CONSULT, INVOLVE
		Air Force Association	
		HMAS Perth Association	
		AHS Centaur Association	
		Royal Australian Navy Communications Branch Association	
		Royal Australian Signals Association	
		Bomber Command Association	
		Odd Bods Association	
		Australian Special Air Service Historical Foundation	
		Australian Commando Association	
		Royal Australian Regiment Association	
		Royal Australian Regiment Association	
		National/state/international museums and galleries eg. The Shrine, Anzac Memorial, IWM	
Veterans Associations and Advocacy Groups	Individuals or organisations who represent the ongoing interest of veterans and their families	**ALL**	INFORM, CONSULT, INVOLVE
		Soldier On	
		Young Veterans Group Australia	
		War Widows Guild of Australia	
		Women Veterans Network Australia	
		Totally and Permanently Incapacitated Ex-Servicemen's and Women's Association	
		Defence Force Welfare Association	
		Veterans Motorcycle Club	

Grouping	Definition	Identified Stakeholders	TYPE of engagement/ participation (IAP2 spectrum)
		– Federal Chapter	
		Partners of Veterans Australia	
		Defence Families Australia	
		Australian Peacekeeper & Peacemaker Veterans Association	
		Australian National Peacekeepers Alliance	
		By the Left	
		National Malaya & Borneo Veterans Association Aust.	
		National Serviceman's Association	
		Army Health Services Historical Research Group	
		Legacy Club of Australia	
		Australian Defence Association	
		Timor Awakening Program	
		Mates4Mates	
		United Nations & Overseas Policing Association of Australia (UNOPAA)	
Returned Services League	National and State branches	RSL National RSL QLD Branch RSL VIC Branch RSL ACT Branch RSL WA Branch RSL Tas Branch RSL SA ACF & RAAF Association (ACT Division) RSL & Service Clubs Association	INFORM
Embassies, Consulates and High Commissions	Relevant to operations and conflicts covered in the new galleries	Embassy of the Democratic Republic of Timor-Leste (Canberra)	INFORM, CONSULT, INVOLVE
		Australian Embassy Timor-Leste (Dili)	INFORM, CONSULT, INVOLVE
		German Embassy	
		Japan Embassy	

Grouping	Definition	Identified Stakeholders	TYPE of engagement/ participation (IAP2 spectrum)
		Embassy of Iraq	
		Embassy Of Islamic Republic Of Afghanistan	
United Nations	Relevant UN agencies	United Nations Association of Australia	INFORM
		United Nations and Overseas Policing Association of Australia	INFORM
		United Nations for the Office for the Coordination of Humanitarian Affairs	INFORM
		United Nations Mine Action Centre	INFORM
Humanitarian Aid organisations	Australian and international	Care Australia	INFORM
		Australian Red Cross	INFORM
		Medecins Sans Frontieres (Doctors Without Borders)	INFORM
		Migrant and refugee organisations and communities	INFORM CONSULT COLLABORATE
Veterans and families	Individuals who have served in contemporary conflict zones and peacekeeping operations		INFORM CONSULT COLLABORATE
Indigenous bodies	Individuals or organisations who represent Indigenous Australians	ATSIEB | ACT Aboriginal and Torres Strait Islander Elected Body	
		United Ngunnawal Elders Council (UNEC)	
		Aboriginal and Torres Strait Islander Veterans and Services Association (ATSIVSA)	
Academics	Individuals or organisations representing academic or research bodies	**ALL**	
		ANU	
		UNSW Canberra	
		ADFA	
Community groups	Including diaspora communities relevant to gallery content areas		INFORM, CONSULT, COLLABORATE

Grouping	Definition	Identified Stakeholders	TYPE of engagement/ participation (IAP2 spectrum)
Industry bodies	Organisations representing the interests of industry groups	Australian Museums and Gallery Association Inc	INFORM
		History Teachers Association of Australia	INFORM
Media	Media outlets including online, print, TV and radio	• The Australian • The Canberra Times • ABC Canberra • 2CC • Local/NSW TV • National media outlets • Online media outlets	INFORM
Other		• Medical Association for the Prevention of War	
		• Honest History	
Partners/Sponsors	Organisations or individuals who provide financial, in-kind or other support to the Memorial	• Philanthropic supporters • Defence industry supporters • Corporate supporters	
General Public	The general Australian public	Visiting public	INFORM
		Non-visiting public	INFORM

Stakeholder groups – Interest, Impact and Influence

Grouping		Interest, Impact & Influence																							
	Current Engagement	***Interest***				***Impact***				***Influence***				***Engagement level expectation***				***Engagement Resourcing***				***Overall Risk***			
	Unaware Resistant Neutral Supportive Leading	Critical	High	Medium	Low	Critical	High	Medium	Low	Critical	High	Medium	Low	Intensive	High	Medium	Low	Intensive	High	Medium	Low	Very High	High	Medium	Low
AWM Visitors	Neutral				✔			✔					✔			✔				✔				✔	
AWM Volunteers	Supportive		✔				✔					✔		✔						✔			✔		
Defence	Supportive		✔			✔				✔					✔				✔				✔		
Veterans Associations and Advocacy Groups	Neutral		✔			✔					✔				✔				✔				✔		
Veterans and families	Neutral		✔			✔					✔				✔					✔			✔		
Indigenous bodies	Neutral				✔			✔			✔					✔						✔			✔	
Cultural Institutions	Resistant		✔					✔				✔					✔				✔			✔	
Academics	Resistant				✔				✔				✔				✔				✔				✔
AWM Staff	Neutral	✔					✔			✔				✔				✔				✔			
Government	Leading	✔				✔				✔					✔				✔			✔			
Neighbours	Resistant			✔				✔				✔			✔				✔				✔		
Community Groups	Resistant				✔			✔				✔				✔				✔				✔	
Peak Bodies	Resistant				✔				✔			✔					✔				✔				✔
Media	Resistant		✔			✔				✔				✔					✔			✔			
Partners/Sponsors	Supporting			✔				✔			✔					✔				✔				✔	
General Public	Neutral				✔				✔				✔				✔								✔

Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 6

Outcome: 1 Program: 1
Topic: Australian War Memorial Development - Atrium component operating costs
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.36)

Mr John McVeigh MP asked:

CHAIR: This question relates to Mr Zappia's question, and is probably on notice. In terms of coming up with the operational cost, is there some potential to answer some of the questions around what the operating costs of the atrium component in particular might be? I can imagine that is probably going to be one of the really challenging areas.
Mr Hitches: We can take that on notice, but I would also like to say that we are involving in the project several sustainability initiatives, one of which is photovoltaic cells on the Bean building and our new central energy plant, which will be about 300,000 kilowatt hours per annum of supply, which equates to almost 10 per cent of the usage of the memorial. There will also be rain harvesting for the new Anzac Hall, which is going to be in the order of 520 kilolitres, which will decrease our potable water usage by more than 13 per cent. So these are certainly things that we're taking into account.

Answer

The Glazed Link is being carefully designed to ensure the development achieves Section J (Energy Efficiency) compliance of the National Construction Code. At project completion the Glazed Link will represent only 4% of total site energy consumption.

The design includes use of an energy-efficient central energy plant for the entire site and making the maximum use of both passive heating and passive cooling in the Glazed Link itself. Other design elements, such as the use of efficient in-slab hydronic heating, have also been included to reduce costs.

The operational (energy) costs of the Glazed Link are estimated at $70,000 p.a. including heating, cooling and lighting. Some 60% of this cost, or $40,000 p.a., comes from heating with energy usage estimated at 312,000 kW/h p.a.

To offset this the Memorial has proposed a rooftop photovoltaic system for the existing Bean Building, new Bean Extension and Central Energy Plant roofs. The indicative size of this system at this stage is expected to generate in the order of 300,000 kWh per year which effectively offsets the heating cost energy usage associated with the Glazed Link.

The Memorial has sought detailed advice on this question from the development project consultant team; this advice is provided as **Attachment 6A** for information.

Attachments
6A Consultant Advice - Glazed Link Operating Costs

ATTACHMENT 6A

CONSULTANT ADVICE

Project: Australian War Memorial Redevelopment No: G-012[2.0]

Date: 21 July 2020 Pages: 4

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Name		Company
To:	Personal details redacted	Australian War Memorial
cc:		Australian War Memorial
	Personal details redacted	Australian War Memorial
		Australian War Memorial
	Personal details redacted	Norman Disney & Young
		Norman Disney & Young
	Personal details redacted	Norman Disney & Young

GLAZED LINK PERFORMANCE COMMENTS – PWC QUERIES

We understand that during the PWC hearing on 14 July, a key question was raised by MP Lisa Chesters around the expected operating costs of the Atrium. This question was followed up by Cameron Granger in an email to Norman Disney & Young on 15 July. This consultant advice note seeks to provide background, context and advice to the Memorial in order to respond to this question.

The development project is comprised of 6 major design packages, all of which are in differing stages of design development, with the most advanced only recently completing 80% DD. As such, the following information is to be read as work in progress, with further refinement to occur between now and design finalisation.

Table 1 – PWC Hearing, queries - Itemised Responses

<table>
<tr><th>Item.</th><th>Memorial Query</th><th>NDY Response</th></tr>
<tr><td>1</td><td>Brief description of the heating and cooling in the Glazed Link</td><td>The Glazed Link is heated and cooled via the energy-efficient central energy plant (see item 7), with localised air distribution fans to distribute the hot/cold air throughout the space as required.

The Glazed Link also has in-slab hydronic heating, which is an efficient way of delivering heat to the occupied zone in a large space.

The cooling strategy for the Glazed Link includes economy cycle, which provides “free” cooling when outside climate conditions are appropriate. The cooling strategy also takes advantage of stratification, allowing hot air in the space to rise to high level, where it is exhausted from the space.

Fresh air for ventilation is delivered to the space as required based on the CO_2 concentrations in the space, which minimises energy consumption associated with the introduction of un-conditioned outside air.

Canberra is a heating-dominated climate, and the heat gains through the roof naturally provide a passive heating benefit to the space in colder months.</td></tr>
<tr><td>2</td><td>Glazed Link energy usage per year (in kWh)</td><td>Energy estimates for the Glazed Link are currently based on ‘JV3’ simulation modelling, the methodology chosen to demonstrate compliance with Section J of the National Construction Code (2019). This modelling has been carried out to demonstrate the compliance of the proposed construction with the NCC via a comparative assessment of energy efficiency. This modelling is not intended to provide an absolute estimate of energy consumption.

Based on work-in-progress NCC JV3 comparative energy modelling undertaken to date, the NCC model predicts energy consumption in the order of 626,000 kWh p.a. This has been broken down by end use and intensity per m^2. This breakdown is intended to demonstrate key contributions to the overall consumption, it is not intended to provide absolute estimates of energy consumption for each component nominated.

<table>
<tr><th>Energy End Use</th><th>kWh p.a.</th><th>kWh/ m^2 p.a</th></tr>
<tr><td>Heating</td><td>312,000</td><td>116</td></tr>
<tr><td>Cooling (including heat rejection)</td><td>69,000</td><td>26</td></tr>
<tr><td>Lighting</td><td>78,000</td><td>29</td></tr>
<tr><td>Fans</td><td>160,000</td><td>60</td></tr>
<tr><td>Pumps</td><td>7,000</td><td>3</td></tr>
</table>

Estimates are limited to the National Construction Code’s scope of assessment, and as such exclude some additional energy uses such as external lighting, domestic hot water, lift energy and miscellaneous ventilation (e.g. toilet exhaust, kitchen exhaust, switchroom ventilation); and fitout/tenant items such as plug loads (e.g. IT or AV equipment), exhibition lighting, kitchen equipment, etc.

Modelling has been carried out in accordance with the NCC parameters and which may not reflect actual operation, hence the operating energy consumption will differ from the NCC model consumption.</td></tr>
<tr><td>3</td><td>Glazed Link energy usage as a percentage of overall site energy usage</td><td>The energy estimate from the Glazed Link comparative modelling accounts for in the order of 4% of estimated total site demand once all existing and new development works are completed.

This is based on a combination of JV3 comparative energy modelling data (explained in item 2) and existing electricity and gas data provided by the Memorial. This estimate remains highly speculative at this stage, based on differing levels of information for various in-progress designs and historical</td></tr>
</table>

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Item.	Memorial Query	NDY Response
		energy data for existing buildings; all of which have their own limitations that collectively increase the variability of this estimate. It does however serve to provide an order of magnitude estimate that will be updated as the project progresses.
4	Glazed Link energy costs/year broken down for cooling/heating based on current energy rates	As described in items 2 and 3, the JV3 modelling is based on the NCC compliance requirements and is not intended to provide absolute energy consumption estimates, and estimates of the total site's consumption are highly speculative at this stage. However, based on these estimates and using a simplified extrapolation of the site's current energy consumption and costs, the redevelopment works are estimated to increase the site's current energy costs in the order of 45%. Extrapolating this again using the same simplified approach, the Glazed Link is estimated to contribute approximately 4% of the total energy consumption and costs (electricity and gas) of the total site, in the order of $70,000 p.a. Heating and cooling are estimated to account for approximately 60% of this energy consumption and cost, in the order of $40,000 p.a. This excludes any consideration of: ▸ Variable tariff structures ▸ Maximum demand penalties ▸ Energy cost escalation
5	Compliance of Glazed Link with JV3 requirements	The building Certifier has advised that the Anzac Hall/Glazed Link, Main Building and new Southern Entrance are to be assessed as one combined building for the purposes of building code compliance. Each separate package individually demonstrates compliance with the requirements of the updated Section J of the National Construction Code (NCC) 2019 through the JV3 Performance Verification methodology, with overall compliance of the building confirmed through design stage energy modelling undertaken to date.
6	Details on PV cells being installed as part of the project (amount of energy production, location)	As previously stated, the various design packages are in different stages of development. The design package that is proposed to contain the PV cells is one of the least progressed. As such, the design of the PV system including extent and capacity is still to be read as work in progress. In consultation with the services engineers the Memorial is targeting a 10% reduction in electrical energy associated with the new buildings in the scope of the development (i.e. Anzac Hall, Glazed Link, Southern Entrance and the CEW Bean Building Extension and Research Centre). As part of this 10% reduction strategy, a rooftop photovoltaic system is proposed for the existing Bean Building, new Bean Extension and Central Energy Plant roofs. The indicative size at this stage is around 235 kW, expected to generate in the order of 300,000 kWh per year. Based on the modelling and current energy tariffs, the annual value of electricity generated by the PV system is in the order of the modelled gas cost associated with heating the Glazed Link. This simple estimate excludes escalation in energy costs, change in tariffs, demand penalties, supply charges and the like but can be used as a tangible comparison in the current design stage.
7	Benefits of CEP approach, efficiency of new centralised plant	There are many benefits to a central energy plant approach for the precinct compared to distributed plant, including: ▸ Minimized impact on the built heritage by permitting the remote location of plant ▸ Lowest whole of life cost for the development due to lower capital, energy and maintenance costs ▸ Improved system resilience

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Item.	Memorial Query	NDY Response
		▸ More efficient equipment selections and utilization, and higher build quality with longer design life. ▸ Ability to efficiently size equipment and capitalize on the site's diversity ▸ Flexibility to accommodate additional capacity requirements, future buildings or expansions and new technologies including potential to reduce reliance on fossil fuels in the future ▸ Ability to maximise useable floor area in new buildings.
8	Brief outline of any other major ESD initiatives, especially tied to energy savings	A number of ESD initiatives will be included in the design and construction of the development, including: ▸ Significant rainwater harvesting and reuse in the Anzac Hall/Glazed Link and Bean Building Extension packages, which is targeted to decrease potable water use by more than 13% ▸ 10% improvement on minimum thermal performance of building fabric (excluding Glazed Link roof) ▸ Rigorous commissioning and tuning process to recognized best practice guidelines, overseen by an Independent Commissioning Agent, to ensure the building operates efficiently as per the intended design ▸ Dedicated outside air pre-treatment serving all gallery spaces ▸ All lighting is energy-efficient LED with automated lighting controls. Individually-addressable lighting systems allow for flexible zoning, minimizing unnecessary lighting energy

Where provided, energy modelling and assessments have been developed for compliance and comparative purposes based on the information available to NDY at the time; estimates are not intended to be an absolute assessment of energy or an accurate prediction of actual energy consumption. While NDY take all reasonable professional care in the preparation of building energy modelling, findings should be treated as order-of-magnitudes estimates only and used for comparative assessments.

Building energy performance models are necessarily simplified and idealised representations of actual buildings, requiring assumptions to be made on a wide range of input parameters, such as building occupancy, equipment usage, and weather data. Actual performance of the constructed buildings are dependent on many interrelated factors including the quality of construction, commissioning, and ongoing management of the building. Significant differences between modelled and actual building energy performance can result.

NORMAN DISNEY & YOUNG

Ross Milne | Director

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Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 7

Outcome: 1 Program: 1
Topic: Australian War Memorial Development - costings for non-precinct based solutions
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.38)

Mr David Smith MP asked:

Mr DAVID SMITH: That's an even better answer. Were there any costings on non-precinct based solutions? If there were, could they be provided to the committee?
Mr Hitches: Can we take that on notice?

Answer

The Memorial's 2017 Initial Business Case (IBC) demonstrated that there was no non-precinct based solution able to meet the project need. The IBC 'Options Analysis Summary' outlining the options assessed and their ranking is provided for information as **Attachment 7A.**

Based on the options assessment the 2017 IBC developed capital and 50 year operational cost estimates for the four highest rated options, three precinct based and one (option 4) mixed precinct/non-precinct based solution. Costs were developed by an independent Quantity Surveyor and rated as P50 estimates.

Based on financial and non-financial assessments Option 3 was further developed through a Detailed Business Case.

Option	Description	Non-financial score	Capital Cost Estimate	50 year building operation cost
Option 1	Initial development for current requirement (i.e. deliver only sufficient space to tell stories from the past 30 years only, no space for future stories) through refurbishment of existing buildings and underground development	10 (good)	$472m	$90m
Option 2	Develop the Precinct for the likely future requirements using a fully master planned solution that enables incremental future development of the Precinct	12 (excellent)	$1,484m	$124m
Option 3	Alternative initial development including construction of new separate exhibition facilities	12 (excellent)	$498m	$124m
Option 4	Off-site leased space for office and 'back of house' functions and refurbishment of the existing Bean and Administration Buildings as exhibition space.	7 (fair)	$415m	$123m

Attachments

7A Initial Business Case Options Analysis Summary

8. Option Analysis Summary

ATTACHMENT 7A

Option	Operate as the National Memorial	Access to the Memorial	Safe and Secure	Capacity and Capability	Total	Overall Risk Assessment	IBC Shortlist
Do Nothing Option							
Do Nothing	1	0	1	0	2	Very High	It is a project risk for treatment.
Managed Based Approach							
Restriction on Visitors	2	1	2	0	5	High	Not Recommended
Utilise the Memorial's Mitchell Facility	1	1	1	0	3	Very High	Not Recommended
Travelling Exhibitions/ Relocatable Satellite Facility	1	1	1	0	3	Very High	Not Recommended
Travelling Exhibitions to State Capitals Memorials/Shrines	1	1	1	0	3	Very High	Not Recommended
Travelling Exhibitions to Existing Defence Museums	1	1	1	1	4	High	Not Recommended
Commercial and Leased Options							
Lease Anzac Park East and West	3	2	3	2	10	Very High	Not Recommended*
Offsite Leased Exhibition Space	1	1	1	1	4	High	Not Recommended
Offsite Leased Storage, Administration and BOH Functions	2	2	2	1	7	Medium	Recommended
Adaptive Reuse Options							
Refurbishment of Campbell Site	2	1	1	0	4	Very High	Not Recommended
Refurbishment of the Administration and Bean Buildings	2	2	2	1	7	Medium	Recommended
Refurbishment of the Mitchell Site	1	1	1	1	4	High	Not Recommended
Construction Options							
Initial redevelopment for the current requirement	3	3	3	1	10	Low	Recommended
Staged redevelopment onsite for immediate critical constraints	2	1	1	0	4	High	Not Recommended
Develop the Precinct for the likely future requirements	3	3	3	3	12	Low	Recommended

Option	Operate as the National Memorial	Access to the Memorial	Safe and Secure	Capacity and Capability	Total	Overall Risk Assessment	IBC Shortlist
Satellite facility at Anzac Park East and West	2	2	2	3	9	Very High	Not Recommended*
Alternative initial redevelopment for the current requirement	3	3	3	3	12	Low	Recommended
Satellite facilities in surrounding area (Goulburn or Fairbairn)	1	1	2	2	6	High	Not Recommended
Satellite facilities in other States / Territories	0	1	1	2	4	High	Not Recommended

* Utilising space at Anzac Park East and West is no longer viable as these sites are no longer available.

Of the above options, the refurbishment of the Administration and Bean Buildings for exhibition space, has been combined with the option for an offsite lease of storage, administration and BOH functions.

Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 8

Outcome: 1 Program: 1
Topic: Australian War Memorial Development - survey results
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p.39)

Mr John McVeigh MP asked:

CHAIR: In other evidence which you heard there are references to other surveys and other samples. Are you aware of those, and do you acknowledge those results? To what degree are you aware of those?
Mr Anderson: Because I've met with Heritage Guardians, Honest History and the medical practitioners against war, they've made those findings known to me, which was part of the reason why I wanted the question asked in the surveys that we're putting to visitors to the memorial right now. I've only been in the job for a couple of months and I wanted to make sure that my information was accurate and that I was getting a sense of contemporaneous information, as the chair said, from people who are across Australia who visit the War Memorial. What do they think? I listen to the ABC every morning and I read the local papers here in Canberra. I have a sense of the Canberra-centric view, but we are the Australian War Memorial and I need to understand what Australians think, on a larger canvas, so that's why we're surveying all visitors to the memorial. So I'm absolutely aware of them. They've made them known to me, but these are the figures that I'm relying on.
Mr Hitches: I can add that in our EPBC documentation, which is now released, we have two other results in there from consultation. One was when we went round Australia to the 42 locations. We can confidently resolve from that that there was only a five per cent negative response there. We also had an online survey, which was a demographically dispersed survey, which came back, again, with those same sorts of figures of more than 80 per cent in favour of the memorial's development.
CHAIR: We might follow up, to the extent that any of that information, particularly that most updated information, hasn't been provided to the committee yet. Given that it's current, I might ask the secretariat to follow up and get information in relation to that. Obviously the committee will consider all the evidence that it's hearing, including, dare I say it, competing survey results.
Mr Anderson: Of course.

Answer

The Memorial has undertaken a number of consultation processes throughout development of its Detailed Business Case (2018) and in relation to heritage and environmental outcomes (2019-20).

Community engagement in relation to gallery and exhibition content will commence in later 2020.

2019-20 Environmental Protection Biodiversity & Conservation Act (EPBC Act) Consultation

The Memorial's testimony on public support was based largely on two consultation process designed to ascertain community views from both key stakeholders such as veterans or those with a close connection to the Memorial as well as to obtain demographically representative data on the views of the broader Australian populace of the Project's heritage impacts.

1. Face to face and community stakeholder sessions - November 2019 to January 2020
The first, conducted from November 2019 to January 2020 was a series of 42 'face to face' information and 'community drop in' (CDI) sessions where Memorial staff travelled to each state or territory to garner views from interested stakeholders.

This consultation was targeted at those with an existing interest in the Memorial including veterans, defence families and ex-service groups whilst also ensuring the broader public had an opportunity to be heard. It was supported by a dedicated email address for those unable to attend sessions to share their views with the Memorial.

Support for the project at these consultations was at 71% and opposition at 18%.

Two targeted community campaigns conducted by community interest groups (Medical Association for the Prevention of War [Australia] and Australian Institute of Architects) opposed to the project. These campaigns particularly affected participation at presentation events and through written correspondence.

The public concerns emanating from these campaigns have been clearly captured and addressed in the Memorial's report and their views are being considered through the EPBC Act process by the Department of Agriculture, Water and the Environment as part of the social heritage impacts of the project.

2. Market Research national omnibus survey – February 2020
The second was a third party conducted online, demographically representative survey specifically targeted at understanding community responses to the likely impact of the project on the Memorial's social heritage values. This survey was conducted in February 2020.

The online survey was designed to, and does, represent a broader cross section of the Australian community and only 5% of respondents were opposed to the project.

In both processes veterans and defence families expressed notably higher levels of support, and lower levels of opposition, to the project.

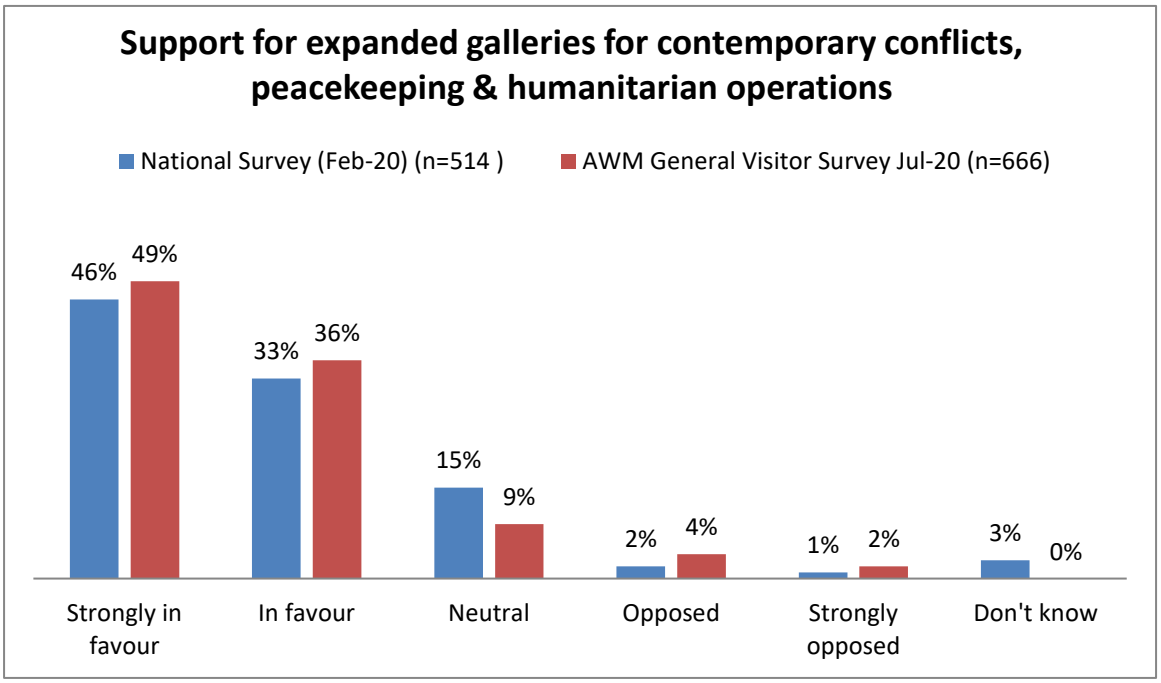
A copy of the comprehensive report from these consultations is provided as **Attachment 8A**, this report forms part of the Memorial's EPBC Act Preliminary Documentation and has been made available to the public via our website.

AWM General Visitor Survey – 1 July – 26 July 2020

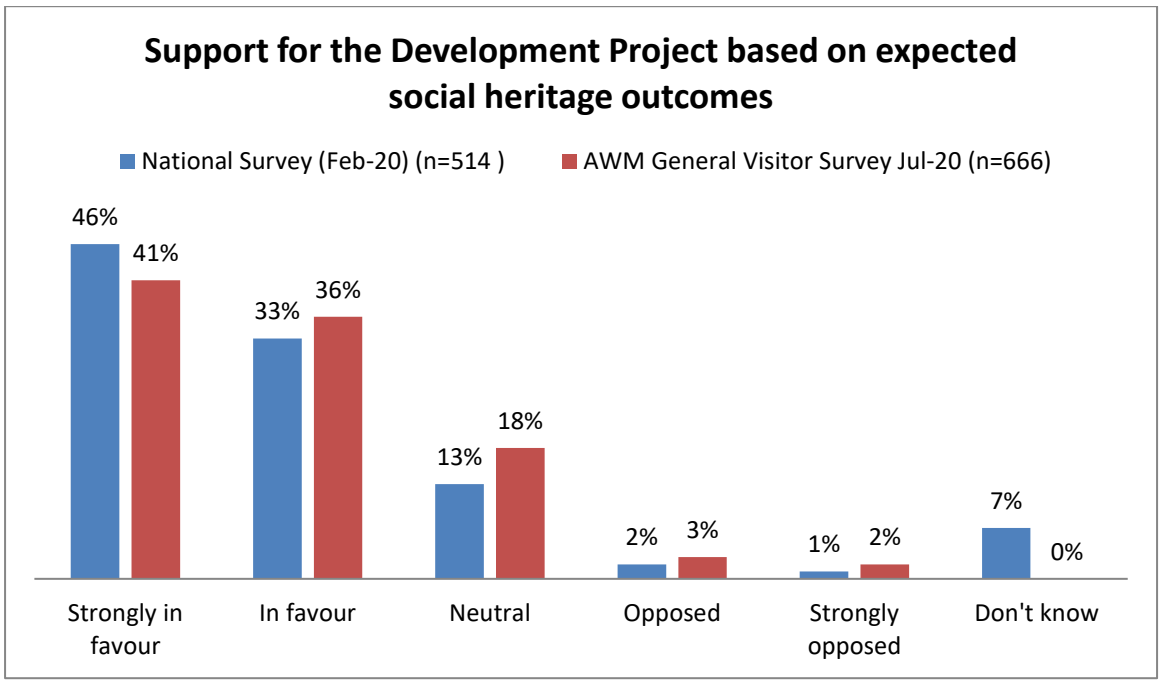
The Memorial closed to the public from 24 March 2020 due to the COVID-19 pandemic. Upon re-opening on 1 July 2020 the Memorial re-commenced its regular *General Visitor Survey*. Additional questions were added to the normal 'visitor satisfaction' type questions to specifically assess public satisfaction with Covid –safe arrangements and, most relevant to the Committee, capture information on the level of public support for the Development Project. This survey is reflective of Memorial visitors during the period 1 July – July 26 (based on date of visit, not date of survey response) and received 675 responses; the survey is ongoing.

This survey demonstrates consistently high levels of support for the project and very low levels of opposition. It is important to note that this survey has been undertaken in the current post-bushfire, post-Covid and with much higher levels of public awareness post-PWC public submission environment.

The following tables outline the key results of the February national omnibus survey and the July 2020 general visitor survey; the margin for error for both surveys is approximately +/-4%.

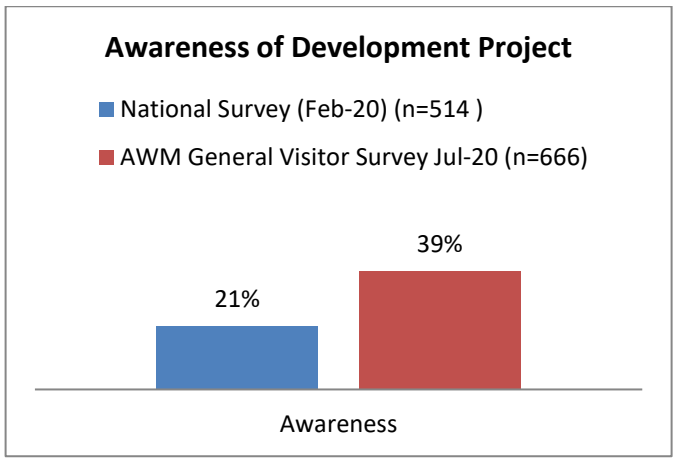


It should be noted that the July 2020 survey results, from those who had visited the Memorial , were largely consistent with the national omnibus survey conducted online in February 2020. There is a small but consistent increase in favourability levels for July 2020 respondents - who have just undertaken a visit - this is consistent with the February survey results that indicate those who have visited the Memorial are more likely to support the Development Project.



This graph also reflected the outcome of the July 2020 social heritage results being broadly consistent with those obtained through the February 2020 demographically representative national omnibus survey conducted online.

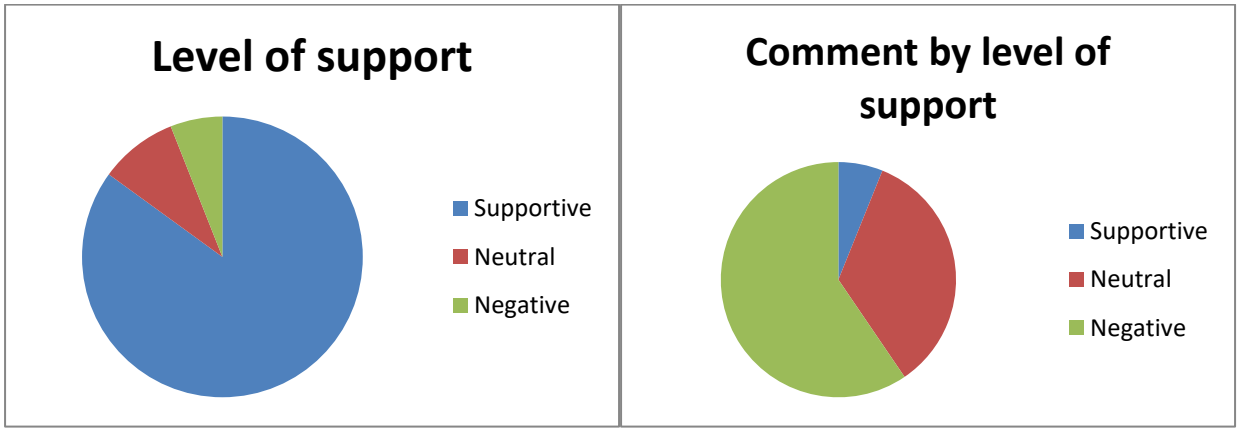
The general level of awareness regarding the project was also markedly higher in the July survey, likely as a result of recent media coverage:



The results of these differently timed surveys show continued high levels of support and very low levels of opposition. The recent, and largely negative, media coverage of the Memorial's proposal may have resulted in a shift to the 'neutral' vote ' with some increase recorded 'in favour'.

The Memorial's *General Visitor Survey* also demonstrates an important distinction regarding comments, with people opposed to, or unsure of, the Development project have commented at much higher rates than those supportive of a project. This suggests those who are neutral or negative, are more willing to share why they have provided this response and people who are negative about the project are ten (10) times more likely to comment than those in favour. Those who are neutral or have mixed feelings towards the project are more than five (5) times more likely to comment.

	Survey Responses	**Comments**	**Likelihood of comment by level of support**
Supportive	573	20	3.5%
Neutral	61	12	19.7%
Negative	41	15	36.3%



Attachment 8B *AWM General Visitor Survey – July 2020 Report* provides further detail on the survey, responses and importantly, comments.

***The Canberra Times* Poll**

The Memorial has contacted *The Canberra Times* regarding the online poll the Heritage Guardians have consistently cited as proof of public opposition.

This poll, referring to an opinion piece by Mr Brendon Kelson calling for the Memorial development to be halted, posed the question:

'Do you support the call by former War Memorial director Brendon Kelson that the proposed $500 million expansion should be dropped?'

The Canberra Times poll, conducted more than a year ago on 29 June 2019, was a Canberra region sample of 347 self-selecting readers provided as a way of engaging their readers. As such it is of limited value in assessing public opinion regarding the project.

The poll is provided as **Attachment 8E** for information.

Attachments

The following attachments are provided for information:

Attachment 8A	EPBC Act National Consultation Report 2020
Attachment 8B	AWM General Visitor Survey Report July 2020
Attachment 8C	2018 Detailed Business Case Indigenous Representation Consultation Summary
Attachment 8D	2020 Indigenous Heritage Consultation Event Report
Attachment 8E	Canberra Times online poll dated 29 June 2019
Attachment 8F	2018 Detailed Business Case 'Have Your Say' report

ATTACHMENT 8A

EPBC Act National Consultation Report

AUSTRALIAN WAR MEMORIAL DEVELOPMENT

ENVIRONMENTAL PROTECTION BIODIVERSITY CONSERVATION ACT NATIONAL CONSULTATION REPORT

APRIL 2020

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BACKGROUND

Officially opened in 1941, the Australian War Memorial (the Memorial) is an iconic building of national significance. Located in the sight line of Australian Parliament House, our Memorial reminds the nation of the cost of war and the effects of service.

Our values, our character and our identity live on in the stories of past, present, and future service members, their families and community. More than one million people visit our Memorial every year to honour these members' service and learn about their experiences in war, peacekeeping, and humanitarian operations.

On November 1 2018 the Government, with bipartisan support, announced the funding of the Memorial's Development Project (the project). This Project will modernise and expand the galleries and buildings to enable the Memorial to tell the continuing story of Australia's contemporary contribution to a better world through the eyes of those who have served in modern conflicts; connecting the spirit of our past, present, and future for generations to come.

The Project includes a new Southern Entrance, refurbishment of the Main Building, a new Anzac Hall connected to the Main Building via a Glazed Link, an extension to the C.E.W. Bean Building, and public realm works.

The Project will deliver not only new exhibition spaces but also additional infrastructure, and provide for the refurbishment of existing spaces to enable the Memorial to effectively tell the stories of past, present, and future Australian experiences of war in a manner that preserves the national significance of the Memorial whilst enhancing the visitor experience.

Objective

The Australian War Memorial is preparing assessment documentation under the Environmental Protection Biodiversity Conservation Act 1999 (EPBC Act) for its development project to the Department of Agriculture, Water and the Environment (DAWE) (formerly the Department of the Environment and Energy (DoEE)).

As part of the EPBC Act assessment process the Memorial has sought to understand community views on the heritage impacts of the Project on the Memorial's identified heritage values. These values are identified in the Commonwealth and National Heritage Lists[1] and include physical, aesthetic and technical values as well as cultural or social values.

[1] Commonwealth Heritage Listing – Australian War Memorial and Anzac Parade
[1] National Heritage Listing – Australian War Memorial

CONSULTATION PROCESS

One of the Memorial's key heritage values[2] is a *'strong or special association with a particular community or cultural group for social, cultural or spiritual reasons'* with veterans and their families identified the most connected communities for this value. The National Heritage List also identifies the importance of the Memorial to the broader Australian community as a place of remembrance and commemoration.

As a result the Memorial undertook two separate consultation process designed to ascertain community views from both key stakeholders such as veterans or those with a close connection to the Memorial as well as to obtain demographically representative data on the views of the broader Australian populace of the Project's heritage impacts.

The first, conducted from November 2019 to January 2020 was a series of 46 'face to face' information and 'community drop in' (CDI) sessions where Memorial staff travelled to each state or territory to garner views from interested stakeholders. This consultation was targeted at those with an existing interest in the Memorial including veterans, defence families and ex-service groups whilst also ensuring the broader public had an opportunity to be heard.

The second was an online, demographically representative survey specifically targeted at understanding community responses to the likely impact of the project on the Memorial's social heritage values. This survey was conducted in February 2020.

These two consultation programs resulted in the Memorial receiving feedback regarding the Project from more than 1,000 Australians. Detailed reports on the national consultation events (Appendix A) and the online survey (Appendix B) are appended to this report.

Feedback from this consultation program has been used to inform both the assessment documentation and further development of the Memorial's plans.

[2] National Heritage Listing – Criterion G

Participation

Participation occurred across four formats – face to face presentations and CDI sessions facilitated by Memorial staff at one of 46 locations across the country; written correspondence received through a dedicated email address (development@awm.gov.au) and a demographically representative online survey.

More than 1,000 Australians were consulted across the four formats:

PRESENTATION	CDI	CORRESPONDENCE	ONLINE SURVEY	TOTAL
197	265	55	514	1031

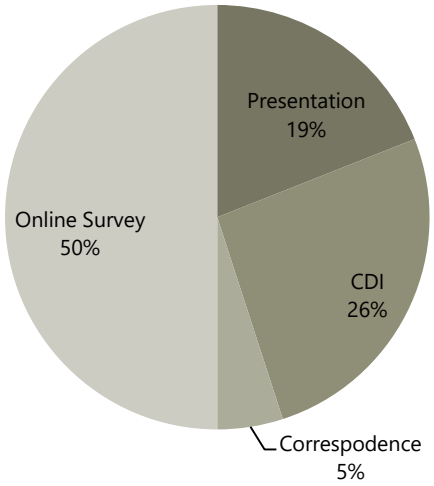


Table 1: Overall Participation

Given the Memorial's importance as a national institution 46 consultation sessions were conducted across all States and Territories between 28 November 2019 and 25 January 2020. Events were conducted in a variety of locations including at the Memorial as well as museums, libraries, town halls and clubs.

This approach was supported by an online information hub, outreach from the Memorial's social media accounts and a dedicated email address for written correspondence.

Consultation sessions were advertised on the Memorial's website, through paid social media promotions and through local media where possible. Social media reach exceeded 70,000 and targeted promotion reached 200 organisations and their members including ex-service organisations, kindred organisations, veterans' welfare and defence family groups.

The online survey program was conducted independently and anonymously with quotas set by location, age and gender to ensure a representative sample of the community were given the opportunity to provide their views.

Further detail on participation including details on gender, age and location is available in the detailed reports.

General Sentiment

The general sentiment of participants toward the project was assessed across all four consultation formats (presentations; CDIs; correspondence and online survey) and categorised as *in favour* | *opposed* | *neutral or need more information*. The combined and individual outcomes of each feedback are provided below:

SENTIMENT	PRESENTATION	CDI	CORRESPONDENCE	ONLINE SURVEY	OVERALL
In favour	150	204	13	406	76%
Opposed	38	21	32	15	9%
Neutral/NMI	9	40	10	93	15%
Totals	197	265	55	514	100%

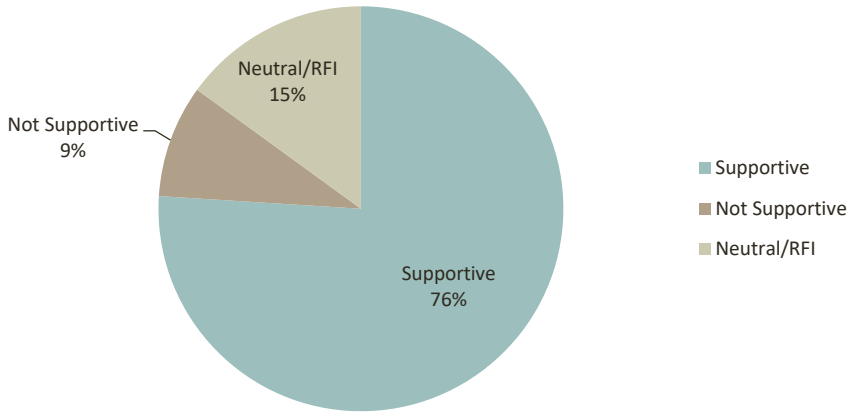


Table 2: Overall Sentiment

The Memorial notes that the participants at presentations or CDI sessions and written correspondents were mainly reflective of those already interested in or involved with the Memorial such as veterans or defence family members. This was due in part to the targeted online and media approaches intended to ensure adequate representation of key stakeholder groups as well as to their generally higher level of interest in the Project.

The online survey was designed to, and does, represent a broader cross section of the Australian community. The difference between sentiment rates online (79% in favour) and in the other formats (71% in favour over the three formats) is notable, with online participants significantly more likely to be in favour of the project.

This difference can largely be explained by the two community campaigns conducted by specific interest groups (Medical Association for the Prevention of War [Australia][3] and

[3] Medical Association for the Prevention of War (Australia) (MAPW); www.mapw.org.au/campaigns/war-memorial/

Australian Institute of Architects)[4] opposed to the Project. These campaigns particularly affected participation at presentation events and through written correspondence.

These two interest groups represent approximately 15,000 Australians through their membership[5] out of an overall population of 26 million Australians. Their participation across this consultation program however was approximately 6% across both formats (and 11% of participation at presentations, CDIs or through correspondence) whilst they also recorded some 53% of all 'not supportive' sentiment.

Of the remaining participants fewer than 5% expressed opposition to the Project across both stakeholder and online consultation programs.

Further detail on sentiment is available in Appendix A and Appendix B.

[4] Australian Institute of Architects (AIA), 'Hands off Anzac Hall', www.wp.architecture.com.au/anzachall/

[5] The AIA website states it represents 12,000 members (https://www.architecture.com.au/); MAPW does not disclose membership numbers publicly but based on their 2018-19 membership fees information and their 2017 listing of 1,500 mail list subscribers (https://ippnw.org/affiliates/australia.html) their membership is estimated for the purpose of this report at less than 3,000.

Stakeholder Groups

Participants across the two consultation programs were drawn from both a number of key stakeholder groups and the 'general public'.

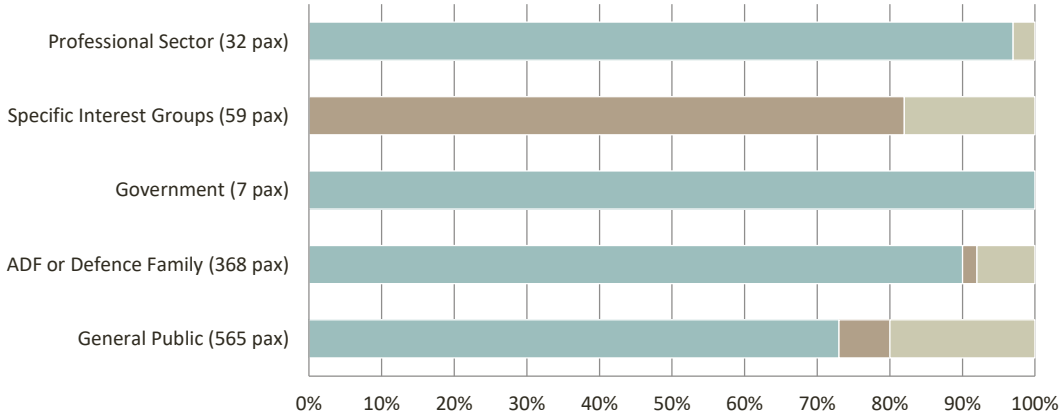
Assessment of which group stakeholders belonged to was conducted by presentation/CDI teams through conversation or Q&A sessions with participants as well as through RSVP information.

Online survey participants were asked to identify as current or former serving ADF or as Defence Family members; all other online survey participants were recorded as General Public.

GROUP	SIZE	ENGAGEMENT/ CONNECTION	DESCRIPTION
ADF, Veteran or ESO or Defence Family	368	●●●●●	Participants who are current or former serving members of the Australian Defence Force (ADF) or members of an Ex-Service Organisation (ESO) including kindred organisations such as Legacy, War Widows Guild etc. Defence Family members were those participants who identified related directly (spouse, parent, child, sibling) to current or former members of the ADF.
Professional Sector	32	●●	Participants from the museum, project management or construction sectors.
Government Sector	7	●●	Participants from government bodies including both elected officials and public servants attending in a work capacity.
Specific Interest Groups	59	●	Members or supporters of the two organisations (Medical Association for the Prevention of War (MAPW); Australian Institute of Architects (AIA)) running public campaigns of opposition to the Project with stated, specific, aims for their feedback.
General Public	565	●●	Participants without a distinct connection to, or specific interest in, the Memorial.

Table 3: Participant Stakeholder Groups

The table and graph below show support broken down by participant group across both consultation programs.



	General Public (565 pax)	ADF or Defence Family (368 pax)	Government (7 pax)	Specific Interest Groups (59 pax)	Professional Sector (32 pax)
Supportive	73%	90%	100%	0%	97%
Not Supportive	7%	2%	0%	82%	0%
Neutral/RFI	20%	8%	0%	18%	3%

Table 4: Support by Stakeholder Groups

KEY FEEDBACK

Feedback from the more than 1,000 Australians consulted on this project has been assessed and categorised by the Memorial.

Where presentation and CDI events, as well as correspondence, allowed for broad and in-depth consultation and discussion between Memorial staff and stakeholders the online survey was specifically designed to assess social heritage outcomes associated with the Project.

A summary of the major heritage, social heritage and environmental themes raised by participants is presented below:

	CATEGORY (MAJOR SOURCE)	DESCRIPTION	KEY FEEDBACK	EPBC ACT RELEVANCE
1	Heritage (Presentations; CDI; Correspondence)	Feedback on Project matters impacting the heritage criteria identified in the Memorial's National and Commonwealth Heritage listings. This includes dedicated consultation with the First Nations communities on issues of importance to them.	a. Very high levels of support from majority of participants and audience categories for enhancing the Memorial's social heritage value through new gallery spaces designed to tell modern and future stories of service with dignity and respect. b. Interest in future gallery content was the dominant theme throughout the consultation process; participants were generally more concerned with the stories to be told and how they would be told than with physical changes to the Memorial. c. Key areas of interest for the future galleries consultation included: i. Context and Consequence ii. Diverse representation iii. Aftermath of War iv. Diverse viewpoints v. Service Beyond War vi. Educational and Museological Approaches d. Heritage impact of proposed replacement of Anzac Hall was of critical concern to a small minority of participants representing specific interest groups. e. Potential impact on the balance of the Memorial's role as a museum, shrine and archive by the Project was of concern to a minority of participants from several audience categories.	**High**
2	Social Heritage (Online Survey)	Feedback on Project matters impacting the cultural or social heritage criteria identified in the Memorial's National and Commonwealth Heritage listings or more broadly on social heritage outcomes.	a. High levels of support for the project and expectations of improved social heritage outcomes to be generated through the Project; and b. Demonstration that key stakeholders (veterans; Defence families) in particular are supportive of the Project and see positive social benefits for the wider populace as well as their own specific communities.	**High**
3	Environmental (Presentations; CDI; Correspondence)	Feedback on Project matters directly impacting environmental matters.	c. Environmental/sustainability impact of proposed replacement of Anzac Hall was of moderate concern to a specific audience. a. Environmental efficiency of the 'Glazed Link' was of low – moderate concern to a very small audience.	**High**

Table 5: Feedback Categories

Further detail on these major themes as well as minor themes and non-EPBC Act related matters raised at presentations, CDIs and through correspondence is available in Appendix A.

Physical Heritage

Broad support was expressed for all elements of the Project including the replacement of Anzac Hall and the development of the new Southern Entrance.

Anzac Hall – Physical Heritage Impact Summary

The Memorial's heritage self-assessment, EPBC Act referral, supporting Heritage Impact Assessment and material made available at consultation events and to online survey participants all made clear that there would be a 'significant impact' on heritage values due to the demolition of Anzac Hall and development of a new Anzac Hall and Glazed Link.

In general, the consultation process indicates broad acceptance of the need to replace Anzac Hall, despite the associated heritage impact. The community were also generally supportive of the proposed designs for new Anzac Hall and the Glazed Link in the context of the Memorial's aesthetic, technical and overall heritage values.

The majority of participants were more concerned with the stories to be told in the new spaces, including concerns about the return of the Memorial's Lancaster 'G for George' and the associated 'Striking By Night' audio-visual display, than they were with the proposed changes to physical fabric of Anzac Hall.

The strong objections of a small number of stakeholders with particular and limited interests, particularly some members of the architectural community, to the demolition of Anzac Hall should be noted.

Southern Entrance – Physical Heritage Impact Summary

The Memorial's EPBC Act referral, Heritage Impact Assessment and material made available at consultation events and online identified relatively low impacts on the Memorial's heritage values due to development of the Southern Entrance.

In general the consultation process indicates broad community support for the Southern Entrance. Participants were particularly keen to understand accessibility and visitor service improvements associated with this design package.

The community were also supportive of the proposed design with many expressing a belief that the change to Parliamentary vista was negligible from a distance and a positive aesthetic outcome once closer. Community support for the positive impacts of improvements to accessibility, especially for elderly or mobility impaired visitors, was also strong.

In general there was a very low level of concern for the Memorial's heritage values and vistas related to the proposed Southern Entrance changes.

Overall - Physical Heritage Impact Summary

In general, stakeholders were much more concerned with the future content of the galleries, how the stories of the last 35 years of conflict and peacekeeping would be told and practical matters such as accessibility and the impact of the Project on Memorial operations during construction than they were with heritage matters, changes to external designs or building fabric modifications.

Social Heritage

The Memorial's galleries are a key determinant in the type and level of social heritage values it delivers, particularly for those Australians whose stories it tells or those closely related to them, as identified in both the National and Commonwealth Heritage Listings for the Memorial.

In order to remain relevant, and ensure continued delivery of social heritage values to the Australian community as it grows and changes, the Memorial must change and grow with it.

Accordingly the need for development of contemporary conflict and operations galleries received near universal agreement from stakeholders and online consultation participants and this was seen as a positive impact of the Project on the Memorial's social and cultural heritage values.

Most participants, especially key stakeholders in the form of veterans and defence families, identified it as very important that the proposed changes would allow the Memorial to meet growing public expectations in the telling of Australia's modern stories of service and sacrifice with the same dignity as the stories of the First or Second World War or subsequent conflicts such as Korea and Vietnam.

The online survey results also demonstrate participants expect that the Project will deliver improved commemorative outcomes for major events (Anzac Day; Remembrance Day) as a critical social heritage outcome.

Some stakeholder consultation participants raised concerns about the balance of the Memorial's roles as a shrine, archive and museum or worries about the 'Disneyfication' of the Memorial through an over reliance on Large Technology (LTO) or audio-visual displays as part of the Project.

Typically these concerns were assuaged when the full context of the development and the planned approach to exhibition storytelling, including the intended use an 'in their words' approach to telling veterans' stories, was outlined to participants.

Despite the Memorial's explanations there remained a small, but very vocal, opposition to the plans, particularly around the display of LTOs, based on the perceived impact on 'balance' from the identified specific interest groups.

There was a clear expectation from the public that the Memorial would undertake further detailed consultation on the development of content for the future gallery spaces. Specific issues raised during the consultation process have been recorded in Appendix A to this report.

These issues, which reflect the individual or group concerns of many participants, will be explored by the Memorial's Gallery Development Team, in consultation with key stakeholders from veterans to educators to the general public, in the future.

In general participants agreed that the expected increased social heritage outcomes were of greater value and importance than the heritage losses associated with the replacement of Anzac Hall.

Environmental

The Memorial's EPBC Act referral documentation lodged in November 2019 notes that there are no expected impacts on 'matters of national environmental significance', such as loss of biodiversity or impact on migratory species, associated with the Project.

Stakeholder consultation participants agreed with this view in general but raised a number of more specific environmental concerns associated with the Project.

Three main issues were raised with the environmental sustainability and energy use associated with the Glazed Link, particularly in extreme weather conditions, being the most common. The Memorial noted that this would be a challenge but that the Project has a Whole of Life and Green Building/Sustainability Strategy in place to manage the overall energy efficiency and environmental impact of the entire project.

Similarly the loss of embodied energy caused by the replacement of Anzac Hall was raised by some stakeholders as an environmental issue. The Memorial is undertaking analysis of a range of 'green options' such as the inclusion of solar power generation, minimisation of potable water use or other offsets as well as the re-use and recycling of Anzac Hall materials in the Project where practicable.

The final environmental concern raised related to the potential adverse impact on National Collection objects displayed in the Glazed Link, which will be less stable than typical for museums, particularly in terms of long term object conservation impacts.

The Memorial has committed that it will only display suitably robust objects, such as vehicles, that will not be damaged by the environmental conditions in the area and notes it already displays a number of large collection items externally and has established systems in place for monitoring and conservation of these objects.

Overall participants were comfortable the Project would have no major environmental impacts and that the specific concerns raised above were being professionally and carefully managed by the Memorial.

SUMMARY

The consultation conducted by the Memorial demonstrates broad support for the expansion of the Memorial to enable it to tell stories of contemporary veterans and modern conflicts to the Australian public. It further demonstrates that these veterans and their families in particular see a need for the Memorial to tell their stories with the same dignity and respect as the stories of those who fought in earlier wars is given at the Memorial.

This support is demonstrated through the statistics represented in this report and the two appendices, in particular the low rates of objection to the project by key stakeholders as represented by the veterans and defence family communities (<2% *'not supportive'*) and by the overall Australian public (<5% *'not supportive'*).

The consultation also revealed that the primary concern of participants was not focused on the impact of the Project on the physical heritage fabric or on the design of new buildings, though commentary was generally positive on both, but rather their focus was on the stories to be told and how they would be told. The online survey further demonstrates the positive social heritage and social values outcomes expected to be generated by the Project.

Similarly consultation reveals a high degree of comfort around the environmental impact and outcomes of the Project amongst key stakeholders.

This consultation will continue to have value beyond the EPBC Act assessment by allowing the Memorial to identify key issues for the broader population as well as issues of importance to specific constituencies.

Commentary from individuals or community groups captured by this process in relation to proposed gallery content was also particularly valuable and will form the basis of future, extensive, community consultation on gallery development to commence in late 2020.

AUSTRALIAN WAR MEMORIAL DEVELOPMENT

ENVIRONMENTAL PROTECTION BIODIVERSITY CONSERVATION ACT NATIONAL CONSULTATION REPORT

APPENDIX A –

STAKEHOLDER CONSULTATION

APRIL 2020

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EXECUTIVE SUMMARY

Consultation Need

The Australian War Memorial ('the Memorial') is preparing assessment documentation under the Environmental Protection Biodiversity Conservation Act 1999 (EPBC Act) for a major development project (the Project) to the Department of Agriculture, Water and the Environment (DAWE) (formerly the Department of the Environment and Energy (DoEE)).

The Project will deliver additional infrastructure, exhibition space and provide for the refurbishment of existing spaces to enable the Memorial to effectively tell the stories of past, present, and future Australian experiences of war in a manner that preserves the national significance of the Memorial whilst enhancing the visitor experience.

As part of the EPBC Act assessment process the Memorial has sought to understand community views on the heritage impacts of the Project on the Memorial's identified heritage values. These values are identified in the Commonwealth and National Heritage Lists[1] and include physical, aesthetic and technical values as well as cultural or social values.

Consultation Approach

One of the Memorial's key heritage values is a 'strong or special association with a particular community or cultural group for social, cultural or spiritual reasons' with veterans and their families identified the most connected communities for this value. The National Heritage List also identifies the importance of the Memorial to the broader Australian community as a place of remembrance and commemoration.

As a result the Memorial undertook two separate consultation processes designed to ascertain community views from both key stakeholders such as veterans or those with a close connection to the Memorial as well as to obtain demographically representative data on the views of the broader Australian populace of the Project's heritage impacts.

The first, which is covered in detail in this appendix to the Memorial's EPBC Act Consultation Report, was conducted from November 2019 to January 2020 was a series of 46 'face to face' information and 'community drop in' (CDI) sessions where Memorial staff travelled to each state or territory to garner views from interested stakeholders. This consultation was targeted at those with an existing interest in the Memorial including veterans, defence families and ex-service groups whilst also ensuring the broader public had an opportunity to be heard.

The second was an online, demographically representative survey specifically targeted at understanding community responses to the likely impact of the project on the Memorial's social heritage values. This survey was conducted in February 2020 and is covered in Appendix B to the Memorial's EPBC Act Consultation Report.

Feedback from this consultation program has been used to inform both the assessment documentation and further development of the Memorial's plans.

[1] Commonwealth Heritage Listing – Australian War Memorial and Anzac Parade

[1] National Heritage Listing – Australian War Memorial

Stakeholder Consultation Process

In order to obtain detailed feedback from the primary identified stakeholders of the Memorial's heritage values (veterans and their families) the Memorial adopted a primarily face to face consultation process designed to allow them to provide informed and detailed feedback on the Memorial's proposal. The consultation process was also open, and advertised to, the general public and others interested in the Project.

The emphasis in information provided to, and feedback sought from, participants was on the potential impact of the Project on the Memorial's heritage values as expressed in the National and Commonwealth Heritage Listings.

The Memorial received feedback through presentations and 'community drop in' sessions conducted in all States and Territories as well as written feedback through a dedicated email address from November 2019 through January 2020.

Whilst the consultation focus was primarily on EPBC Act matters the Memorial also received feedback on other issues of importance to stakeholders.

This included feedback on the Memorial's policies in areas such as sponsorship, the depiction of 'frontier violence' between First Peoples and colonial settlers or travelling exhibitions as well as more general concerns regarding veterans' welfare or government spending priorities.

The Memorial also met with key stakeholder groups including representatives of the Indigenous community to seek their input into this report.

The feedback gathered from stakeholders has been combined with that received through the online feedback process (Appendix B to the Memorial's EPBC Act Consultation Report) to develop a solid cross-section of information relating to all aspects of the Memorials' functions and enables reflection for both the Development Project and the broader Memorial.

This combined feedback also provides a sound basis on which to undertake continued consultation and engagement with stakeholders as the Project progresses, including matters of gallery content, accessibility and inclusivity.

Promotion and Participation

The outreach program was promoted through a range of channels that reached a large and diverse audience. Social media reach exceeded 70,000 and targeted promotion reached 200 organisations and their members including ex-service organisations, kindred organisations, veterans' welfare groups and defence family bodies.

Specific events were promoted through the channels of a number of venues, in particular Returned and Services League (RSL) clubs, reaching an estimated figure of more than 50,000 people. Parliamentary representatives were also made aware of events in their electorates and were encouraged to share information on local sessions with constituents. Additionally, ABC radio and local media were engaged to help increase awareness of events where possible.

The outreach program was also supported by media releases detailing available sessions and providing media background material on the development and consultation program.

Participants

Feedback was received from 517 individuals across all States and Territories.

This included 197 attendees at presentation sessions, a further 265 participants in CDI events and 55 items of written correspondence.

Participant comments and general demographics were recorded at all face to face sessions to enable detailed analysis of key issue and audiences. The highest representation was from members of the general public followed by current or former Australian Defence Force members and members of ex-service organisations (ESOs).

Participation at both presentation and CDI events by males was higher than that by females whilst older Australians, including many veterans and partners, also had proportionally higher representation than other age groups. Representation by State was largely proportional to population distribution.

The Memorial notes that the consultation process it undertook was subject to two campaigns by specific interest groups and that these campaigns affected some statistical outcomes disproportionately. Readers are referred to Appendix B of the Memorial's EPBC Act Consultation Report for a demographically representative view of the opinion of the general Australian populace.

The first of these campaigns was a community action campaign conducted by the Medical Association for the Prevention of War (Australia) throughout the consultation period[2]. Through this campaign it asked members and supporters to attend consultation sessions to voice the concerns of the organisation and shared a series of talking points for members to raise within the CDI events.

Although only 8% of consultation participants, this group represented approximately 50% of objections to the project in general and an even higher percentage of objection on non-EPBC Act issues such as frontier violence, defence industry sponsorship or complaints about the consultation processes the Memorial undertook.

Similarly the Australian Institute of Architects (AIA) encouraged their members to write to the Memorial to state their opposition to the proposed replacement of Anzac Hall; the 26 correspondents from this group represented 47% of written comments but 81% of dissatisfaction[3].

Key Feedback

The feedback received has been categorised by type and further broken down by key themes. Participants were also assessed as *supportive*, *neutral/requests for information* or *not supportive* of the Project in general to provide a broad picture of levels of support or otherwise in each location. This assessment was consistent with that undertaken for the online survey process.

Support for the Project was strong across a variety of audience and age groups. Support was consistently above 70% in all States/Territories, with the notable exception of the ACT, and levels of *supportive* participants were higher than the level of *not supportive* or *neutral* participants at 44 of 46 events conducted.

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[2] Medical Association for the Prevention of War (Australia); www.mapw.org.au/campaigns/war-memorial/

[3] Australian Institute of Architects, 'Hands off Anzac Hall', www.wp.architecture.com.au/anzachall/

The feedback received at face to face sessions and through written correspondence has been categorised to assist in identifying recurring trends and to enable an appreciation of the breadth of information gathered.

Additionally, feedback has been assessed through a matrix identifying both how many participants at each event voiced concern over an issue and how significant it was to those participants. This analysis has allowed the Memorial to identify key issues for the broader population as well as issues of key import to specific constituencies or special interest groups.

Six major feedback categories have been identified in **Table 1** (below) including their relevance to the EPBC Act assessment process:

Feedback Categories

	CATEGORY	DESCRIPTION	KEY FEEDBACK	RELEVANCE
1	Heritage	Feedback on Project matters impacting the heritage criteria identified in the Memorial's National and Commonwealth Heritage listings. This includes dedicated consultation with the First Nations communities on issues of importance to them.	a. Very high levels of support from majority of participants and audience categories for enhancing the Memorial's social heritage value through new gallery spaces designed to tell modern and future stories of service with dignity and respect. b. Interest in future gallery content was the dominant theme throughout the consultation process; participants were generally more concerned with the stories to be told and how they would be told than with physical changes to the Memorial. c. Key areas of interest for the future galleries consultation included: i. Context and Consequence ii. Diverse representation iii. Aftermath of War iv. Diverse viewpoints v. Service Beyond War vi. Educational and Museological Approaches d. Heritage impact of proposed replacement of Anzac Hall was of critical concern to a small minority of participants representing specific interest groups. e. Potential impact on the balance of the Memorial's role as a museum, shrine and archive by the Project was of concern to a minority of participants from several audience categories.	**High**
2	Environmental	Feedback on Project matters directly impacting environmental matters.	a. Environmental/sustainability impact of proposed replacement of Anzac Hall was of moderate concern to a specific audience. a. Environmental efficiency of the 'Glazed Link' was of low – moderate concern to a very limited audience.	**High**
3	Consultation Process	Feedback on the Memorial's EPBC Act consultation process.	b. Minor levels of concern from specific interest groups regarding the Memorial's EPBC Act consultation process.	**Moderate**
4	Project Delivery and Outcomes	Feedback on Project Delivery and Outcomes	a. High levels of support for the Memorial's veterans' and Defence family employment and engagement plans. b. Moderate levels of interest in how the Memorial will deliver the Project 'on time and on budget', Project accessibility and inclusivity outcomes and potential disruptions to Memorial operations during construction. c. General support for and interest in the impact of the Project on the Memorial's policies regarding education, collections accessibility and support for other institutions.	**Low**

CATEGORY		DESCRIPTION	KEY FEEDBACK	RELEVANCE
5	Government Policy	Feedback on Government policy matters associated with the Project, veterans or the cultural sector.	a. Moderate levels of concern from a variety of audience categories around general support and funding for veterans or other government priorities. b. Low – moderate levels of concern from a variety of audience categories around general support and funding for other cultural institutions. c. Moderate levels of concern from several audience categories regarding the financial cost of the proposed expansion.	**Nil**
6	Memorial Policy	Feedback on Memorial policy matters outside of the Project scope.	a. High levels of concern from specific interest groups regarding the Memorial's policy on accepting defence industry support. b. High levels of concern from specific interest groups regarding the Memorial's role in 'the therapeutic milieu' of veterans' support. c. Moderate – high levels of concern from most audience categories regarding the Memorial's policies on exhibition of 'frontier violence' between First Peoples and colonial settlers.	**Nil**

Table 1: Feedback Categories

THE AWM DEVELOPMENT PROJECT

Background

Officially opened in 1941, the Australian War Memorial is an iconic building of national significance. Located in the sight line of Australian Parliament House, our Memorial reminds the nation of the cost of war and the effects of service.

Our values, our character and our identity live on in the stories of past, present, and future service members, their families and community. More than one million people visit our Memorial every year to honour these members' service and learn about their experiences in war, peacekeeping, and humanitarian operations.

On November 1 2018 the Government, with bipartisan support, announced the funding of the Memorial's Development Project. This Project will modernise and expand the galleries and buildings to enable the Memorial to tell the continuing story of Australia's contemporary contribution to a better world through the eyes of those who have served in modern conflicts; connecting the spirit of our past, present, and future for generations to come.

The Project includes a new Southern Entrance, refurbishment of the Main Building, a new Anzac Hall connected to the Main Building via a Glazed Link, an extension to the C.E.W. Bean Building, and public realm works.

The Project is now being assessed as a 'controlled action' under the Environment Protection and Biodiversity Act 1999 (EPBC Act).

As part of the EPBC Act assessment process the Memorial has sought community input through a formal consultation program. Feedback from this consultation program will be used to inform both the assessment documentation and further development of the Memorial's plans. A copy of the report from this consultation is provided as Appendix B to the AWM Development Project Consultation Report.

Purpose of this Report

This report provides an overview of the consultation process that was undertaken with key stakeholders and an analysis of the results to demonstrate key areas of interest, support and concern in relation to the heritage aspects of the Project to DAWE for consideration in the EPBC Act 'controlled action' assessment process.

The report is also intended to provide information to the public to encourage informed public comment to DAWE in regards to the Project.

The report also provides an overview of broader matters relating to the Memorial that were of interest to stakeholders across the country during the consultation period. This feedback will be considered by the Memorial as part of its regular decision making processes.

Consultation Process

The Memorial identified the need for specific community consultation on the heritage and environmental impacts of the Project in accordance with the EPBC Act as a key priority for the Project.

In October 2019, the Memorial commissioned advice from KJA Associates, a communications and consultancy group, on best practice methods for EPBC Act key stakeholder consultation.

In November 2019 KJA Associates were engaged to provide organisational and logistical support and advice to the Memorial in delivering a national EPBC Act key stakeholder consultation program for the Project.

The program consisted of five major elements:

ACTIVITY	ACTIVITY TYPE	TIMEFRAME
Community Presentations	Face to Face	28-Nov-19 to 24-Jan-20
Community Drop In Events	Face to Face	28-Nov-19 to 25-Jan-20
Dedicated Email Address	Online/Written	28-Nov-19 to ongoing
Online Information Hub	Online (Information Only)	18-Nov-19 to ongoing
Social Media Outreach and Online Follow Up Program	Online	28-Nov-19 to 25-Jan-20

Table 2: Consultation Program Elements

Consultation Format

Given the scale and importance of this Project on a national level and the complexity of heritage matters the Memorial focussed on 'face to face' consultation to enable deeper engagement and education with its key stakeholders.

Face to face consultation consisted of both formal presentation/Q&A sessions conducted in December 2019 and informal CDI events run from November 2019 through to January 2020. This was designed to provide detailed information to those with a particular interest at

presentation sessions and the CDI events to engage more broadly with the general Australian public on Project matters.

Given the Memorial's importance as a national institution 46 consultation sessions (21 presentations and 25 CDIs) were conducted across all States and Territories between 28 November 2019 and 25 January 2020. Events were conducted in a variety of locations including at the Memorial as well as museums, libraries, town halls and clubs.

This approach was supported by an online information hub (www.awm.gov.au/ourcontinuingstory) outreach from the Memorial's social media accounts and a dedicated email address for written correspondence.

Presentation and CDI sessions were organised through EventBrite online systems and advertised on the Memorial's website, through paid social media promotions and through local media where possible. Presentation events were also advertised through targeted stakeholder invitations in each location.

Presentations consisted of a PowerPoint presentation (Attachment A) typically lasting 30 minutes together with a question and answer ('Q&A') session of a further 30-60 minutes. The presentation included a 'fly through' video of the proposed plans and information on how participants could personally participate in the EPBC Act process through the (former) DoEE website. Attendees were provided with the opportunity to provide feedback on presentations through a form (Attachment B); 48 responses were received (Attachment C).

CDI events were typically set up in the entry areas of a venue where Project team members were able to engage with people and speak to them on a 'walk in' basis about the Project to seek a wide range of views.

In order to ensure participants were able to communicate directly with project staff, all face to face engagements were conducted by members of the Memorial's 'Integrated Management Team' (IMT) which is managing the Project.

In addition to the IMT presenter at each event or CDI, a second member of the IMT was tasked with capturing both demographic information as well as feedback from participants. De-identified records of each presentation or CDI session were kept and collated for the purpose of this report.

Presentation sessions were typically conducted during 'business hours' with CDI events taking place in the afternoon/evening period or on weekends. A full list of both presentation and CDI events is provided as Attachment D.

In January/February 2020 the Memorial conducted an online survey targeting additional feedback in key areas to provide additional information on stakeholder sentiment towards the potential impacts of the Project on heritage values. Detailed outcomes from this survey are provided as Appendix B to the Memorial's EPBC Act Consultation Report.

The Memorial also met with a number of key stakeholders to provide information or seek input on specific Project matters during this time. This included representatives of the ACT Chapter of the Australian Institute of Architects and a dedicated meeting on Indigenous heritage matters with representatives and members of ACT based Indigenous stakeholder groups (Aboriginal & Torres Strait Islander Veterans and Services Association; United Ngunnawal Elders Council; ACT Aboriginal and Torres Strait Islander Elected Body and Ngambri Local Aboriginal Lands Council).

CONSULTATION PARTICIPATION

Number of Participants

Feedback was received from 517 individuals across all States and Territories.

This included 197 attendees at presentation sessions, 265 participants in CDI events and 55 items of written correspondence.

Age of Participants

Participation was skewed towards older age brackets at most face to face events. This was likely due to a combination of higher levels of interested stakeholders (especially veterans and Defence families) in these age groups as well as the location and timing of some sessions.

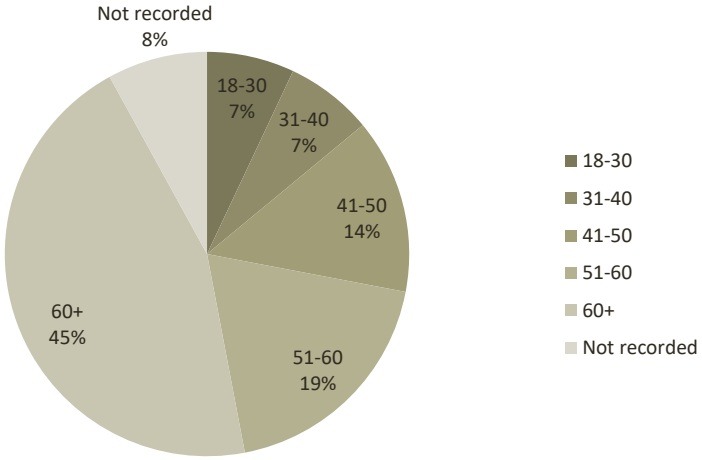


Table 3: Participants by Age

Gender of Participants

Overall participation in face to face consultation was generally higher by males than females. This was likely due to a higher proportion of veterans, who had high levels of engagement with the consultation, being male.

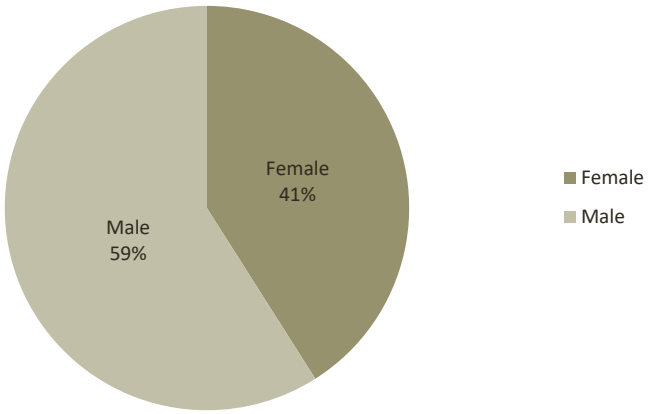


Table 4: Participants by Gender

Location of Participants

Participation at presentations and CDI events was largely proportional to population distribution on a State/Territory basis. Participation in the ACT was disproportionally large due to a higher number of events held there than elsewhere. Greater media attention around the initial ACT based presentation session and heightened local community interest in the Project also contributed to higher ACT turnout.

The 28 November community consultation event held at the Memorial also included a significant number of members from the two community groups undertaking campaigns protesting the Project, leading to disproportionate ACT representation.

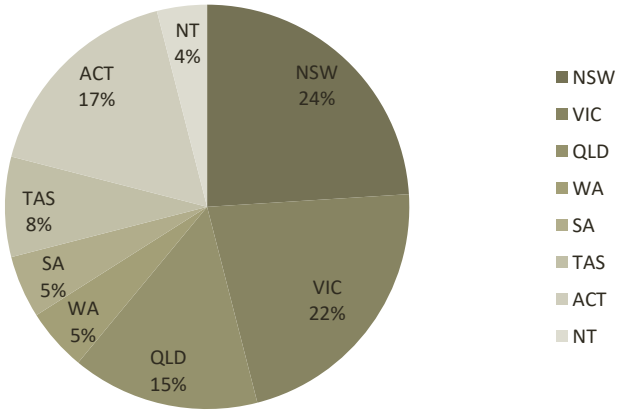


Table 5: Participants by State

Participant Stakeholder Groups

Participants were largely drawn from five stakeholder groups; participants outside of these groups have been considered 'general public' and are typically those without a distinct connection to, or specific interest in, the Memorial.

Assessment of which group stakeholders belonged to was conducted by presentation/CDI teams through conversation or Q&A sessions with participants as well as through RSVP information.

GROUP	SIZE	ENGAGEMENT/ CONNECTION	DESCRIPTION
ADF, Veteran or ESO	●●	●●●●●	Participants who are current or former serving members of the Australian Defence Force (ADF) or members of an Ex-Service Organisation (ESO) including kindred organisations such as Legacy, War Widows Guild etc.
Defence Family	●●●	●●●●	Participants who are related directly (spouse, parent, child, sibling) to current or former members of the ADF.
Professional Sector	●●	●●	Participants from the museum, project management or construction sectors.
Government Sector	●●●	●●	Participants from government bodies including both elected officials and public servants attending in a work capacity.
Specific Interest Groups	●	●	Members or supporters of the two organisations (Medical Association for the Prevention of War (MAPW); Australian Institute of Architects (AIA)) running public campaigns of opposition to the Project with stated, specific, aims for their feedback.
General Public	●●●●●	●●	Participants without a distinct connection to, or specific interest in, the Memorial.

Table 6: Participant Stakeholder Groups

Stakeholder groups have also been assessed for cohort size and their general level of engagement with and connection to the Memorial outside of the context of the Development Project. This provides context to allow for consideration of the appropriate level of influence the views of stakeholder groups should have in relation to the Project.

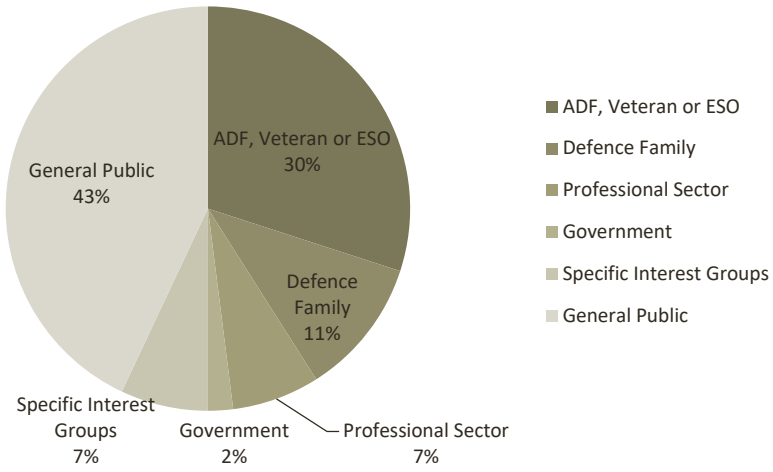


Table 7: Cohort Size of Participants by Stakeholder Group

CONSULTATION FEEDBACK ANALYSIS

General Sentiment

The sentiment of participants was assessed and recorded by the IMT presentation teams at each event. Assessment was based on questions asked by participants, their responses to questions posed by IMT members and general manner.

Whilst such assessments are by their nature subjective the number of participants and multi-hour length of each consultation meant that IMT members were able to assess during this time the views of the Project from majority of participants. Where there was uncertainty the IMT recorded participants as 'neutral'.

General sentiment towards the Project as a whole was supportive across age, gender and stakeholder group, with the exception of the identified 'specific interest groups'. IMT members noted that many of those identified as *neutral* or *seeking more information* were supportive of the Memorial generally if not the Project specifically.

Support for the Project was consistently above 70% in all States/Territories, with the notable exception of the ACT, and levels of *supportive* participants were higher than the level of *not supportive* or *neutral* participants at 44 of the 46 events conducted. Support from key stakeholders such as veterans, defence families and organisations supporting current and former defence members was even higher than amongst the general public (>90%).

Broad support was expressed for all elements of the Project including the replacement of Anzac Hall, development of the new Southern Entrance and C.E.W. Bean Building expansion. The need for development of contemporary conflict and operations galleries received near universal agreement from stakeholders, particularly in the context of telling modern stories of service and sacrifice with dignity equal to that of earlier generations.

In general, stakeholders were much more concerned with the future content of the galleries, how the stories of the last 35 years of conflict and peacekeeping would be told and practical matters such as accessibility and the impact of the Project on Memorial operations during construction than they were with heritage matters, changes to external designs or building fabric modifications.

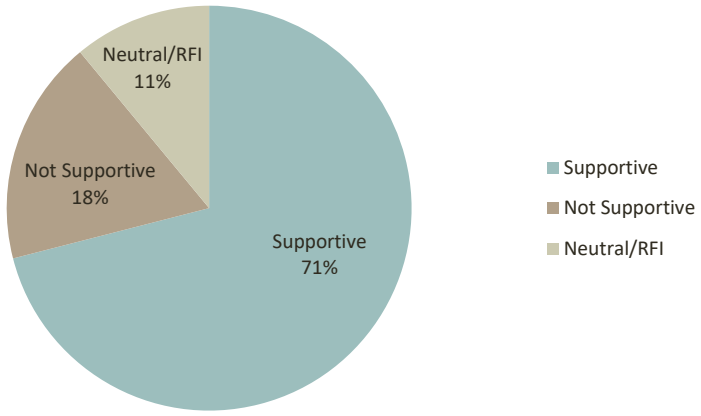


Table 8: General Sentiment

Support by State/Territory

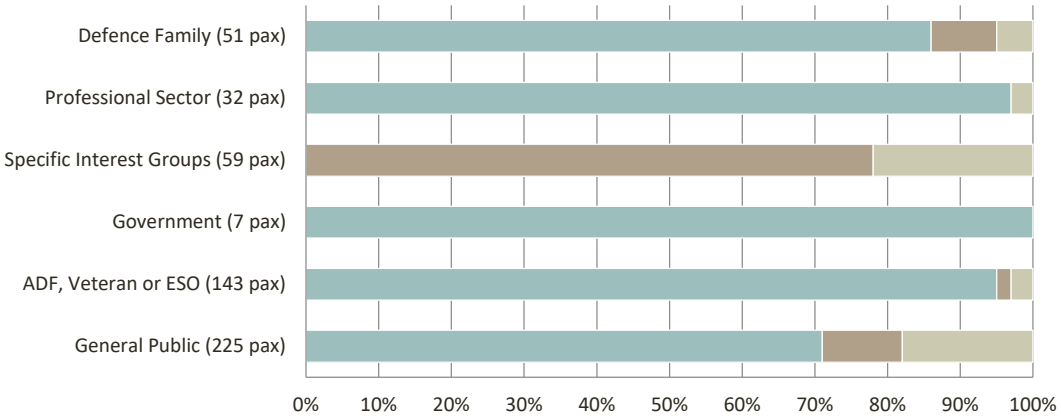
Table 9 (below) demonstrates that support for the Project was widespread at events across the country, with the notable exception of the ACT.

Table 9: Support by State/Territory

Participation by those '*not supportive*' of the Project was greater than '*supportive*' participants at the 28 November presentation held at the Memorial, due in large part to high levels of '*specific interest group*' participation at this event.

Support in NSW was also generally lower than the rest of the country with the second event at which '*supportive*' participants were not in the majority being held in Parramatta, sentiment here was split equally.

General Sentiment by Participant Stakeholder Group



	General Public (225 pax)	ADF, Veteran or ESO (143 pax)	Government (7 pax)	Specific Interest Groups (59 pax)	Professional Sector (32 pax)	Defence Family (51 pax)
Supportive	71%	95%	100%	0%	97%	86%
Not Supportive	11%	2%	0%	78%	0%	9%
Neutral/RFI	18%	3%	0%	22%	3%	5%

Table 10: General Sentiment by Participant Stakeholder Group

General sentiment towards the Project was *supportive* across all sectors of the community except two specific interest groups (Medical Association for the Prevention of War (Australia); Australian Institute of Architects).

Critical stakeholders for the Project in the form of veterans or members of ex-service organisations whose stories are to be told through the new gallery spaces were almost uniformly *supportive* of the Project.

Written Correspondence

Tables 11 and **12** outline the 55 items of written feedback received by the Memorial during the consultation period on EPBC Act matters. Correspondence was categorised as *supportive, not supportive* or *neutral/requests for information (RFI)*:

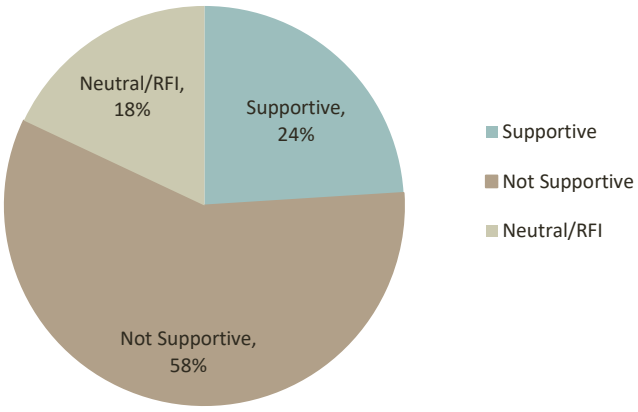


Table 11: General Sentiment by Correspondence

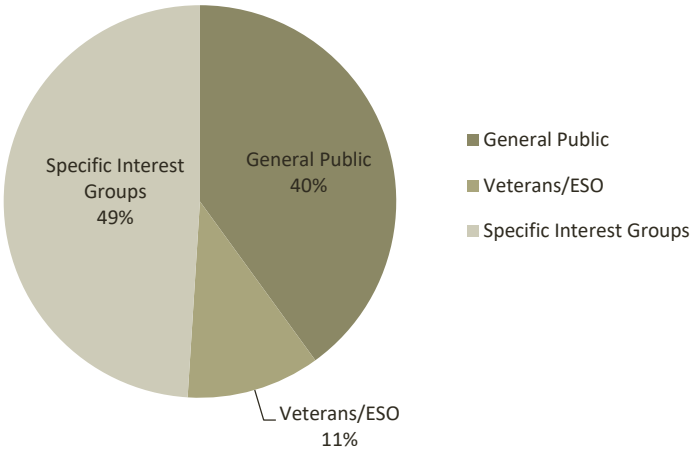


Table 12: Correspondence by Audience Category

Written feedback was driven in large part by the Australian Institute of Architects campaign 'Hands off Anzac Hall'[4]; the 26 items of correspondence from architects protesting the proposed replacement of Anzac Hall comprised 47% of written feedback overall but 81% of '*not supportive*' correspondence.

[4] Australian Institute of Architects, 'Hands off Anzac Hall', www.wp.architecture.com.au/anzachall/

By and large written feedback mirrored face to face response from participants with a focus on future gallery content and queries around possible disruption to Memorial operations during construction from the general public and veterans in particular.

DETAILED ANALYSIS OF FEEDBACK

The following section examines feedback from participants broken down by audience category and issue. Further breakdowns are provided to show the relative importance and impact of each issue on each of the identified stakeholder groups.

Issues are separated into EPBC Act Referral Matters and non-EPBC Act Referral Matters. The former are specifically linked to either one of the Memorial's National Heritage Listing (NHL) values, environmental or EPBC Act process matters whilst the latter are more general issues to do with the Memorial or Government matters.

The Memorial's National and Commonwealth heritage values are detailed at the DAWE website[5] [6].

This report provides detailed analysis of the EPBC Act Referral Matters only where the expected impact, perceived value or attitude for each audience category is expressed on the positive to negative spectrum laid out below. Similarly the priority given each issue was assessed on an audience by audience basis. This assessment was based on both the frequency with which it was mentioned by a stakeholder group and through the level of engagement or interest on each issue displayed by that audience across all consultations.

VERY NEGATIVE OR NOT SUPPORTIVE	NEGATIVE OR CONCERNED	NEUTRAL OR NO MEANINGFUL FEEDBACK	POSITIVE OR SUPPORTIVE	VERY POSITIVE OR VERY SUPPORTIVE

Expected Impact, perceived value or attitude on/of issue

NOT IMPORTANT OR NO MEANINGFUL FEEDBACK	LOW	MEDIUM	HIGH	CRITICAL
•	••	•••	••••	•••••

Issue Priority/Frequency raised by Stakeholder Group

[5] Commonwealth Heritage Listing – Australian War Memorial and Anzac Parade

[6] National Heritage Listing – Australian War Memorial

Feedback Categories for EPBC Act Referral Related Matters

FEEDBACK CATEGORIES	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
NHL (A)(B)(E)(H) **Heritage** Physical changes to Site/Vistas/Fabric relating to demolition and replacement of Anzac Hall	●●	●●	●●●	●●	●●	●●●●●
NHL (A)(B)(E)(H) **Heritage** Physical changes to Site/Vistas/Fabric relating to development of the Southern Entrance	●●●	●●●	●●	●●	●●●	●●●
NHL (A)(B)(C)(D)(G)(H) **Social Heritage** Increased social heritage by sharing modern veterans' stories, in particular 'in their words'; delivers appropriate level and type of veterans' recognition by the Memorial	●●●●●	●●●●●	●●●	●●●	●●●	●●
NHL (A)(B)(C)(E)(H) **AWM Role in Australian Society** Balance of shrine/archive/museum roles	●●	●●	●●●	●●●	●●	●●●
NHL (A)(B)(C)(D)(G)(H) **Gallery Content** Project delivers greater social heritage outcomes through delivering new galleries that match community values and expectations, particularly in areas such as education, diversity of viewpoints and exploration of the broader context of the impact of war on Australia	●●●●●	●●●●●	●●●	●●●	●●●●	●●●●●
NHL (A)(B)(C)(D)(G)(H) **Gallery Content** *Project delivers greater recognition of Indigenous service contributions*	●●●	●●	●●●	●●●	●●	●●
Environment Glazed Link has potential environmental impact due if not appropriately designed	●	●	●●	●	●	●●

Environment Concerns regarding Anzac Hall replacement sustainability impact	•	•	••	•	•	•••
Consultation Timeframe of consultation	•	•	•	•	•	•••
Consultation Purpose, focus, level or effectiveness of consultation	•••	••	••	••	••	•••••

Table 13: Feedback Categories for EPBC Act Referral Matters

HERITAGE: PHYSICAL CHANGES TO SITE/VISTAS – ANZAC HALL

NHL (A)(B)(E)(H) HERITAGE *Physical changes to Site/Vistas/Fabric relating to demolition and replacement of Anzac Hall*	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
	●●	●●	●●●	●●	●●	●●●●●

Expected Impacts

The Memorial's heritage self-assessment, EPBC Act referral, supporting Heritage Impact Assessment and material made available at consultation events all made clear that there would be a 'significant impact' on heritage values due to the demolition of Anzac Hall and development of a new Anzac Hall and Glazed Link.

The Memorial noted that the potential to impact the following heritage values:

National Heritage Listing – All
Commonwealth Heritage Listing – All

The Memorial outlined for all participants the exhaustive process that lay behind the decision to replace Anzac Hall, including extensive heritage advice, and the alternatives that were looked at including retention and expansion of Anzac Hall, off-site exhibition spaces and more.

IMT presenters showed the proposed new designs and explained key design features and decisions. Presenters also laid out the key reasons for using the space to the north of the Main Building for new exhibition spaces including:

- the critical need to ensure that any new exhibition space is connected to the commemorative heart of the Memorial (the Hall of Memory and Tomb of the Unknown Australian Soldier);
- protection of heritage vistas from encroachment of potential new structures to the east or west of the Main Building;
- more productive use of the currently underutilised space between the Main Building and Anzac Hall; and
- the need to tell modern stories of service and sacrifice with dignity and respect now.

ANZAC HALL
WHAT WE HEARD FROM THE COMMUNITY

In general, the consultation process indicates broad acceptance of the need to replace Anzac Hall, despite the associated heritage impact. The community were also generally supportive of the proposed designs for new Anzac Hall and the Glazed Link in the context of the Memorial's aesthetic, technical and overall heritage values.

The strong objections of a small number of stakeholders with particular and limited interests to the demolition of Anzac Hall should be noted.

Key Feedback from Participants

FEEDBACK/QUESTIONS	MEMORIAL RESPONSE
It's the stories that matter, not the building The majority of participants were more concerned with the stories to be told in the new spaces, including concerns about the return of the Memorial's Lancaster 'G for George' and the associated 'Striking By Night' audio-visual display, than they were with the proposed changes to physical fabric of Anzac Hall. **Raised by:** All audience categories	The major collections objects in the existing Anzac Hall, including 'G for George', the First World War aircraft and the Japanese midget submarine, will return to new exhibition spaces during the course of the Project. As such the changes to exhibitions in Anzac Hall will not represent a permanent loss of social heritage. The new Anzac Hall and Glazed Link will also enable the Memorial to deliver enhanced social heritage outcomes (CHL C/E/G/H; NHL G/H) through new stories of service and sacrifice. **Recommendation 1**: The Memorial will return the major Anzac Hall displays (G for George; Sydney midget submarines; Over the - Front) as part of the project deliverables.

New Anzac Hall and Glazed Link Design The majority of participants indicated that the proposed design of the new Anzac Hall and Glazed Link were sympathetic to the Memorial Main Building and preserved the architectural values expressed by the existing Anzac Hall such as being 'subservient to the Main Building' and not impacting the Parliamentary vistas. General feedback on the designs indicated that the changes were appropriate for the Memorial and would not detract from the aesthetic or technical values, both listed and unlisted, under the CHL and NHL. **Raised by:** All audience categories except Specific interest groups	No response required.
Loss of architectural significance Participants from the AIA and MPAW identified what they characterised as high, even unacceptable, levels of impact on NHL A/B/E/H and CHL B/D/E/F through the demolition of Anzac Hall based on the following: a. Anzac Hall is a 'young' building and 'fit for purpose' despite the Memorial's claims otherwise. b. Anzac Hall's is 'an integral part of the Memorial Main Building' and its demolition would adversely affect essentially all heritage values expressed at the Memorial as a result. c. The building has been awarded the AIA Sir Zelman Cowen Award for Public Architecture such that the building represents significant aesthetic value and professional significance to the architectural community. Accordingly demolition would result in unacceptable heritage impacts on CHL (B) (E) (G) and NHL (E) (F) no matter the need identified by the Memorial to tell modern stories of service and sacrifice. d. The Memorial should retain and modify Anzac Hall even if this means it is not able to fully meet the requirements as laid out in the Detailed Business Case or Functional Design Brief or if it comes at the cost of delivering 'value for money' outcomes for the Project. **Raised by:** Specific interest groups	The Memorial accepts that the replacement of Anzac Hall has limited impacts on a number of heritage values listed under the CHL and NHL. The Memorial takes the view however that the replacement of Anzac Hall is necessary as outlined above and in its full EPBC Act referral documentation. a. Anzac Hall is no longer fit for purpose; the Memorial has demonstrated this to government through its Detailed Business Case and to the satisfaction of the majority of those participating in this consultation as well. b. Anzac Hall is a standalone building whose main heritage value is in the stories it tells. Given the heritage listing places its value in large part in its *'subservience to the Main Building'* and minimal physical connection the Memorial does not consider Anzac Hall to be part of the Main Building but an adjunct. Its demolition will not change the Parliamentary vista of the Memorial, the sense of ceremonial arrival or other key heritage aspects of visiting the Memorial. c. The Memorial accepts that the Sir Zelman Cowen Award is a prestigious architectural award within an industry of some 12,000 across the country. However, unlike the stories that will be contained in the new Anzac Hall, the Memorial contends the award has little resonance with the broader Australian community. The Memorial believes it to be inappropriate to place an industry award or a single profession's values above the need to share the stories of service and sacrifice of more than 100,000 modern veterans and their families to the entire country at the national centre for commemoration. d. The Memorial exhaustively examined options to meet its functional requirements other than the replacement of Anzac Hall. As determined by assessment of more than 40 variables, including heritage outcomes and value for money, and through an architectural design competition to create the new space north of the Main Building, there was no viable option to retain and expand Anzac Hall. This is clearly demonstrated in the Memorial's EPBC Act referral documentation and HIA.

Inconsistency with the Memorial's HMP 2011 *Why are there inconsistencies between the development plans made public and the Memorial's approved Heritage Management Plan (2011)? Why doesn't this prevent the Project from moving forward?* **Raised by:** Specific interest groups	The Memorial itself has noted in its EPBC Act documentation that a number of individual actions such as the Glazed Link 'floating over' the Main Building parapet are inconsistent with some elements of the Heritage Management Plan (HMP) 2011. Under the HMP however the Memorial's key heritage objective is to *'ensure the conservation, management and interpretation of these heritage values of the AWM Campbell Precinct* ***in the context of its ongoing use, development and evolution*** *as the place of the National Shrine, an integral part of the symbolic landscape of the National Capital, and one of Australia's most significant cultural sites.'* The Memorial has sought expert heritage advice throughout its development processes and believes that the development project as a whole is critical to meeting this overarching heritage objective. Based on advice from relevant experts Memorial management and Council have accepted that the proposed plans meet the Memorial's heritage management requirements despite any clashes with individual guidelines outlined in HMP 2011. **Recommendation 2**: The Memorial will clearly address individual inconsistencies in its controlled action 'Preliminary Documentation' assessment.

HERITAGE: PHYSICAL CHANGES TO SITE/VISTAS – SOUTHERN ENTRANCE

NHL (A)(B)(E)(H) HERITAGE	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Physical changes to Site/Vistas/Fabric relating to development of the Southern Entrance	●●●	●●●	●●	●●	●●●	●●●

Expected Impact

The Memorial's EPBC Act referral, Heritage Impact Assessment and material made available at consultation events identified relatively low impacts on the Memorial's heritage values due to development of the Southern Entrance.

The Memorial highlighted the importance of careful evaluation of the Southern Entrance in relation to the Parliamentary vista as a potential impact but also that there would be no alteration to the Main Building façade or existing museum displays caused by these works.

The Memorial highlighted efforts by the architects working on this design package to deliver both a direct connection out to the Parliamentary Vista (NHL B), to ensure whilst in this new space visitors are still connected with Anzac Parade and the view to Parliament, and to the Hall of Memory through the 'oculus' to preserve a sense of association and commemorative atmosphere.

The need to temporarily close the entrance to the Commemorative Area was also highlighted. All participants were assured that alternate entry provisions would be made and that access to the Commemorative Area, including the Rolls of Honour, Tomb of the Unknown Australian soldier and activities such as the daily Last Post Ceremony would be uninterrupted.

SOUTHERN ENTRANCE WHAT WE HEARD FROM THE COMMUNITY
In general the consultation process indicates broad community support for the Southern Entrance. Participants were particularly keen to understand accessibility and visitor service improvements associated with this design package. The community were also supportive of the proposed design with many expressing a belief that the change to Parliamentary vista was negligible from a distance and a positive aesthetic outcome once closer in. In general there was a very low level of concern for the Memorial's heritage values and vistas related to the proposed Southern Entrance changes.

Key Feedback from Participants

FEEDBACK /QUESTIONS	MEMORIAL RESPONSE
Anzac Day / Remembrance Day Ceremony Impact What will be the short and long term impacts of the changes to the southern area be on the Dawn and National Ceremonies for Anzac Day and the National Ceremony for Remembrance Day? **Raised by:** General Public; Veterans and Defence Families	In the short term the Project will require that the Memorial conduct Anzac Day 2022 and 2023 and Remembrance Day 2022 elsewhere on the Memorial grounds. In the long term the proposed changes to the Parade Ground will result in improved outcomes for major ceremonies including improved visibility for attendees, greater ease of use for ADF members and improved accessibility outcomes. In heritage terms this represents a net improvement in 'associability' values under NHL G.

Effect on arrival sequence or access to Commemorative Area a. Will visitors still be able to use the existing entrance to the Commemorative Area? b. Will the second entrance confuse visitors or diminish the sense of arrival? **Raised by:** General Public; Specific interest groups; Veterans and Defence Families	a. Yes, once construction is complete visitors will be able to access the Commemorative Area via the existing entrance. During construction a temporary entrance will be required but access will be maintained to the Commemorative Area and all related activities, such as the daily Last Post Ceremony, will continue to be held there during this time. b. Similar expansions at the Sydney Anzac Memorial and Melbourne's Shrine of Remembrance, both of which included changes to the 'ceremonial arrival sequence' have improved the visitor experience. The proposed Southern Entrance will also provide a positive outcome for visitors who will be able to deal with matters such as cloaking and security checks in a separate area before making their way to the Commemorative Area. As the Melbourne and Sydney projects demonstrate, this allows visitors to enter these sacred spaces in a more apt frame of mind, unencumbered with security, cloaking or other concerns beyond commemoration. In heritage terms this change, particularly the separation of security or cloaking and the physical arrival to the ceremonial space will return the arrival experience to something closer to the original entry experience and improve outcomes under NHL A, E.
Accessibility Improvements There was a high level of support for the accessibility improvements offered by the Southern Entrance. **Raised by:** General Public	Accessibility for all Australians is critical to the Memorial maintaining its relevance as a special place for all Australians. As such the improved accessibility outcomes offered by the Southern Entrance are expected to have a small but important positive impact on NHL (A)(B)(E)(H).
Impact on the Main Building a. Will there be any changes to the façade of the Main Building due to the Southern Entrance? b. What are the risks of damage to the Main Building during construction of the Southern Entrance? **Raised by:** Specific interest groups	a. Minor changes are anticipated to the stairs leading from the Forecourt to the Commemorative area to meet Disability Discrimination Act (DDA) requirements. The glass lift proposed for the Southern Entrance will have a limited impact on viewing of the Main Building from some angles. There are no changes to the outward appearance of the Main Building itself. The expected heritage impacts will therefore be minimal whilst offering considerable accessibility benefits in return. b. The Memorial has established a 'heritage buffer zone' for the Southern Entrance that will minimise activity under or near the Main Building façade. This zone will reduce risks relating to bulk earthworks and other excavation under the Main Building in particular. **Recommendation 3:** The Memorial will provide DAWE with an appropriate level of detail on proposed changes to the stairs and on lift design to enable assessment of the impact on NHL E of these changes. **Recommendation 4:** The Memorial will provide DAWE with an appropriate level of detail on the 'heritage buffer zone' to enable assessment of risk to the Main Building façade (NHL E) during construction.

Impact on heritage vistas The majority of participants indicated that the proposed Southern Entrance preserves or enhances the existing heritage vistas and will not detract from views to or from Anzac Parade. The majority of participants endorsed the design as appropriate for the Memorial and did not believe it would detract from the aesthetic or technical values, both listed and unlisted, under the CHL and NHL. a. Will the proposed glass lift impact on the vistas, cause glare or be a distraction from the view through movements up/down? **Raise by:** General Public; Specific interest groups	a. The lift will be installed at the eastern most point of the Southern Entrance works to minimise impact on the Parliamentary vista. It will be carefully design, engineered and built to minimise the impact on the Memorial or vistas including through glare, reflection or noise of operation. **Recommendation 5:** The Memorial will provide DAWE with an appropriate level of detail on the lift design to enable assessment of potential impacts on the Memorial's aesthetic and technical values (NHL E) as well as on protected vistas.

HERITAGE: SOCIAL VALUE

NHL (A)(B)(C)(D)(G)(H) SOCIAL HERITAGE	ADF/VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Increased social heritage by sharing modern veterans' stories, in particular 'in their words'; delivers appropriate level and type of veterans' recognition by the Memorial	●●●●●	●●●●●	●●●	●●●	●●●	●●

Expected Impact

This feedback category outlines public feedback on the perceived impact of the overall Project on the Memorial's social heritage values included in *National Heritage Listing* (NHL) criterion A, B, E and H and *Commonwealth Heritage Listing* (CHL) values B, D, E and F through the development of additional gallery spaces.

The Memorial's galleries are a key determinant in the type and level of social heritage values it delivers, particularly for those Australians whose stories it tells or those closely related to them.

In order to remain relevant to the Australian community as it grows and changes, so too must the Memorial. The Memorial is also charged with recording the entire Australian experience of war, not just those of the distant past.

In this context participants were informed that over the past 30 years Australia has created more than 100,000 contemporary veterans of conflict, peacekeeping or humanitarian operations in more than a dozen countries.

The Memorial put forward the case to participants that doing so would allow the Memorial to remain relevant and to continue to improve social heritage outcomes for an increasingly more diverse and complex Australia.

SOCIAL VALUE
WHAT WE HEARD FROM THE COMMUNITY

We heard that many Australians were unaware of the scale and scope of ADF operations over the past 30 years and even fewer were aware of the ADF's current deployment of around 2,400 soldiers, sailors and airmen to active operations.

Most participants agreed that these men and women should be recognised in the same way as the Anzacs of Gallipoli, the diggers of Kokoda or the National Servicemen of Vietnam and that it was important the Memorial do so, broadly and deeply, for Australia as a society.

Participants also generally recognised that this was a key part of the Memorial's purpose and that new, expanded galleries were necessary to support this need and deliver relevant social heritage outcomes including education and commemoration.

Key Feedback from Participants

FEEDBACK/CONCERN	MEMORIAL RESPONSE
Positive Social Heritage Impacts Most participants, especially veterans and defence families, identified it as very important that the changes would allow the Memorial to meet growing public expectations in the telling of Australia's modern stories of service and sacrifice. These participants agreed that the expected increased social heritage outcomes, particularly the values associated with NHL (A) (C) and CHL (A) (B) (G) (H), were of greater value and importance than the heritage losses associated with the demolition of Anzac Hall. **Raised by:** General Public; Government; Veterans and Defence Families	No response required.
Awareness of modern veterans and their contribution The level of participants' awareness of the number of modern veterans' and their contribution to the country varied widely. Veterans and Defence Families were generally well informed, through both personal and professional experience. The general public however were much less informed. Whilst many were aware that Australia had sent troops to places such as Afghanistan or Iraq relatively few were aware some 76,000 Australians served on international operations, humanitarian and border security operations between 1999 and 2016[7]. Even fewer were aware that many who had deployed to conflicts and peacekeeping had often undertaken multiple deployments. Fewer still were aware that some 2,400 ADF members were deployed on at least 8 active military operations as at June 2019[8]. The near universal response of members of the general public informed of this was that more needed to be done to recognise these veterans and those currently serving. For many participants who initially felt the scale of the project at almost $500m was too large, this explanation changed their minds and brought them around to supporting the Memorial's proposal. **Raised by:** General Public	The Memorial is a critical part of educating Australians as to the service and sacrifice of the more than 2 million Australians to have served in the uniform of this country's armed forces. It is clear that whilst most Australians are aware of Gallipoli, the Western Front, Kokoda, Vietnam and other parts of our national history far too many are unaware of the scale and scope of contemporary military service. In order for the Memorial to continue to deliver nationally significant social heritage outcomes the stories of modern veterans must be told with the same dignity and respect as their forebears. Doing so is critical for continued delivery of social heritage values NHL (A) (C) and CHL (A) (B) (G) (H).

[7] A *Better Way to Support Veterans,* Australian Government Productivity Commission, p95, <https://www.pc.gov.au/inquiries/completed/veterans/report/veterans-volume1.pdf> , retrieved 4/2/20

[8] Ibid

HERITAGE: BALANCE OF THE MEMORIAL'S ROLES

NHL (A)(B)(C)(E)(H) AWM ROLE IN AUSTRALIAN SOCIETY *Balance of shrine/archive/museum roles*	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
	●●	●●	●●●	●●●	●●	●●●

Expected Impact

Under the *Australian War Memorial Act 1980 (Cth)* the Memorial is charged with three equally important roles, those of shrine, archive and museum. For earlier generations of Australian servicemen and women the Memorial is able to properly meet all three roles.

With regard to contemporary veterans however this balance is lacking. Modern service is commemorated (Roll of Honour, Anzac Day, Remembrance Day etc.) and recorded (objects and records in the National Collection, Official Histories) commensurate with earlier service. Unfortunately, due to lack of suitable exhibition space, the same cannot be said of the Memorial's museum role in sharing these histories and educating visitors to the service and sacrifice of contemporary veterans.

Correcting this balance through the proposed changes under this Project will improve heritage outcomes at the Memorial in general, and *National Heritage Listing* (NHL) criterion A, C, E, H and G, and *Commonwealth Heritage Listing* (CHL) values B and G in particular.

BALANCE OF MEMORIAL ROLES
WHAT WE HEARD FROM THE COMMUNITY

We heard that some participants were worried about the balance of the Memorial's roles as a shrine, archive and museum being impacted by the development. These worries typically centred on the idea that 'more museum might swamp commemoration' at the Memorial.

Some participants raised concerns about the 'Disneyfication' of the Memorial through an over reliance on audio-visual or other immersive technologies that might be detrimental to the extant sombre, reflective atmosphere.

A smaller group expressed concern that the Memorial would be 'glorifying war' through the inclusion of Large Technology Objects (LTOs) in new spaces or otherwise diminishing or underplaying the true cost of war through displays of tanks or fighter aircraft.

Typically these concerns, expressed mostly by the general public but also some museum professionals, were assuaged when the full context of the development and the planned approach to exhibition storytelling, including the intended use of LTOs as a focal point for individual stories, told through the eyes of those who were actually there, rather than as examples of military hardware, was explained.

When the approach of 'in their words' was outlined to participants they agreed that hearing from veterans' about their experiences their own voices, with their reflections and observations, was critical to ensuring both balance and to social heritage outcomes.

Despite the Memorial's explanations there remained a small, but very vocal, opposition to the plans, particularly around LTOs, based on the perceived impact on 'balance' from the identified Specific interest groups.

Key Feedback from Participants

FEEDBACK/CONCERN	MEMORIAL RESPONSE
Contemporary representations in commemoration, archives and museum roles The Memorial was acknowledged as providing appropriate commemoration of modern service through equal representation for all on the Roll of Honour and efforts to increase representation and awareness at major ceremonies such as Anzac Day etc. But many stakeholders felt it should do more to record and tell stories of modern service and sacrifice more broadly. **Raised by:** Veterans; Defence Families; General Public	The development will allow the Memorial to better tell these stories and offer more opportunities for direct commemoration as well (e.g. the inclusion of the names of peacekeeping operational locations on the blade walls in the Southern Entrance). Doing so will improve the Memorial's heritage outcomes across NHL criterion A, C, E, H and G and CHL B, G.
Don't turn the Memorial into a 'theme park' Some participants raised concerns that the display of LTOs or the use of too much technology or audio visual displays would turn the Memorial into a 'theme park' or lead it to become 'Disneyfied'. **Raised by:** Specific interest groups, General Public	The Memorial's HIA clearly outlines the commemorative role LTOs can play, especially for veterans and their families, and their ability to represent the service and sacrifice of entire generations of service men and women. The Memorial is cognisant of the need to ensure objects are displayed appropriately and has extensive policies and decades of practice in ensuring appropriate outcomes. Many visitors most memorable moments from a visit are linked to objects such as the Lancaster aircraft 'G for George', the Gallipoli Landing Boat or the Vietnam era UH-1 'Huey' helicopter and the associated, carefully and expertly, curated displays. The Memorial has engaged a team of skilled and experienced curators, historians and exhibition consultants to deliver the new gallery spaces. Community engagement on exhibition content and design will also be a critical element of the project and in ensuring outcomes that meet the expectations and values of the Memorial's stakeholders. **Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected. The following stakeholder groups could include, but will be not limited to: ▪ Access & inclusivity ▪ Education ▪ Veterans & Defence Families ▪ Indigenous Australians ▪ An appropriate representation of age, gender and location from across the country

Balance of Roles Participants were conscious of the three roles of the Memorial, as shrine, archive and museum, and potential impacts caused by the project: a. Some participants expressed concerns that adding new exhibition space might diminish the other roles of the Memorial, particularly the commemorative element. b. Other participants expressed concern that a visit to the Memorial would, by nature of an expanded museum offer, change visitation patterns and lead visitors to not visit the Commemorative Area or only visit briefly. **Raised by:** Specific interest groups; General Public; Professional Sector	a. The Memorial's development plan deliberately includes elements to enhance and strengthen all three roles in recognition of this need for balance. Further, the Memorial's exhibitions are recognised as commemorative in and of themselves in both the NHL and CHL listings for the Memorial and as such will contribute directly to this balance. The Memorial believes its plans will lead to improved social and heritage outcomes across all three roles as a result. b. The proposed designs have carefully considered the primacy of the Commemorative Area during a visit and circulation is designed to ensure it is the first location visited after arrival and entry. Additionally, as they do now, Memorial Visitor Services staff will provide guidance and orientation for all visitors including an emphasis on the importance of visiting the Commemorative Area upon arrival. Based on this, and recent experiences of the Shrine of Remembrance Hyde Park redevelopments, the Memorial does not expect any substantive change to the pattern of a visit.
'In Their Words' Many participants asked how modern stories would be told and approved of the response that stories would be told 'in their words'. Most participants, but especially veterans and defence families, felt that it was particularly important that the voices of those who served should be 'loudest' in exhibitions. **Raised by:** All stakeholder groups	The Memorial agrees that telling stories 'in their words', which applies to all those impacted by war not only veterans, is key to delivering real social value(s) through the galleries. The Memorial's gallery development team has committed to this principle and to ongoing stakeholder engagement throughout the content development phase to ensure the voice of those affected by war has primacy through the new exhibitions. **Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected.

GALLERY CONTENT: FUTURE CONSULTATIONS

NHL (A)(B)(C)(D)(G)(H) GALLERY CONTENT	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Project delivers greater social heritage outcomes through delivering new galleries that match community values and expectations, particularly in areas such as education, diversity of viewpoints and exploration of the broader context of the impact of war on Australia	●●●●●	●●●●●	●●●	●●●	●●●●	●●●●●

Expected Impact

For the purposes of this report the Memorial notes that the primary purpose of this EPBC Act consultation round was to assess community views on the broad physical and social heritage impacts of the project.

Consultation on detailed gallery content or museological approaches for the proposed gallery content lies outside the scope of this consultation as both beyond EPBC Act consideration and as a multi-year process the Memorial will conduct between now and 2027.

Participants expected, and the Memorial has committed to, a consultative approach to gallery content development to capture a variety of concerns from differing stakeholder groups and to ensure displays reflect community values and interests. Participants identified exploration of the context and consequences of war, educational approaches, accessibility and inclusivity, and diversity of views as particularly important areas for this future consultation.

Participants expressed the belief that such stakeholder engagement, especially of the veterans whose stories would told, would improve the social value outcomes of the new gallery spaces to be developed by Memorial in general, and National Heritage Listing (NHL) criterion A, C, E, H and G, and Commonwealth Heritage Listing (CHL) values B and G in particular.

Specific gallery content issues raised during the EPBC Act consultation process have been recorded as Appendix A (Gallery Content – Specific Issues) to this report. These issues will be explored by the Memorial's Gallery Development Team, in consultation with key stakeholders from veterans to educators to the general public, in the future.

GALLERY CONTENT: FUTURE CONSULTATIONS
WHAT WE HEARD FROM THE COMMUNITY

We heard that participants across all stakeholder groups shared a series of key gallery content themes they wished explored by the Memorial in future gallery content consultations. The Memorial categorised these as:

i. Context & Consequence: greater context on how Australia became involved in conflicts or peacekeeping missions;
ii. Diverse Representation: greater representation of the experience of groups such as militia/Reserves, Defence families, women, Indigenous service personnel and non-Australian Defence Force (ADF) deployments (including Australian Federal Police [AFP] and Department of Foreign Affairs [DFAT] personnel)
iii. Aftermath of War: impact of war on veterans and families (including Post Traumatic Stress and post-deployment deaths);
iv. Diverse Viewpoints: greater diversity of viewpoints in gallery content including representing the experience of those in countries where Australian forces operated; and
v. Service Beyond War: stories of ADF personnel involved in dangerous activities beyond war such as in training, Australians in the Far Eastern Strategic Reserve or those at Maralinga in the 1950s.
Educational and Museological Approaches: delivery of improved educational approaches, values and outcomes and reflection of modern museum practice(s) with regards to interpretation, use of technology and other museological matters.

Key Feedback from Participants

FEEDBACK/CONCERN	MEMORIAL RESPONSE
Gallery Content – Public Consultation There is a clear expectation that the Memorial will consult broadly and deeply on future gallery content. This includes consultation with veterans and defence families on their stories but also educational experts, Australians affected by access or inclusivity matters and appropriate representation of age, gender and location across the nation. Participants expressed a belief that such consultation would ensure the new gallery spaces delivered greater social value outcomes and thereby increase the values established in NHL criterion A, C, E, H and G and CHL B, G. **Raised by:** All stakeholder groups	**Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected.
Australians believe future gallery content and new educational and museological approaches will have a greater, and positive, heritage impact than the proposed physical changes to the Memorial Participants across all events expressed a belief that the stories to be told through the proposed new galleries were more important than changes to the physical fabric of the Memorial. There was also generally a belief that the Memorial's proposed future consultation approach, and its inclusion of experts in areas such as education and accessibility, would ensure outcomes that were relevant to all Australians and improved overall heritage outcomes for the Memorial. **Raised by:** All stakeholder groups	**Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected.

INDIGENOUS CONSULTATION OUTCOMES

NHL (A)(B)(C)(D)(G)(H) GALLERY CONTENT	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Project delivers greater recognition of Indigenous service contributions	●●●	●●	●●●	●●●	●●	●●

Expected Impact

Participants expected that if the Memorial provided greater recognition of the contribution of Indigenous Australians in uniform, the unique challenges they have and in some cases continue to face simply in serving, and the impact of service on Indigenous communities that it would improve the social value outcomes at the Memorial in general, and National Heritage Listing (NHL) criterion A, C, E, H and G, and Commonwealth Heritage Listing (CHL) values B and G in particular.

Indigenous Consultation

The Memorial conducted a focussed Indigenous Stakeholder Consultation session on 24 January 2020. Representatives from the following ACT based Indigenous organisations were invited to attend:

- Aboriginal Torres Strait Islander Veterans and Service Association (ATSIVSA)
- The United Ngunnawal Elders Council
- ACT Aboriginal and Torres Strait Islander Elected Body
- Ngambri Local Aboriginal Lands Council

Organisations were also encouraged to share the invitation with their members. During this session Memorial staff presented a modified PowerPoint presentation that detailed specific Indigenous heritage issues relating to the Memorial's Campbell site as well as the general plans for the Development project and associated heritage/environmental matters.

As with the broader consultation program interest during this session was largely in specific gallery content, and likely positive social values outcomes through the addition of more space to tell more stories, with very little or no concerns expressed by attendees regarding the proposed designs or their impact on the Memorial's other heritage values.

GALLERY CONTENT: FOR COUNTRY, FOR NATION
WHAT WE HEARD FROM THE COMMUNITY

We heard that, generally, Indigenous Australian service are appropriately represented in the Memorial's current galleries and that participants expected a similar level of coverage relating to contemporary operations to highlight Aboriginal and Torres Strait Islanders contribution to defence of country.

At the specific Indigenous Consultation session we also heard from the community about specific stories or areas they wanted covered that fell outside of the scope of the Development Project but that have been recorded for consideration as part of the Memorial's 'business as usual' operations.

We also heard that the Indigenous community are keen to see opportunities for Indigenous businesses to be employed on the Project.

Key Feedback from Participants

FEEDBACK /CONCERN	MEMORIAL RESPONSE
Aboriginal and Torres Strait Islander flags Participants regularly asked why the Memorial doesn't fly the Aboriginal and Torres Strait Islander flags on a daily basis as a mark of respect for both First Peoples in general and Indigenous service in particular. **Raised by:** Indigenous consultation participants; General Public	The Memorial follows the established Australian Flag protocols as established by Department of Prime Minister and Cabinet including the flying of the Aboriginal and Torres Strait Islander flags during NAIDOC and Reconciliation weeks. **Recommendation 7:** That Memorial management and/or Council review the relevant procedures and policies to determine the most appropriate manner of display of the Aboriginal and Torres Strait Islander flags at the Memorial.

Indigenous Suppliers/Contractors Will the Memorial give Indigenous suppliers opportunities to participate in the Project? Will there be specific Indigenous contracts/tenders? **Raised by:** Indigenous consultation participants	Providing opportunities for both Indigenous Australian owned/operated companies and veteran owned/operated companies is a priority for the Memorial Development procurement schedule. **Action 8:** That the Memorial publicise future opportunities for Indigenous and veterans suppliers/contractors in advance and work with them to ensure they have the opportunity to compete for work on this project in accordance with Government best practice. The Memorial will review specific opportunities for Indigenous participation within the Government's procurement guidelines.
Recognition of all Countries/Nations All Indigenous participants were keen to understand if there would be a balance of stories from all Countries/Nations in both new and existing galleries. **Raised by:** Indigenous consultation participants	The Memorial currently tells stories from as many Countries/Nations as possible given the collection it holds. It continues to work with Indigenous communities to gather new stories and artefacts from across the country for both existing and future exhibitions. **Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected.
Non-uniformed contributions Will there be recognition of Aboriginal contributions to war outside of uniformed members? **Raised by**: Indigenous consultation participants	Yes, the Indigenous contribution outside the ADF to war, peacekeeping and humanitarian operations in modern conflicts will be explored as part of the Memorial's depiction of the work of AFP, DFAT, NGOs etc. **Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected. The Memorial will consider this issue for earlier conflicts through its 'business as usual' operations.
Torres Strait Islander – Women's Ancillary Services Participants wanted to know, with particular reference to the Second World War, if and how the service of Torres Strait Islander women in an ancillary capacity would be recognised. **Raised by:** Indigenous consultation participants	As this was raised in the specific context of the Second World War the Memorial will consider this issue through its 'business as usual' operations.
'Fuzzy Wuzzy Angels' Will the Memorial do more to recognise PNG Fuzzy Wuzzy Angels? Participants felt that as Australia controlled PNG at the time these men should be seen as 'Australian' and as such more fulsomely recognised at the Memorial. **Raised by:** Indigenous consultation participants	The Memorial currently, and will continue, to recognises and gives equal recognition to four distinct First Peoples in its galleries across all conflicts: a. Papuans b. Aboriginals c. Torres Strait Islanders d. South Seas People As this was raised in the specific context of the Second World War the Memorial will the issue of greater depiction of the contribution of Papuans in its existing galleries through its 'business as usual' operations.

Stories held outside the AWM collection Several participants noted that the AWM had a limited collection of service stories and others were held by institutions such as AIATSIS. Participants asked how or if the Memorial would work with other organisations/bodies to more broadly and deeply tell stories not held in its own collection. **Raised by:** Indigenous consultation participants	The Memorial works with other cultural institutions and groups across the country in order to borrow, or indeed loan, collection items from other institutions to support the telling of stories for which we don't own suitable records, objects or other materials. The Memorial has well established policies and procedures for 'fleshing out' permanent and temporary exhibitions in these instances and will continue to apply them to its operations. The Memorial notes that other questions (Torres Strait Islander ancillary service, non-ADF Indigenous service) fall into this category and, through its Indigenous Liaison Officer, it is already pursuing access to other stories.

ENVIRONMENT: GLAZED LINK

ENVIRONMENT	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Glazed Link has potential environmental impact due if not appropriately designed	●	●	●●	●	●	●●

Expected Impact

As established by the Environmental Report appendix of the Memorial's Detailed Business Case for the project there are no expected impacts on 'matters of national environmental significance', such as loss of biodiversity or impact on migratory species, associated with the project nor the Glazed Link beyond the heritage matters already covered in the previous sections.

The environmental sustainability and energy use associated with the Glazed Link were matters of concern for a small number of participants as was the display of items of the National Collection in less stable conditions than typical for museums.

ENVIRONMENT: GLAZED LINK
WHAT WE HEARD FROM THE COMMUNITY

We heard that some elements of the community were concerned that maintaining the Glazed Link at comfortable temperatures, particularly in extreme cold or heat conditions, would be energy intensive. A smaller subset of these participants queried how the Memorial would display objects in the space given they would be subject to greater UV levels and temperature fluctuations than typical museum conditions allowed.

Members of the general public asked how the Memorial would ensure sun safety in the Glazed Link, especially given the proposed use of this space for school education programs.

Key Feedback from Participants

FEEDBACK /CONCERN	MEMORIAL RESPONSE
Energy Use Concerns were raised by construction and project management industry professionals and some members of the general public about the energy use required to thermally regulate the Glazed Link, particularly in extreme weather conditions. **Raised by:** Professional Sector; General Public	The Memorial Development Project has a Whole of Life and Green Building/Sustainability Strategy in place to manage the overall energy efficiency and environmental impact of the entire project including the Glazed Link. Implementation of this strategy includes analysis of best practice, multi-criteria decision making and performance tracking for all project elements. The Memorial is undertaking analysis of a range of green options such as the inclusion of solar power generation, minimisation of potable water use or other offsets as part of this strategy. In line with industry practice the Memorial will undertake detailed design of a suitable solution in order to meet all relevant Australian standards and the requirements established by the Memorial's Functional Design Brief.
Exposure of National Collection to environment Museum sector professionals queried how the Memorial would manage National Collection items in the Glazed Link given the less controlled environment in this space. Concerns were raised about damage from UV, light levels and temperature variations. **Raised by:** Professional Sector	As the Glazed Link will not meet environmental standards for the display of vulnerable objects, such as fabrics or paper, the Memorial will only display suitably robust objects, such as vehicles, that will not be damaged by the environmental conditions in the area. The Memorial already displays a number of large collection items externally and has established systems in place for monitoring and conservation of these objects. The Memorial's expert Collection Services team will develop specific protocols for the preservation and conservation of all National Collection items displayed in the Glazed Link to ensure their longevity.

Sun safety There were concerns from some members of the public regarding the sun safety of the Glazed Link area. This was particularly the case given the proposed café space and intended use of this area to support schools programs that would likely lead to extended stays in the area. **Raised by:** General Public	The Glazed Link design includes UV protection in the roof panels. This includes both fritting and the installation of suitable UV reducing glass or Ethylene tetrafluoroethylene (ETFE) panels. UV transmission levels will be similar to other glass structures (>10%) and are expected to be safe even for extended periods.

ENVIRONMENT: SUSTAINABILITY OF ANZAC HALL REPLACEMENT

ENVIRONMENT	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Concerns regarding Anzac Hall replacement sustainability impact	●	●	●●	●	●	●●●

Expected Impact

The development of the New Anzac Hall will, of necessity, involve the loss of embodied energy invested in the existing structure when it is replaced. There is also likely to be loss of embodied energy through the disposal of materials and fittings that are unable to be re-used or recycled effectively and some impacts from demolition waste as a consequence. The impact of this loss of energy and associated waste issues is amplified to some degree by the relative youth of the existing Anzac Hall.

ENVIRONMENT: SUSTAINABILITY OF ANZAC HALL REPLACEMENT
WHAT WE HEARD FROM THE COMMUNITY

We heard that members of the two identified Specific interest groups and some members of the professional sectors expressed concerns over the loss of embodied energy and other associated environmental impacts linked to the replacement of Anzac Hall.

This was not a concern raised by any other stakeholder group though it is likely this is related to a lack of awareness of the concept of 'embodied energy' rather than sustainability not being a concern for other stakeholders.

Key Feedback from Participants

FEEDBACK /CONCERN	MEMORIAL RESPONSE
Embodied energy costs A small number of participants raised concerns about the loss of embodied energy associated with the demolition of Anzac Hall. **Raised by:** Specific interest groups; Professional Sector	Environmental impact, including loss of embodied energy, was one of the criteria weighed in all design decisions including the selection of the preferred design for Anzac Hall. The Memorial acknowledges that the demolition of Anzac Hall will represent a loss of 'embodied energy' relating to materials, transport and construction of the building. **Recommendation 9:** That the Memorial assess the loss of embodied energy required to replace Anzac Hall and consider offsets where practicable.
Recycling/Re-use of materials Participants from Specific interest groups asked for additional information on the Memorial's planned re-use or recycling of materials and fittings from Anzac Hall if it were to be demolished. **Raised by**: Specific interest groups	The Memorial acknowledges that the demolition of Anzac Hall should be carefully conducted to maximise the re-use or recycling of materials and fittings to minimise the environmental impact of the project. **Recommendation 10:** That the Memorial includes the re-use or recycling of material and fittings from Anzac Hall as a formal selection criteria of any tender(s) for the demolition of the building if approved.

Demolition Waste Members of the Professional Sector identified demolition waste including concrete dust, disposal of non-recyclable materials and the pollution associated with demolition equipment itself as a concern. This included concerns around the impact of noise and dust on local residents and nearby schools/businesses. **Raised by:** Professional Sector	The Memorial acknowledges that the demolition of Anzac Hall will have environmental impacts on local residents including dust, noise, traffic and other matters. The Memorial requires all construction/demolition contractors to establish and Environmental Safety Plan that covers these matters and ensure compliance with EPA and other requirements. The Memorial has also established a Stakeholder Engagement Strategy that includes working closely with local residents' associations, schools and businesses to minimise the impact on them.

CONSULTATION: TIMEFRAME

CONSULTATION	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Timeframe of consultation	●	●	●	●	●	●●●

Expected Impact

As outlined in the 'Consultation Approach' section of this report the Memorial conducted face to face consultation sessions over more than two months and across the country.

Members of the two identified specific interest groups were unsatisfied with a number of elements of the timing of the consultation program including timing of sessions on weekdays during working hours, lack of sufficient advance notification of sessions and the conducting of consultation across the Christmas/New Year period.

In addition to this consultation the Memorial conducted an online survey of more than 500 demographically representative Australians in February 2020 providing further opportunities for broad consultation.

CONSULTATION: TIMEFRAME WHAT WE HEARD FROM THE COMMUNITY
We heard that members of the identified specific interest groups felt that in some cases the Memorial had tried to minimise or reduce participation through the consultation timeframe, timings and notification. No other stakeholders raised concerns about these matters; most were instead appreciative of the opportunity to comment on the development and particularly to ask IMT members questions face to face.

Key Feedback from Participants

FEEDBACK /CONCERN	MEMORIAL RESPONSE
Timeframe Concerns Members of the two identified specific interest groups were unsatisfied with a number of elements of the timing of the consultation program including timing of sessions on weekdays during working hours, lack of sufficient advance notification of sessions and the conducting of consultation across the Christmas/New Year period. **Raised by:** Specific interest groups	The Memorial conducted the consultation program with the assistance and advice of a professional communications consultation firm and in line with Government practice for such consultations. The Memorial believes that, in addition to earlier consultation programs associated with the development it has consulted transparently and widely and demonstrated a willingness to listen to and act on the views of stakeholders from across Australia and a wide variety of groups. This is evidenced by the responses from more than 1,000 Australians face to face, by correspondence or online over the November 2019 to February 2020 period and the subsequent publication of this report in the public domain.

CONSULTATION: PURPOSE

CONSULTATION	ADF, VETERAN OR ESO	DEFENCE FAMILY	PROFESSIONAL SECTOR	GOVERNMENT	GENERAL PUBLIC	SPECIFIC INTEREST GROUPS
Purpose, focus, level or effectiveness of consultation	●●●	●●	●●	●●	●●	●●●

Expected Impact

The consultation undertaken by the Memorial was undertaken to inform its EPBC referral and assessment and presentations in particular focused on heritage matters. The Memorial sought, and received, responses on specific heritage and environment matters as outlined in this report including the proposed designs, replacement of Anzac Hall and the changes to heritage protected vistas from both north and south.

The majority of participants, especially veterans, defence families and the general public, were however more interested in the stories to be told, and how they would be told, in the new gallery spaces.

Participants were generally satisfied with the consultation although it was clear to IMT members that not all were aware of the heritage focus prior to the commencement of some sessions.

Some members of the two identified specific interest groups expressed dissatisfaction with the purpose, level and effectiveness of the consultation including the belief by a limited number that it was 'a tick the box' exercise.

CONSULTATION: PURPOSE
WHAT WE HEARD FROM THE COMMUNITY

We heard that participants appreciated being consulted on a nationally significant initiative such as the development of the Memorial. It was particularly important to veterans that they were part of the consultation target audience.

We heard that some participants were unsure of the focus of the consultation and that some expected more information on displays, stories and other gallery content.

We heard that a very small number of participants from the identified specific interest groups felt that the Memorial's consultation was not genuine and was 'just a box ticking exercise'.

Key Feedback from Participants

FEEDBACK /CONCERN	MEMORIAL RESPONSE
More information of gallery content Participants frequently expressed a desire for greater information and detail on the content of the future galleries. **Raised by:** All stakeholder groups	The Memorial will conduct future consultations focussed on gallery content, stories and display methods and technologies commencing in late 2020.
Just a 'Tick the box' exercise A very small number of participants from the identified specific interest groups felt that the Memorial's consultation was limited, not genuine and was 'just a box ticking exercise'. **Raised by:** Specific interest groups	The Memorial has a long established consultation program for visitors and a demonstrated record of taking visitor opinions into account for future activities. Similarly the Memorial has, throughout the IBC and DBC processes, undertaken and responded to community consultation in relation to the development. The Memorial has carefully collated responses to this consultation program, including a follow up online consultation targeting specific areas for additional information gathering, and is incorporating them into its planning and designs. **Recommendation 11:** That this report is made public and that future reporting on outcomes of the recommendations contained within is conducted and also made public.

RECOMMENDATIONS AND ACTIONS LIST FOR EPBC REFERRAL RELATED MATTERS

FEEDBACK CATEGORIES	RECOMMENDATIONS/ACTIONS
NHL (A)(B)(E)(H) **Heritage** Physical changes to Site/Vistas/Fabric relating to demolition and replacement of Anzac Hall	**Recommendation 1**: The Memorial will formally commit to the return of the major Anzac Hall displays (G for George; Sydney midget submarines; Over the Western Front) as part of the project deliverables. **Recommendation 2**: The Memorial will clearly address individual inconsistencies in its controlled action 'Preliminary Documentation' assessment.
NHL (A)(B)(E)(H) **Heritage** Physical changes to Site/Vistas/Fabric relating to development of the Southern Entrance	**Recommendation 3:** The Memorial will provide DAWE with an appropriate level of detail on proposed changes to the stairs and on lift design to enable assessment of the impact on NHL E of these changes. **Recommendation 4:** The Memorial will provide DAWE with an appropriate level of detail on the 'heritage buffer zone' to enable assessment of risk to the Main Building façade (NHL E) during construction. **Recommendation 5:** The Memorial will provide DAWE with an appropriate level of detail on the lift design to enable assessment of potential impacts on the Memorial's aesthetic and technical values (NHL E) as well as on protected vistas.
NHL (A)(B)(C)(D)(G)(H) **Social Heritage** Increased social heritage by sharing modern veterans' stories, in particular 'in their words'; delivers appropriate level and type of veterans' recognition by the Memorial	Nil
NHL (A)(B)(C)(E)(H) **AWM Role in Australian Society** Balance of shrine/archive/museum roles	**Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected. The following stakeholder groups could include, but will be not limited to: ▪ Access & inclusivity ▪ Education ▪ Veterans & Defence Families ▪ Indigenous Australians ▪ An appropriate representation of age, gender and location from across the country
NHL (A)(B)(C)(D)(G)(H) **Gallery Content**	**Recommendation 6:** The Memorial will devise a stakeholder engagement and audience evaluation program to ensure diverse perspectives and community values are reflected.
NHL (A)(B)(C)(D)(G)(H) **Indigenous Consultation Outcomes**	**Recommendation 7:** That Memorial management and/or Council review the relevant procedures and policies to determine the most appropriate manner of display of the Aboriginal and Torres Strait Islander flags at the Memorial. **Recommendation 8:** That the Memorial publicise future opportunities for Indigenous and veterans suppliers/contractors in advance and work with them to ensure they have the opportunity to compete for work on this project in accordance with Government best practice. The Memorial will review specific opportunities for Indigenous participation within the Government's procurement guidelines.

Environment Glazed Link has potential environmental impact due if not appropriately designed	Nil
Environment Concerns regarding Anzac Hall replacement sustainability impact	**Recommendation 9:** That the Memorial assesses the loss of embodied energy required to replace Anzac Hall and consider offsets where practicable. **Recommendation 10:** That the Memorial includes the re-use or recycling of material and fittings from Anzac Hall as a formal selection criterion of any tender(s) for the demolition of the building if approved.
Consultation Timeframe of consultation	Nil
Consultation Purpose, focus, level or effectiveness of consultation	**Recommendation 11:** That this report is made public and that future reporting on outcomes of the recommendations contained within is conducted and also made public.

NON-EPBC REFERRAL MATTERS

This section includes feedback on 'Project Delivery' obtained through the consultation process. Although technically relevant to the EPBC Act assessment process feedback on these issues was limited and anecdotal in nature compared to the detailed feedback received on heritage, social value and environmental matters. The limited number and nature of these concerns, which were largely raised by Government or Professional sector participants, limits their overall value in the EPBC assessment process.

The Memorial notes that these issues are more closely examined through its Parliamentary Works Committee (PWC) approvals process and more detailed feedback is expected from the community on these matters through the separate PWC public consultation process. Accordingly it is placed in this section for information along with the Memorial's response to each broad issue.

FEEDBACK /CONCERN	MEMORIAL RESPONSE
Project Delivery Employment or business opportunities for veterans and defence family members and Indigenous Australians	The Memorial is committed to engaging veterans and defence families in connection with the project on all levels including employment and supply opportunities. Accordingly the Memorial will develop a veterans' and defence families engagement plan including opportunities for employment or veteran owned/operated businesses connected with the project. **Recommendation 12:** That the Memorial publicise future opportunities for veterans and Indigenous suppliers/contractors in advance and work with them to ensure they have the opportunity to compete for work on this project in accordance with Government best practice. The Memorial will review specific opportunities for Indigenous participation within the Government's procurement guidelines.
Project Delivery Delivery of project 'on time and on budget'	The Memorial has established detailed governance, reporting, budgeting, planning and other measures to deliver the project on time and on budget. Oversight is provided across a variety of levels including by the Memorial's senior management, independent audits and up to the Cabinet level of Government. The Memorial reports annually to government on project progress as well as through public accountability systems such as its Annual Report, Corporate Plan and Senate Estimates appearances.
Project Delivery Project delivers improved accessibility and inclusivity outcomes for buildings and exhibitions	The Memorial has engaged a suitably qualified consultant through a competitive tender to provide advice on accessibility and disability compliance and best practices for both buildings and galleries outcomes.
Project Delivery Project works impact on the Memorial's ongoing day to day operations including major ceremonies, online accessibility of collection, fewer or less frequent temporary exhibitions, 'BAU' conservation activities etc.	Some level of disruption is inevitable given the scale and timeline of the program. Accordingly the Memorial has established detailed planning and co-ordination measures between the development and 'BAU" operations to minimise the impact on the Memorial's day to day operations and on visitors in particular.
Government Bushfire/climate emergency support should be a higher priority than developing the Memorial further (NB: this was an emerging issue)	Spending priorities are a matter for Government, the comments received by the Memorial during its consultation program will be passed on to the relevant Department(s) for response where necessary.

Government Scale/cost of development project: Said Government should spend less on a museum and more on veterans' healthcare/support	The Government's funding commitment for the project included a clear understanding that no funding for the Memorial development would be diverted from veterans' services or support programs and accordingly there would be no reduction in service levels to this sector of the community. Spending priorities are a matter for Government, the comments received by the Memorial during its consultation program will be passed on to the relevant Department(s) for response where necessary.
Government Scale/cost of development project: OK with expenditure level but said Government should more on veterans' healthcare/support too	The Government's funding commitment for the project included a clear understanding that no funding for the Memorial development would be diverted from veterans' services or support programs and accordingly there would be no reduction in service levels to this sector of the community. Spending priorities are a matter for Government, the comments received by the Memorial during its consultation program will be passed on to the relevant Department(s) for response where necessary.
Government Scale/cost of development project: Government should spend less, but still some, on the Memorial and more on all museums	Spending priorities are a matter for Government, the comments received by the Memorial during its consultation program will be passed on to the relevant Department(s) for response where necessary.
Memorial Policy Memorial's policy of accepting in-kind or financial support from defence industry companies; perceived as a conflict of interest or inappropriate	Comments received from participants on this issue, including the targeted efforts of the Medical Association for the Prevention of War (Australia), during consultation will be raised with the Memorial's senior management and Council for their consideration.
Memorial Policy Concerned that the Project will adversely affect the Memorial's touring exhibition program or other community outreach efforts such as loans to other museums during works or permanently in some way	The Memorial noted that there would likely be temporary impacts on some of its programs, including touring exhibitions, as a result of the need to dedicate resources to the development program. Disruptions to these programs will be carefully managed by the Memorial to minimise their impact over the project lifetime and it is expected they will return to current levels at the completion of the project.
Memorial Policy Concerns about the appropriate scale and role, if any, of the Memorial in the 'therapeutic milieu' for veterans and defence families	Anecdotally, including through written correspondence, it is clear that the Memorial itself has always been seen by some in the community, veterans and their families in particular, as a place of 'healing' (not therapy, nor treatment) since its inception. However the Memorial is not providing treatment for traumatised veterans nor does it claim to be. DVA, Defence and professional medical services are, and should be, the primary source of assessment and treatment of physical or mental health issues suffered by current or former ADF members. The Memorial is however a critical part of the much broader social support that we should, and will, deliver to modern veterans to help them find meaning in their experience and help them communicate those experiences to their families and the public so that they can better understand and support our veterans. This position is supported by ex-service organisations across Australia and the Memorial has worked with several experts/organisations in this field to ensure its efforts are in accordance with best practice for harm minimisation and are meaningful within limited resources.

Memorial Policy Lack of exhibition or information on 'frontier violence' in the Memorial's galleries as part of depicting 'the Australian experience of war'.	The Memorial recognises that this is an important issue for Australians from all stakeholder groups; this was demonstrated by the simple fact that this issue was the second most frequently raised gallery content suggestion/concern (after contemporary conflict displays) at consultation events. The feedback obtained through the consultation process on this issue will be shared with the Memorial's senior management and Council for their consideration in the context of the Memorial's current position on this matter (outlined below). The Memorial's charter and mission are to tell the story of the Australian experience of war and peacekeeping as defined by the Australian War Memorial Act 1980. Internal conflicts fought between Indigenous populations and the colonial powers of the day, and conflict between groups in Australia, are not included in the Act's definition of war and peacekeeping. The Memorial does not hold significant collections of relics, artefacts, or records from this period of contact and dispossession and is seeking further objects in accordance with the Collection Development Plan 2019-2023. Such material is held in the diverse collections of various national, state, and local museums. In September 2013, the National Museum of Australia and the Memorial met and reached a shared understanding that the National Museum would work towards including more content on the frontier wars in its colonial history exhibitions, while the Memorial would continue to enrich its interpretation of the service of Indigenous personnel in historic Australian naval, military, and air forces, and the Australian Defence Forces.

APPENDIX A: Gallery Content – Specific Issues

Specific gallery content issues raised during the EPBC Act consultation process have been recorded in this appendix to the main report. These issues, which reflect the individual or group concerns of many participants, will be explored by the Memorial's Gallery Development Team, in consultation with key stakeholders from veterans to educators to the general public, in the future.

GALLERY CONTENT – SPECIFIC ISSUES

Context

Many participants expressed clear concerns that new galleries on modern conflicts should reflect the complexity and controversy of Australia's involvement in modern conflicts, such as Afghanistan and Iraq, in order for the Memorial's stories to reflect modern society.

Consequence

Many participants expressed clear concerns that new galleries on modern conflicts should reflect the complexity and controversy of the consequences of war. This includes matters such as PTSD, the impact on families of parents and partners being deployed repeatedly and matters such as post-deployment suicide and homelessness amongst veterans. Other issues raised by participants were the adequacy of government support for veterans and families and other health related issues like 'Gulf War Syndrome' or the effects of anti-malaria drugs on some ADF members.

Reserves Context

Many participants, particularly veterans and Defence families, raised the need for the Memorial to do more to explore the service of Reservists. This was particularly so in the context of modern service and the different ways Reserve members have been deployed i.e. as both whole units to efforts like Regional Assistance Mission Solomon Islands (RAMSI) or 1st Commando Regiment deployments to the Middle East, but also as specialist individuals to 'round out, reinforce and rotate' permanent force capabilities including in areas such as commandos, health or psychological services.

Reserves Consequence

Many participants, particularly veterans and Defence families, expressed clear concerns that new galleries on modern conflicts should reflect the unique consequences of war for Reservists and their families. It was critically important to these veterans and their families that the differences be appropriately recognised including how families are impacted by Reserve service and the differences in Reservists integrating into civilian society post-deployment as opposed to the ADF.

Affected veterans and families

Many participants asked what the Memorial would do to make the negative impacts of war or operations on some veterans and peacekeepers an integral part of the stories it tells and experiences it explores in the new gallery spaces. This was important to participants from all groups and included issues such as the physical and mental trauma of war, the impact of families being separated for extended periods and difficulties in re-integrating post-deployment or post-ADF.

'Not all veterans are broken'

Many participants, especially veterans and defence families, wanted the Memorial to provide balance when discussing the impact of war on them. This was often embodied in the phrase 'not all veterans are broken' or similar words and by the idea that for many their ADF operational deployments had been times of growth, learning and 'making a real difference'.

Commemoration of ADF post-deployment and training casualties

A number of participants raised the issue of commemoration, and to lesser degree exhibitions, relating to non-wartime deaths (typically training accidents) and post-deployment deaths including issues such as suicide and delayed health impacts falling outside current Roll of Honour guidelines.

'They're not just nurses'

Many veterans noted that recent changes meant women had become eligible for all roles in the ADF and there was a high degree of support for exploring the roles of women deployed in frontline roles including aviation; combat and security; communications and intelligence and engineering.

A number of veterans noted that women had played a number of unique roles given the social strictures of many places the ADF had operated, for example as protection forces for female VIPs in Muslim countries, that were little understood by the public.

Officers and enlisted servicewomen have different experiences

Participants at a number of sessions noted that this was true of all who serve, but it was felt particularly important to explore this aspect of service for female veterans. Issues such as opportunities for deployment, promotion or training as well as topics such as discrimination and harassment were raised as areas for exploration.

Diplomacy

Participants at several sessions expressed a desire to see more about Australia's diplomatic efforts in avoiding or minimising conflict in the galleries. Particular suggestions included the role of the Department of Foreign Affairs and Trade (DFAT) in supporting ADF reconstruction programs in Afghanistan and the impact on Australian civilians who serve in warzones not just soldiers.

Regional Assistance

Participants spoke to the need for exhibitions on Australia's regional assistance missions, especially long term efforts such as Regional Assistance Mission Solomon Islands (RAMSI) or Operation BEL-ISL I and II, to include all the elements of Australian policy participation that made them successful (i.e. foreign, economic, aid, legal and security policies) not just to showcase the ADF component.

Australian Federal Police (AFP)

A number of participants noted that AFP members have at times been entitled to the same benefit as ADF members under the Veterans Entitlement Act (VEA) for participation in hazardous peacekeeping or peacemaking operations. It was argued that this should also mean that AFP peacekeeping efforts were more fulsomely recognised at the Memorial.

More broadly participants at many sessions felt that the contribution of the AFP on international deployments more broadly than just those in 'hazardous circumstances' should be recognised at the Memorial given the importance of their contribution to peace efforts by the nation.

In general veterans were keen to see police recognised appropriately at the Memorial but also keen for the vital differences in the work conducted by the two groups to be clearly shown and explained.

Non-Government Organisations (NGOs)

The issue of representation of non-government participation in these areas, particularly in peacebuilding or regional stability efforts, was raised by a small number of participants.

Some felt that coverage should be as broad as recognition of Australians working for groups such as Doctors Without Borders (Medecins Sans Frontieres) or the Fred Hollow Foundation who work in war torn or unstable countries to better the lives of others.

Some participants felt inclusion should be restricted to those funded by the Australian Government and working in support of broader Government policy and efforts. Others felt that this did not fall within the definition of 'Australia's military history' as defined the Australian War Memorial Act.

Impact(s) on host countries/operational areas

There was a strong desire amongst participants from all groups that the new galleries clearly displayed the intended and actual outcomes of Australian operations 'on the ground'.

This included both assistance/peacekeeping efforts and the good that has been done as well as the realities of the impact of war on local civilian populaces in conflict zones.

A small number of participants from Specific interest groups requested the Memorial explicitly explore alleged war crimes or contraventions of international law carried out by Australians or forces working with Australians in the new gallery spaces and the consequences of same.

'Through the eyes of others'

Issues of how Australians on operations, and the impact of their actions, were viewed by allies, civilians and even enemies 'through their own eyes' was mentioned at a number of events as an area for exploration in the galleries.

Other examples cited included the possible inclusion of the contribution of allies on operations, such as the NZ police contribution to the Solomon Islands Multinational Police Mission, and their view of what they achieved alongside Australian forces.

Long Term Impacts

Many participants noted that exploration of these issues shouldn't be limited to the immediate or short term impacts of our operations, but should look more broadly at, for example, how INTERFET impacted Timor Leste right up to today.

'A dangerous job, even in peacetime'

Training in the ADF is dangerous and can, and unfortunately does, result in injury and even death in some cases.

Similarly ADF members are called upon to perform duties in peacetime that are especially hazardous in nature or frequency such as participation in British nuclear testing at Maralinga or regular use of potentially hazardous equipment or materiel (i.e. radar systems, chemical hazards etc.).

Many participants, especially veterans felt that this unique occupational danger should be better recognised at the Memorial in the gallery areas.

Health Issues

Many participants from veterans and defence family categories pointed out the costs of defence service in terms of health issues.

Specific issues including the F-111 Deseal/Reseal program, mefloquine or other anti-malarial drug use, hearing loss, knee or back injuries and others were raised on multiple occasions.

'Standing Guard'

Many participants saw a need for the Memorial to explore the history and experiences of those ADF members who have stood guard to prevent war but not seen active service.

For many who had themselves served, especially during the 'Cold War' period, this was seen as a critical part of Australia's 'military history' and requested an expansion of the Memorial's existing interwar and 'Cold War' galleries.

Values, civic and history

Many participants wanted the Memorial's education activities, particularly for students, to remain relevant and focus on issues such as values, civics and history.

Close links to school curricula were expected for formal student learning programs and there was also an expectation the Memorial would continue to provide material to students both on an off-site.

Professional Education Services

Participants from the professional sector in particular expressed a clear expectation that the Memorial would continue to deliver curriculum focussed, professional educational services to students visiting the Memorial's new spaces of the same quality as current offerings. It was further expected that the Memorial's education programs would continue to be updated to reflect current teaching practice and theories.

'In Their Words' – Veterans' Participation

A number of participants who had visited the Memorial previously expressed an expectation that the Memorial would continue to offer visitors and particularly students a veteran centric experience where possible. This included both an expectation that galleries material and other public programs be delivered 'in their words' (i.e. using veterans' own recollections, records and other material) and where appropriate and possible directly by veterans themselves (i.e. encouraging veterans to volunteer as guides, participate in oral histories etc.).

APPENDIX B

EPBC Online Survey Social Heritage Consultation Report

FASTER HORSES

AUSTRALIAN WAR MEMORIAL

DEVELOPMENT SOCIAL HERITAGE VALUES RESEARCH

FEBRUARY 2020

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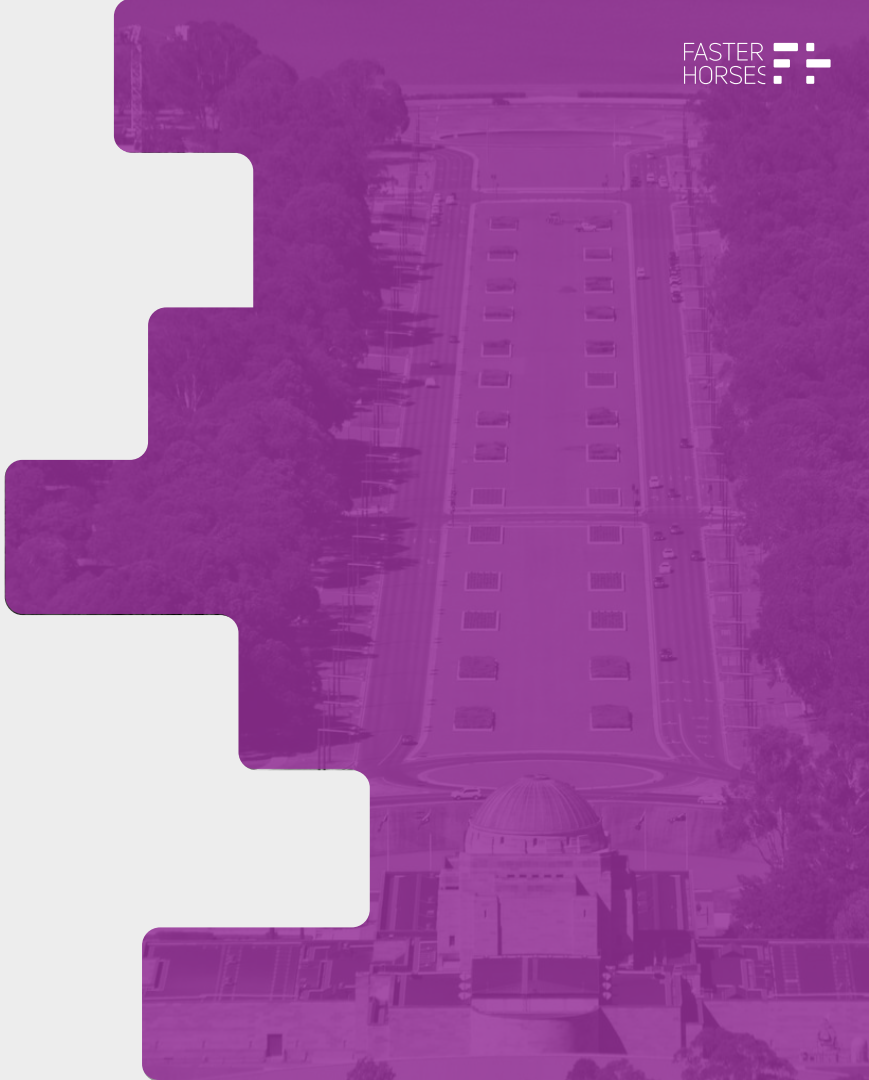
EXECUTIVE SUMMARY

	A sample of n=514 Australians aged 15 and older was collected to understand how the planned developments for the Australian War Memorial (AWM) would influence their view on whether the AWM delivers its social heritage value obligations. To ensure the data was nationally representative, the data was weighted to ABS Australian Demographic Statistics by age and gender within state.
	1 in 5 Australians have heard about plans to develop or renovate the AWM. Respondents identified from a list of public venues which ones they had heard were planning developments or renovations; 21% had heard about such plans for the AWM. This figure is similar to the proportion of respondents who feel they have reasonable or extensive knowledge about the AWM's role and functions (27%).
	Most Australians think the AWM delivers against its 'social heritage value' obligations now and will continue to do so after the planned development. Prior to learning about the development plans for the AWM, 78% of respondents agreed or strongly agreed that the AWM currently delivers social heritage values. After learning about the development (through descriptions, pictures and a video explaining the planned changes) the proportion who agreed or strongly agreed with this sentiment increased to 83%.
	4 in 5 Australians are in favour of the planned development. Australians were asked if they are in favour of the AWM's planned development (after receiving information about the scope of the planned works). 46% are strongly in favour and a further 33% are in favour (and just 3% opposed). Among those who have attended a major commemorative ceremony at the AWM before, 87% believe the development will make a positive impact on these ceremonies.
	Only 13% of respondents said they wanted more information on the development. Of this proportion, there was interest in information about what new stories would be included in these new spaces, greater detail of the building plans, timeline information (mainly when the development will be finished) and the costs.

In summary, we believe the findings show the vast majority of Australians feel the AWM currently delivers on its social heritage value obligations very well, and that the planned development offers minimal risk in affecting the organisation's ability to continue to deliver against this important remit.

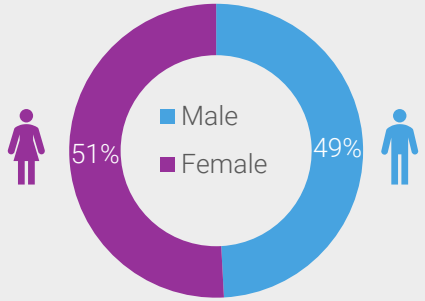
BACKGROUND & METHODOLOGY

- The primary aim of this research was to assess how the Australian public feels about the proposed developments to the Australian War Memorial (AWM), and whether this development aligns with the AWM's Social Values.
- Fieldwork was conducted between the 4-7 February, collecting n=514 responses.
- A sample size of 514 yields a margin of error of ± 4.4% based on a 95% confidence level.
- A number of actions were taken to ensure the sample was nationally representative of Australians aged 15 and older:
  - Quotas were set in the sampling process by age and gender across state; and
  - The data was weighted based on 2018 ABS data of Australian adults by age and gender across state.
- Significance testing has been undertaken by splitting the results by age, gender, state, education level, those who are Defence members/families/friends, and by those who have visited the AWM in Canberra before (AWM visitors). Differences that are significantly high have been marked with an upwards blue arrow (↑), and conversely, significantly low differences have been marked with a downwards red arrow (↓).
- During to rounding, the sum of percentages displayed on the chart may not always add to 100% (instead adding to 99% or 101%).

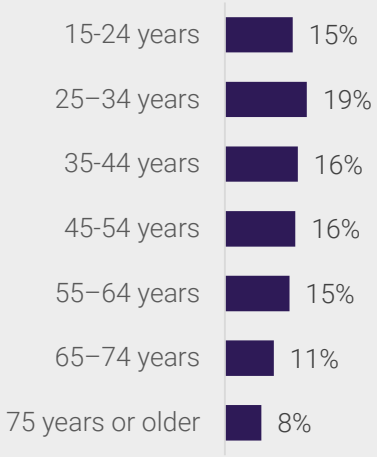


DEMOGRAPHICS

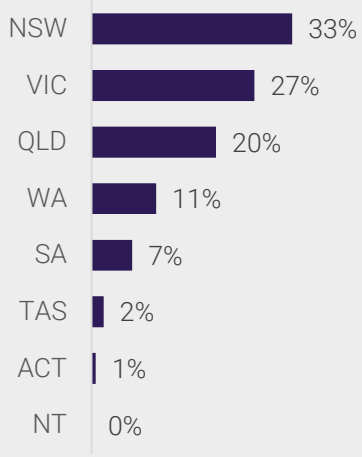
Gender



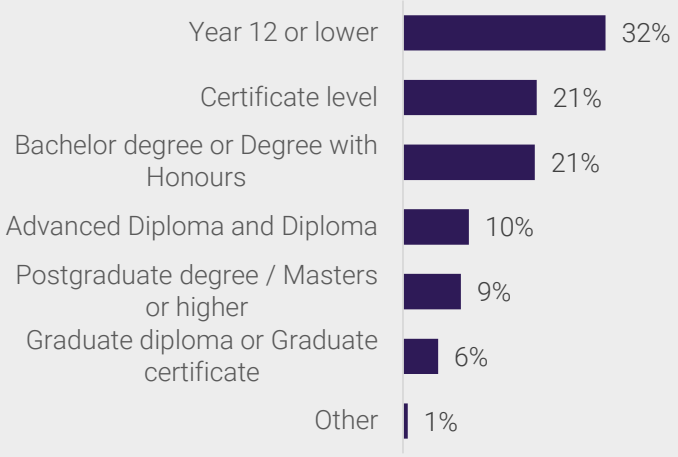
Age



State



Education

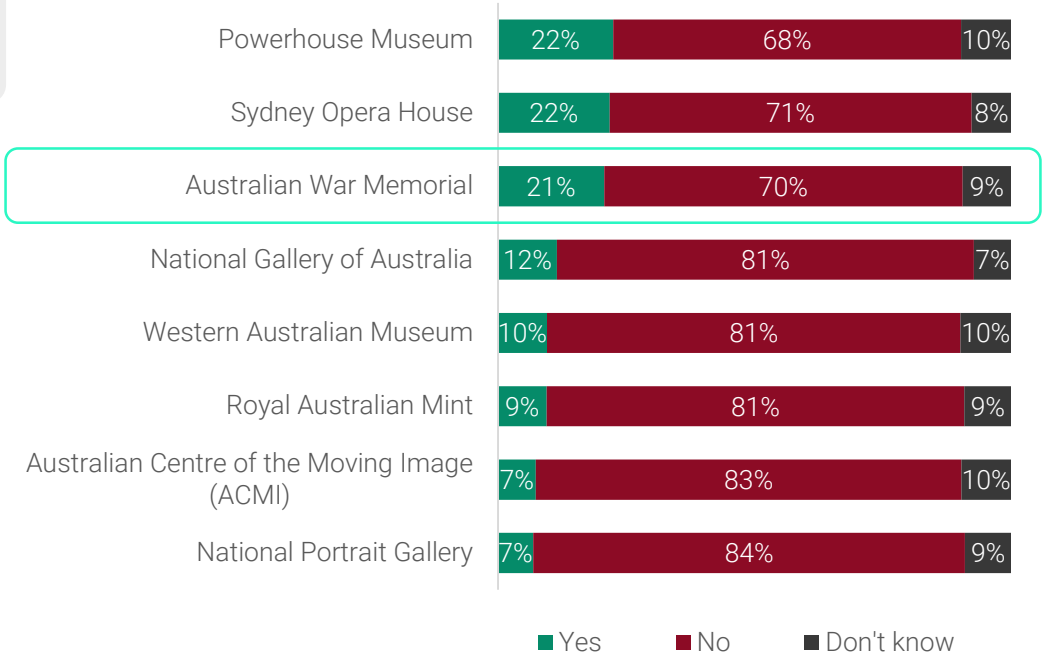


Base: All respondents (n=514)

AWARENESS OF PUBLIC VENUE DEVELOPMENTS

- Around one in five respondents (21%) had heard about plans to develop or renovate at the AWM.
- Both Defence members / families/ friends and AWM visitors were significantly more likely to have heard about plans to develop or renovate at the AWM (28% for both).
- Other demographics that were significantly more likely to have heard about plans to develop or renovate at the AWM included males (28%, compared to 13% for females), and those with a postgraduate degree/Masters or higher qualification (39%).

IN THE PAST SIX MONTHS, HAVE YOU HEARD OF ANY PLANS TO DEVELOP OR RENOVATE AT…



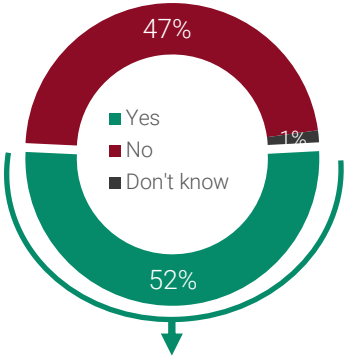
Q1. Over the past six months, have you heard about any plans to develop or renovate the following public institutions?
Base: All respondents (n=514)

PREVIOUS VISIT TO THE WAR MEMORIAL

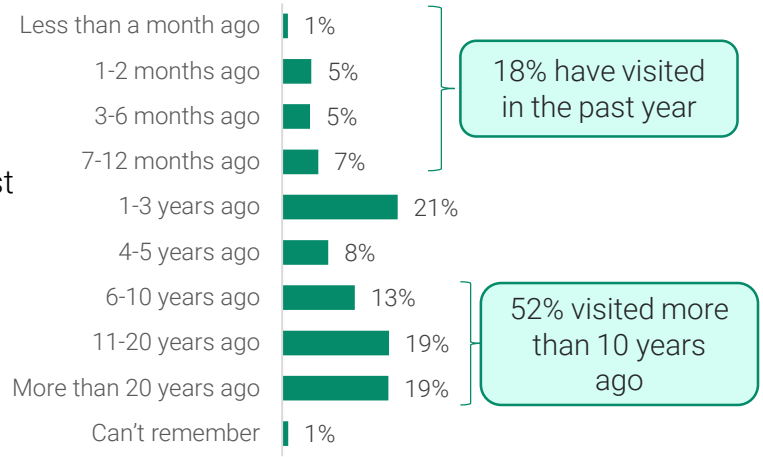
- Just over half of our sample (52%) had been to the AWM in Canberra before.
- Among AWM visitors, around one in five had visited in the past year (18%), while 52% made their last visit more than 10 years ago.
- Not surprisingly, Defence members / families / friends were significantly more likely to have visited the AWM before (69%).
- Other demographics that were significantly more likely to have visited the AWM before included those aged 75 or older (78%), and NSW residents (66%); WA residents were significantly less likely to have visited (23%).

Q2. Have you ever been to the Australian War Memorial in Canberra?
Base: All respondents (n=514)
Q3. When was your last visit to the Australian War Memorial in Canberra?
Base: Respondents who have been to the AWM (n=263)

Have you ever been to the AWM in Canberra?

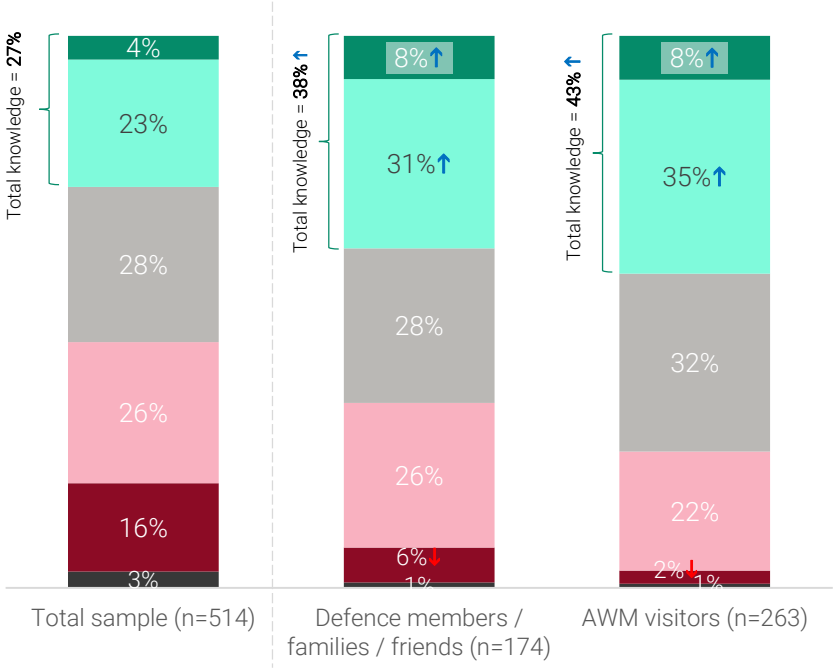


When was your last visit to the AWM?



KNOWLEDGE OF AWM'S ROLE & FUNCTIONS

+ Around one in four respondents (27%) rated their knowledge of the AWM's role and functions as either reasonable or extensive.
+ Conversely, 42% admitted to having little or no knowledge about the AWM's role and functions.
+ Defence members / families / friends and AWM visitors both recorded significantly higher levels of total knowledge (38% and 43% respectively).



Q4. On a scale of 1 to 5, where 1 is no knowledge and 5 is extensive knowledge, please rate your knowledge of the Australian War Memorial's role and functions?
Base: All respondents (n=514)

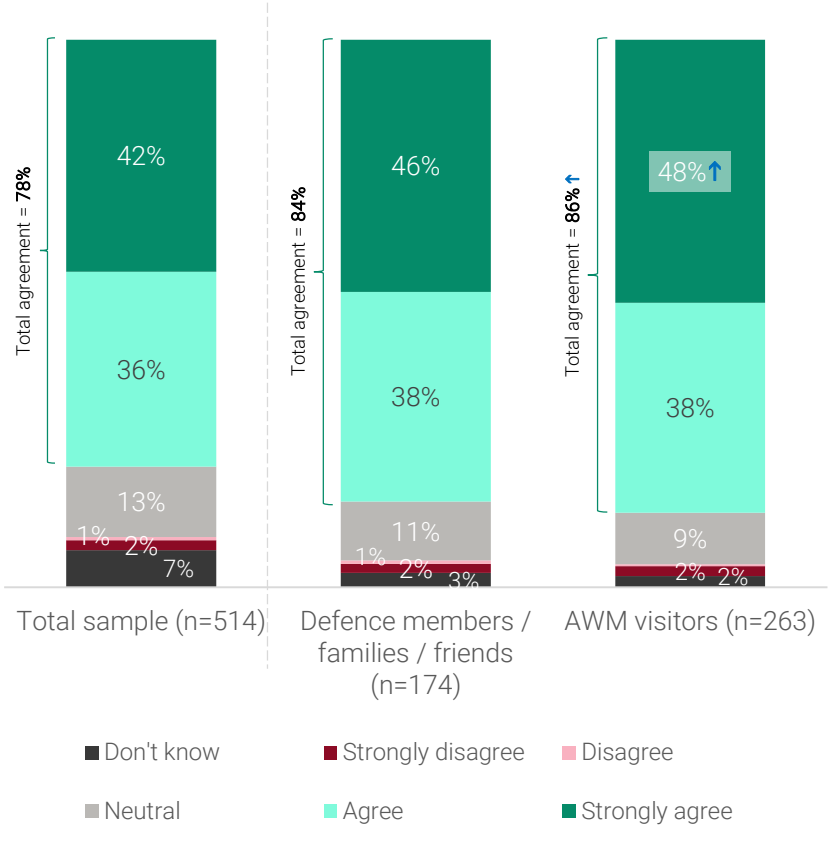
DOES AWM CURRENTLY DELIVER 'SOCIAL HERITAGE VALUES'?

+ Respondents were given a short description and link to information about the AWM's core functions, as follows:

"The Australian War Memorial is our national shrine to remember those Australians who lost their lives and suffered as a result of war. In this role the Memorial's social heritage value to Australians is significant at a national level and is appropriately recognised through its inclusion on the National Heritage List. These values are expressed through the relevance of its buildings and surrounding landscape, commemorations, galleries, displays and archive records – which are maintained for all Australians and especially our current veterans and the families and descendants of those who fought in wars. More information can be found here." Link: https://www.environment.gov.au/heritage/places/national/war-memorial

+ After reading this information, respondents were asked to rate whether the AWM currently delivers 'social heritage values' – with 78% in agreeance.
+ AWM visitors recorded a significantly higher level of total agreement (86%); total agreement for Defence members / families / friends was also high (8%) but not statistically significant.

Q5. On a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree, to what extent do you agree or disagree the Australian War Memorial currently ***delivers social heritage values***?
Base: All respondents (n=514)

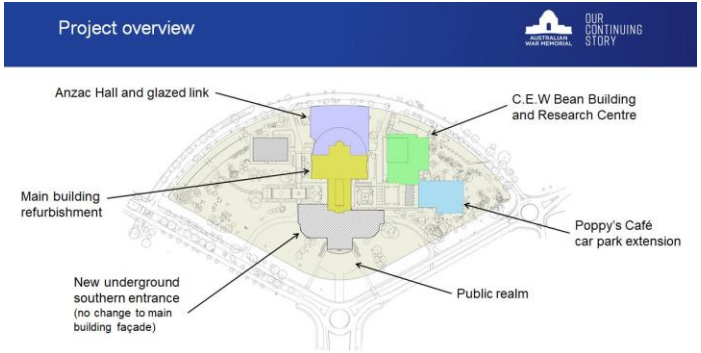


PROMPTED MATERIALS

+ Respondents were then informed about the AWM's planned development for its Canberra precinct. Before continuing with the survey, respondents were asked to read the below description, to look at the adjacent image, and view the video content about the planned development.

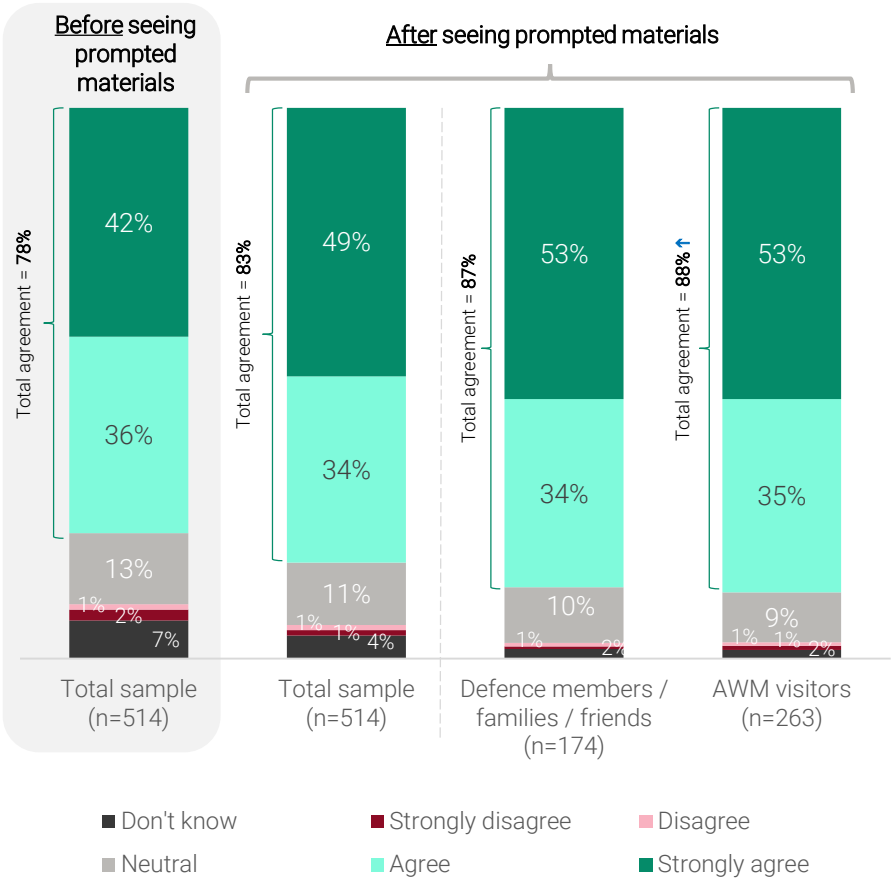
"The time has come to modernise and expand the Australian War Memorial's galleries and buildings so it can tell the continuing story of Australia's involvement in modern conflicts.

The Memorial's development includes a new southern entrance, refurbishment of the main building, a new Anzac Hall connected to the main building via a glazed link, an extension to the Bean Building to establish a world-class research centre, and public realm works. Sensitively connected to the existing landscape, the detailed plans will ensure the heritage façade remains unchanged."



WILL AWM DELIVER 'SOCIAL HERITAGE VALUES' AFTER THE DEVELOPMENT?

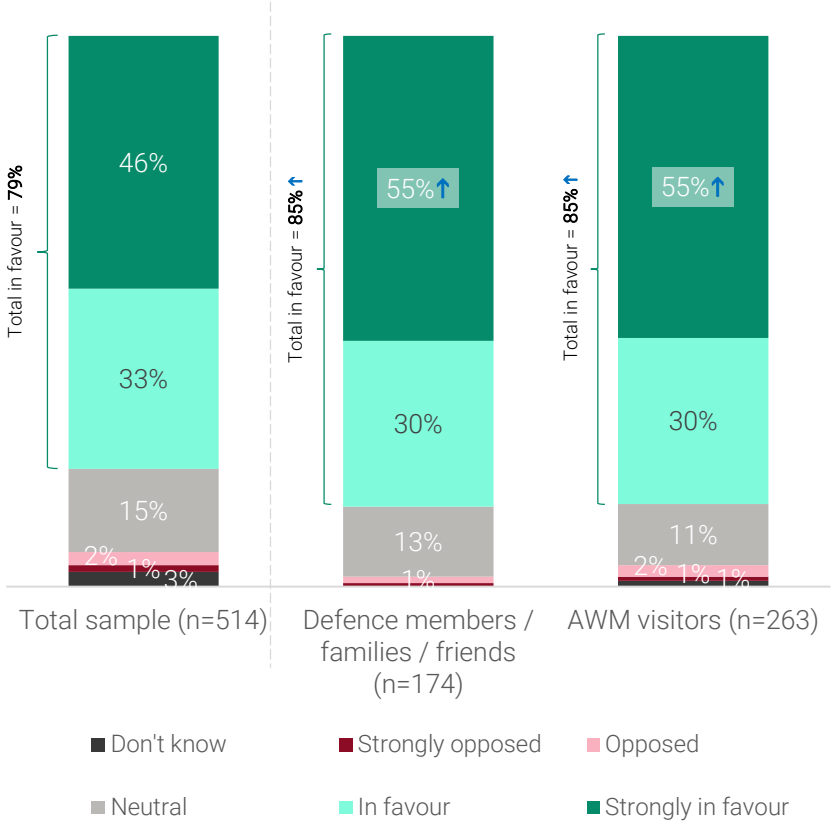
+ After viewing these prompted materials, respondents were once again asked whether the AWM will deliver social heritage values after the development is complete.
+ After learning about the planned development, the level of total agreement that the AWM will deliver social heritage values increased slightly from 78% to 83%.
+ AWM visitors recorded a significantly higher level of total agreement (88%); total agreement for Defence members / families / friends was also similar (87%) but not statistically significant.



Q6. As per the previous question, the Australian War Memorial is our national shrine to remember those Australians who lost their lives and suffered as a result of war. In this role the Memorial's social heritage value to Australians is significant. On a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree, to what extent do you agree or disagree the Australian War Memorial ***will deliver social heritage values*** after the development is complete?
Base: All respondents (n=514)

SUPPORT FOR AWM'S DEVELOPMENT PROJECT

- 4 in 5 respondents were in favour of the planned development for the AWM (79% total in favour).
- Defence members / families / friends and AWM visitors were both significantly more likely to be in 'total favour' of the planned development (85% for both).



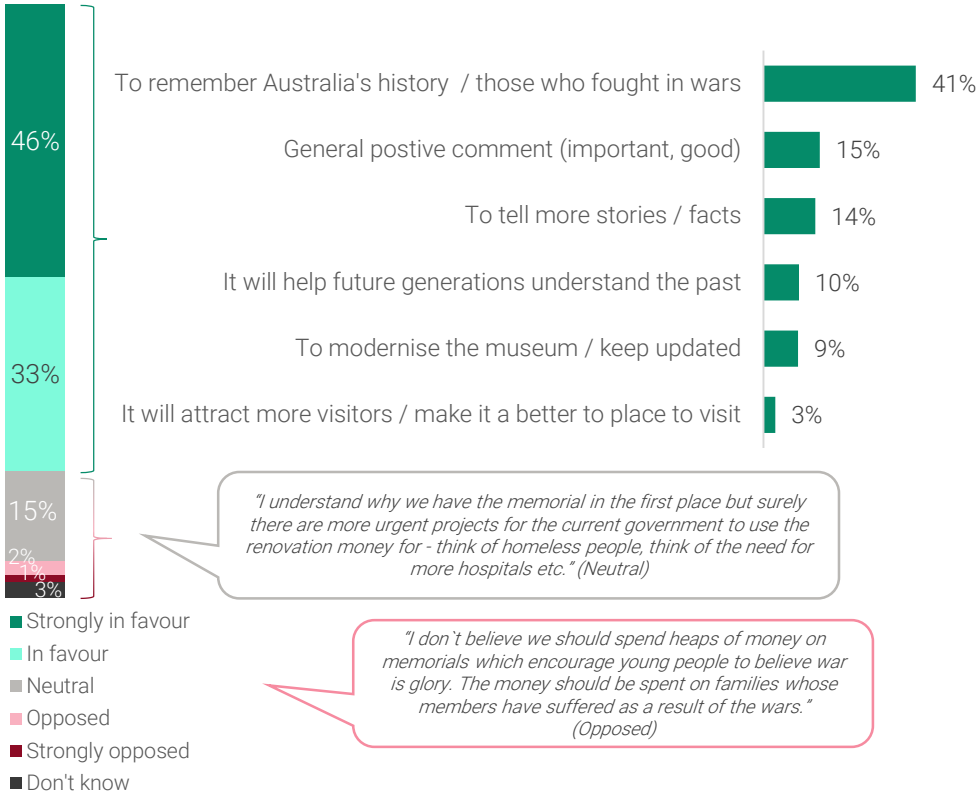
Q7. On a scale of 1 to 5, where 1 is strongly opposed and 5 is strongly in favour, how supportive are you of the planned development of the Australian War Memorial to more fully tell the stories of modern conflicts, peacekeeping and humanitarian operations?
Base: All respondents (n=514)

REASONS FOR BEING IN FAVOUR / AGAINST THE AWM'S DEVELOPMENT PROJECT

+ Respondents felt the development was important for remembering Australia's history and those who served in Australia's military forces (41%).
+ Other respondents felt the development would enable more stories and facts to be told (14%), would help future generations understand past conflicts (10%), and that it was important to modernise the museum (in both appearance and having up-to-date records).
+ Those who were not in favour of the planned development felt this investment could be better spent elsewhere (e.g. health, education), or felt the current facility was adequate, and some were concerned that it would glorify more recent wars.

Q8A. Why is that?
Base: All respondents (n=514)

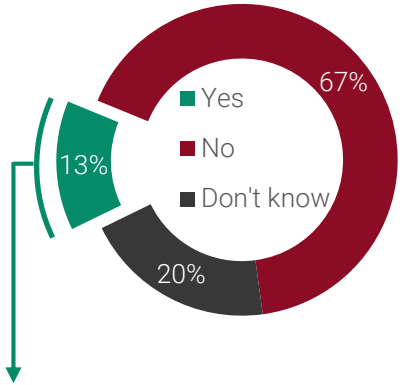
WHY ARE YOU IN FAVOUR / NEUTRAL / OPPOSED TO THE PLANNED DEVELOPMENT?



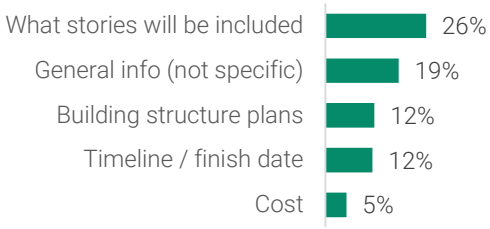
NEED FOR ADDITIONAL INFORMATION ON AWM DEVELOPMENT PROJECT

- Just 13% of respondents felt like they needed more information about the AWM's planned development after being exposed to the prompted materials beforehand.
- Of this proportion, there was interest in information about what new stories would be included in these new spaces, greater detail of the building plans, timeline information (mainly when the development will be finished).
- Defence members/families/friends and AWM visitors were both significantly more likely to want additional information (22% and 18% respectively).

Would you like more information on any aspects of the AWM development?



What information do you need?



"Will the old memorial be removed and replaced? Or will it be extended? All the plans say is that they will be adding a new entrance, expanding a parking lot and a building at the back of the place, and refurbish the main building. What exactly will be refurbished in the main building?"

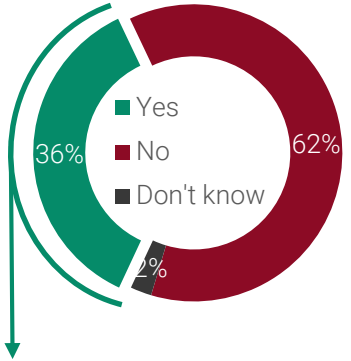
Q8B. Are there any aspects of the development of the Australian War Memorial you would like more information on?
Base: All respondents (n=514)
Q8C. What additional information do you need?
Base: Respondents that would like more information (n=68)

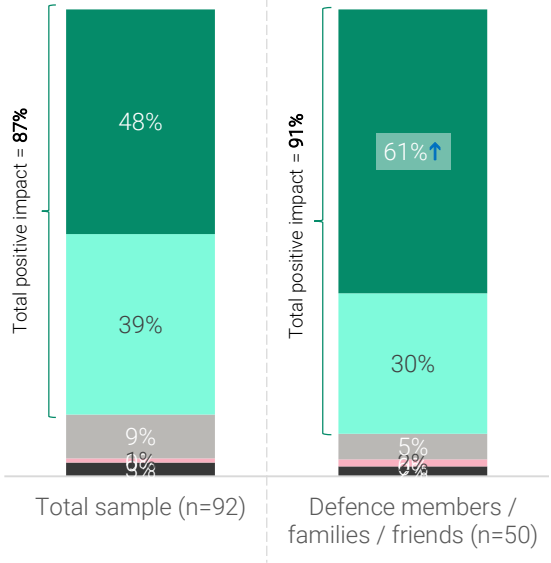
IMPACT OF DEVELOPMENT ON MAJOR COMMEMORATIVE CEREMONIES

- Among those who have visited the AWM before, around one in three (36%) had also attended a major commemorative ceremony at the AWM.
- Of those who had attended a major commemorative ceremony, there was a strong consensus that the planned development would have a positive impact (87% in total).
- Not surprisingly, Defence members / families / friends were significantly more likely to have attended a major commemorative ceremony at the AWM (45%).
  - Of more interest though, this cohort was significantly more likely to think the development would make a very positive impact (61%).

Q8D. Have you previously attended a major commemorative ceremony at the Australian War Memorial, such as the ANZAC Day dawn service, the ANZAC Day March & Ceremony, or the Remembrance Day Ceremony?
Base: Respondents who have visited the AWM in Canberra before (n=263)
Q8E. What impact, if any, do you feel the development will have on the experience of attendees at these major commemorative ceremonies once complete?
Base: Those who have visited the War Memorial before (n=92)

Have you previously attended a major commemorative ceremony at the AWM?
(Asked only to AWM visitors, n=263)





What impact would the development have on these major ceremonies?

- Don't know
- Very negative impact
- Negative impact
- Neutral / no impact
- Positive impact
- Very positive impact

FASTER HORSES

FOR ANY QUESTIONS, PLEASE CONTACT:

James Wunsch – Director - Canberra
M: +61 422 433 231

THANK YOU!

ATTACHMENT A

EPBC Presentation, December 2019

AUSTRALIAN WAR MEMORIAL

OUR CONTINUING STORY

Our Plans

Australian War Memorial

Our continuing story

“Will they remember me in Australia?”

Since opening in 1941 our Memorial has constantly evolved.

This is how our story continues...

Australian War Memorial Act 1980

Our Memorial is a museum, a shrine and an archive.

Functions:

- To maintain and develop a national memorial to the fallen
- To acquire and maintain a collection of material relating to service in war or war like operations
- To exhibit this material and the related stories
- To undertake research into Australia's military history
- To share information relating to Australia's military history, the collection and the memorial

Our vision

For all generations, of all Australians,
a place to honour, to learn and to heal.

Our consultations

2018

- Detailed business case (DBC) national consultation
- Indigenous stakeholder consultation

2019

- Early works consultation
- **EPBC consultation phase 1**

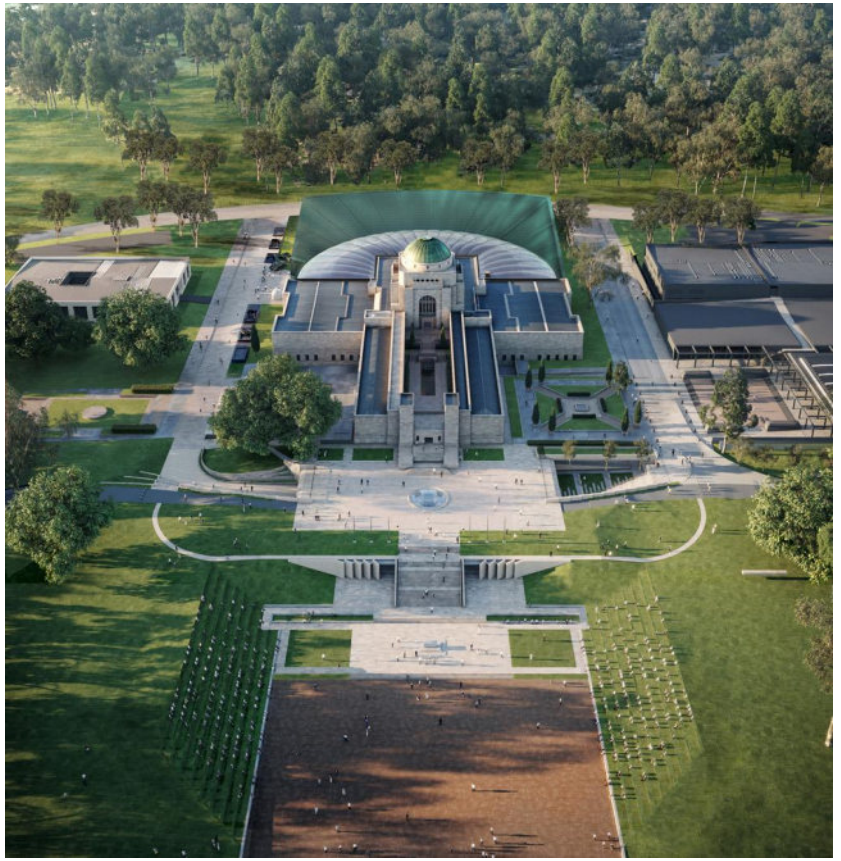
2020

- EPBC consultation phase 2
- Gallery development engagement commences

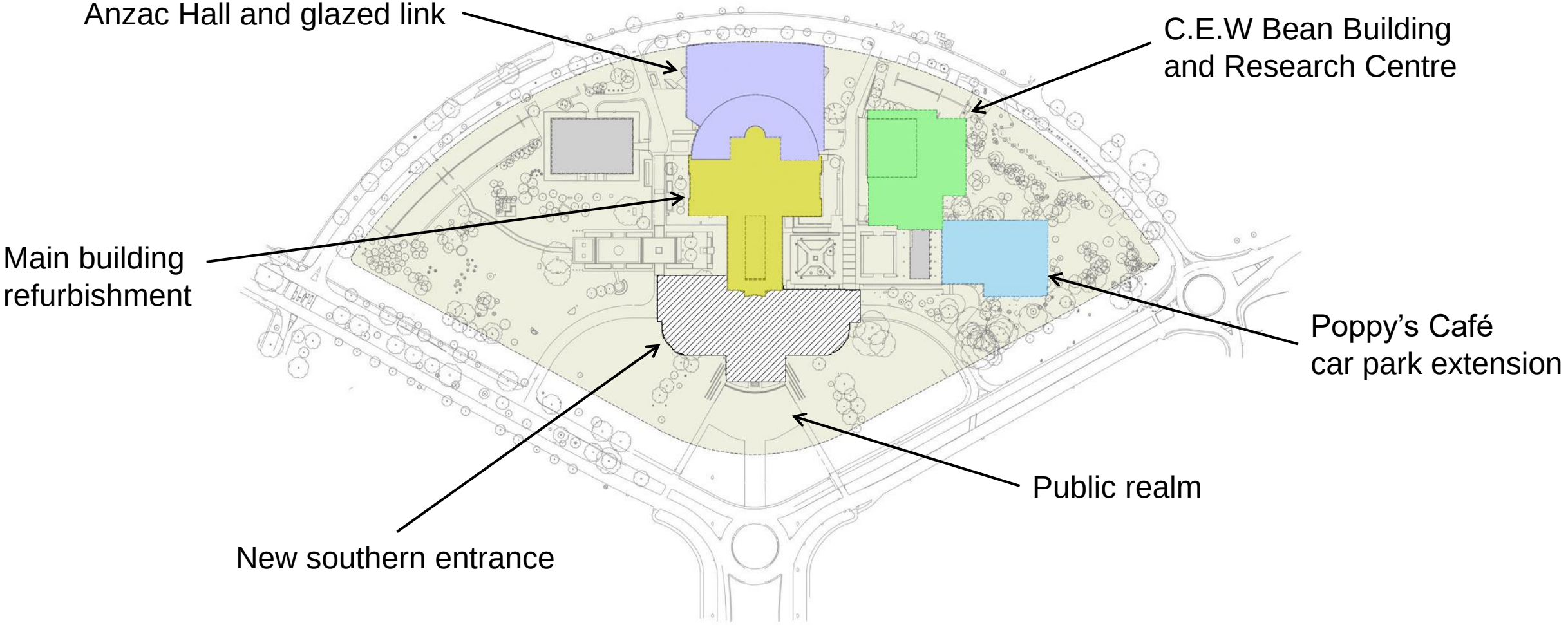
Launch of our plans

AUSTRALIAN WAR MEMORIAL
OUR CONTINUING STORY

Launched on Monday 18 November by the Prime Minister, the Hon. Scott Morrison MP.



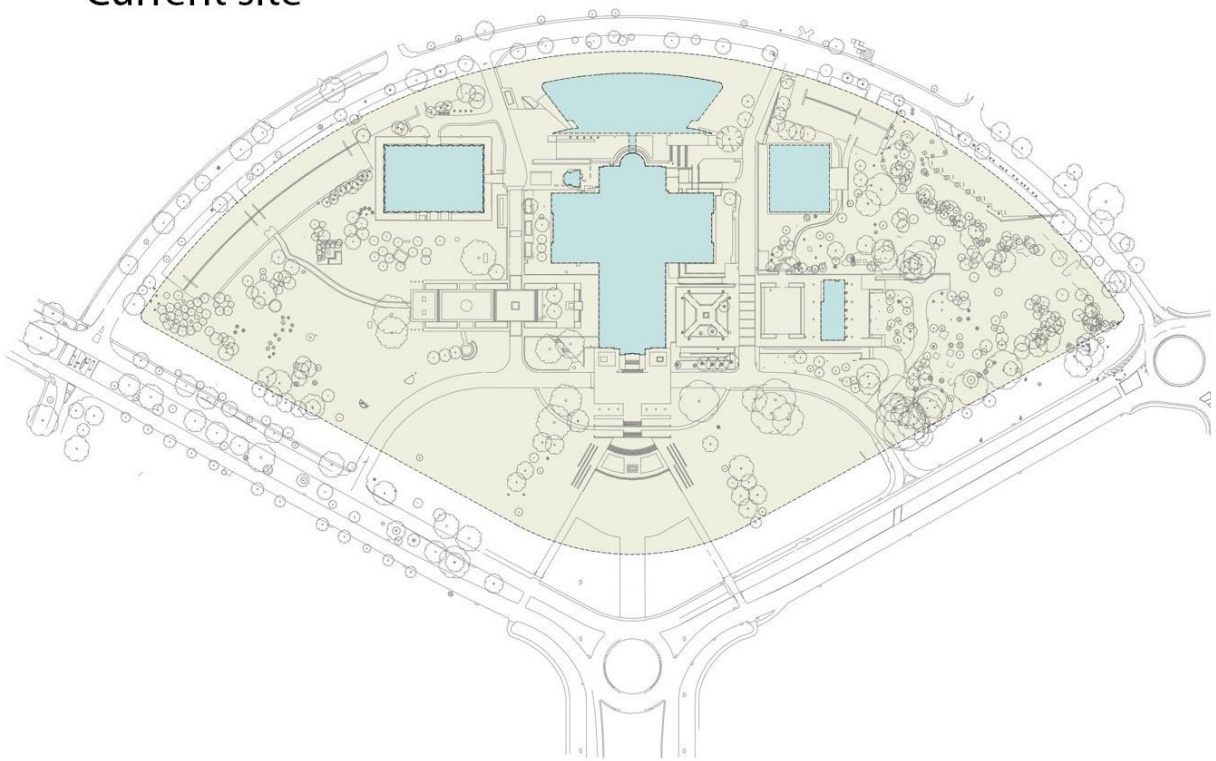
Project overview



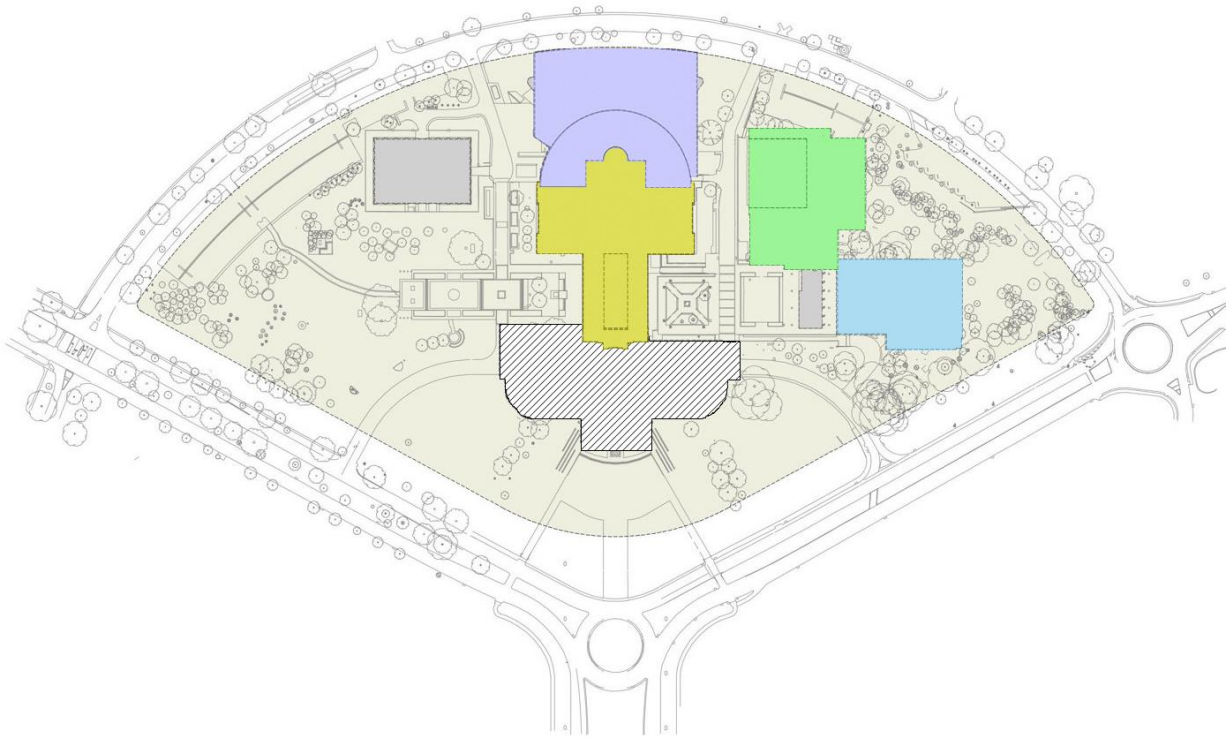
Comparison

AUSTRALIAN WAR MEMORIAL
OUR CONTINUING STORY

Current site



Project overview



Design selection process

Design competitions were held for:

- Anzac Hall and glazed link
  – awarded to Cox Architecture Pty Ltd

- New southern entrance
  – awarded to Scott Carver Pty Ltd

Parade ground and southern entrance

Expansion and re-profiling of parade ground

New southern entrance – eastern arrival courtyard

AUSTRALIAN WAR MEMORIAL
OUR CONTINUING STORY

Will improve orientation and arrival, and provide additional access to gallery spaces.

New southern entrance – western arrival courtyard

Also includes visitor security and cloaking facilities.

New southern entrance - oculus

The connection to the main building will be maintained through a new focal point, the oculus.

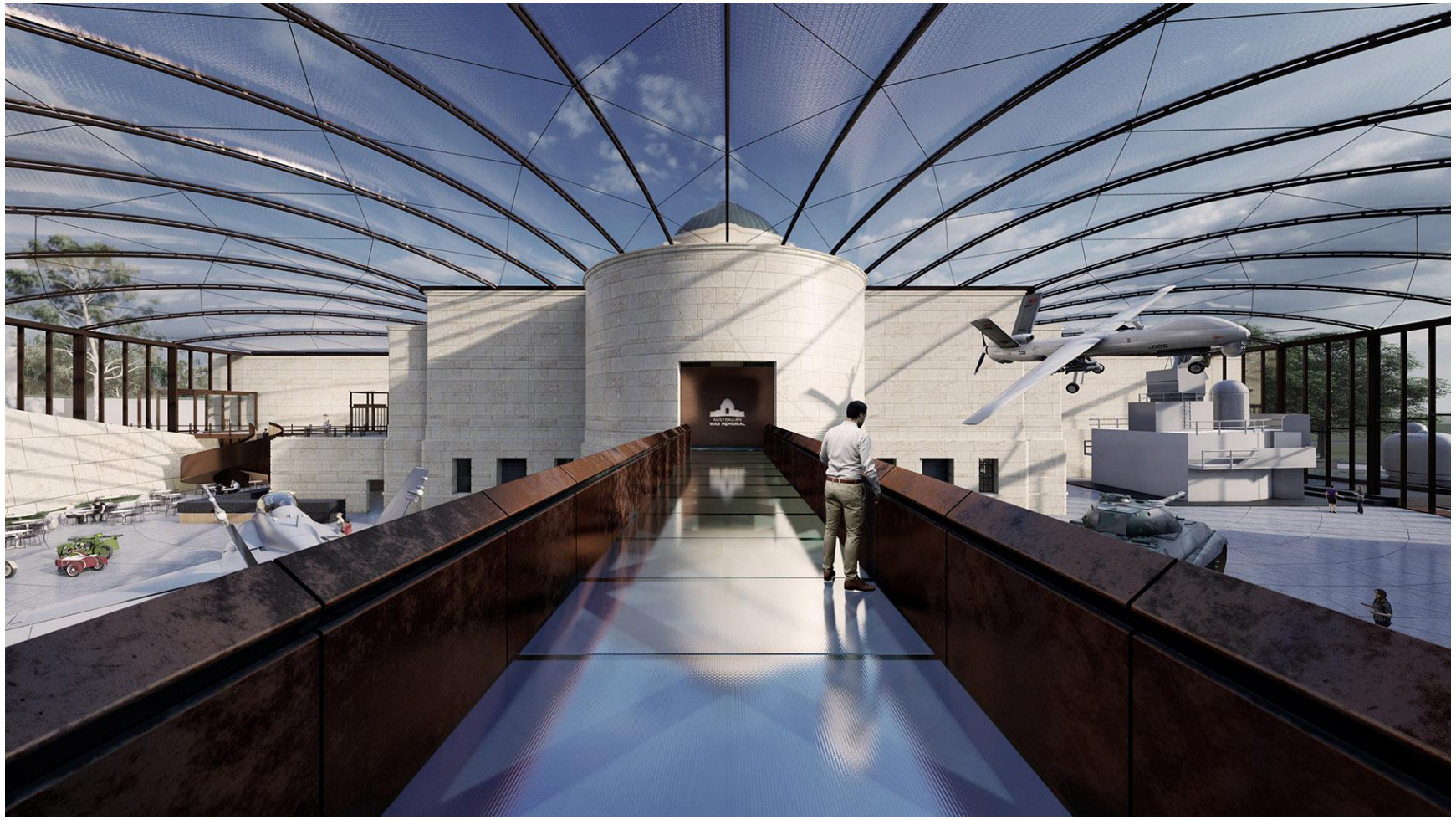
New Anzac Hall and glazed link – eastern view

AUSTRALIAN WAR MEMORIAL
OUR CONTINUING STORY

Provides an additional 4,000m² of gallery space.

New Anzac Hall and glazed link – western view

Glazed link – view from Anzac Hall



Next steps

- Our building plans are currently undergoing review as part of the *Environment Protection and Biodiversity Act 1999* process.

- We expect the Department of Environment and Energy to run a second consultation phase in early 2020 – focusing on the heritage and environmental impacts of the construction.

- Visit our website for details: **www.awm.gov.au/ourcontinuingstory**

Veteran engagement

Engaging veterans and their families on the project is a key priority.

Gallery development

AUSTRALIAN WAR MEMORIAL
OUR CONTINUING STORY

Through transforming our galleries and renewing our exhibition spaces, we will have the capacity to tell modern Australian veterans' stories.

Gallery development consultation

We will run a second national consultation program in 2020 for our gallery plans.

For updates on future consultations, please subscribe to our e-newsletter *Our Next Chapter*: **www.awm.gov.au/nextchapter**

or contact us:

development@awm.gov.au

Gallery development process

AUSTRALIAN WAR MEMORIAL
OUR CONTINUING STORY

Late 2019

- Team commenced
- Community engagement planning

2020

- Gallery concept development
- Community engagement commences
- Gallery design commences

2021

- Design development
- Community engagement continues

Your stories

Can you assist us to tell your story?

To offer material for donation to the National Collection, or to request further information, email us at **development@awm.gov.au**.

Stay Informed

Subscribe to our new e-newsletter

OUR NEXT CHAPTER

www.awm.gov.au/nextchapter

Contact us: development@awm.gov.au

Questions?

www.awm.gov.au/ourcontinuingstory

development@awm.gov.au

ATTACHMENT B

EPBC Presentation Evaluation Form

AUSTRALIAN WAR MEMORIAL

OUR CONTINUING STORY

Thank you for attending an Australian War Memorial development project presentation. Please share your thoughts on today's session by completing this form.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I was provided with the information I needed to participate in a meaningful way	☐	☐	☐	☐	☐
I felt I had my questions answered	☐	☐	☐	☐	☐
The event was well run	☐	☐	☐	☐	☐
I felt I had an opportunity to present my views and that they were listened to seriously	☐	☐	☐	☐	☐
A variety of views, opinions and needs were heard and discussed	☐	☐	☐	☐	☐
I felt comfortable with the facilitator	☐	☐	☐	☐	☐
I understood the purpose of the session and what will be done with my feedback	☐	☐	☐	☐	☐
I now have a better understanding of Memorial's development project plans	☐	☐	☐	☐	☐
I would recommend this session to a friend	☐	☐	☐	☐	☐

Other comments:

……

……

……

☐ I would like a copy of the consultation report at the conclusion of this consultation process (if yes, please provide your email address)

☐ I would like to subscribe to the Memorial's development project e-newsletter *Our Next Chapter* (if yes, please provide your email address)

Name: ……..

Email: ……..

ATTACHMENT C

EPBC Consultation Presentation Feedback

Scores all from 1-5	I was provided with the information I needed to participate in a meaningful way	I felt I had my questions answered	The event was well run	I felt I had an opportunity to present my views and that they were listened to seriously	A variety of views, opinions and needs were heard and discussed	I felt comfortable with the facilitator	I understood the purpose of the session and what will be done with my feedback	I now have a better understanding of Memorial's development project plans	I would recommend this session to a friend	Comment
	5	5	5	5	5	5	5	5	5	This next stage of the AWM evolving is overdue and as a returned serviceman I am so glad it is about to happen. It is a wonderful vision that will remain relevant forever
	5	5	4	4	5	5	4	5	4	
	5	5	5	5	5	5	5	5	5	Well done!
	4	4	4	4	4	4	4	4	4	
	5	5	5	5	5	5	4	5	5	
	4	4	4	4	4	4	4	4	4	
	5	5	5	5	5	5	5	5	5	
	5	5	5	5	5	5	5	5	5	Excellent consideration & inlusion of many vs the few! Thank you
	5	5	5	5	5	5	5	5	5	Community & Veteran Engagement is critical for a successul AWM redevelopment, so it is great that this being undertaken so proactively.
	5	5	2	5	5	3	4	5		
	4	5	4	4	5	5	5	5	5	
	5	5	5	5	5	5	5	5	5	MAPWA with the History Soc[iety] of Victoria developed an online resource for Yr10 students (The enduring effetcs of war). Could this be incorporated in the WM Ed Resources?
	5	5	5	5	5	5	5	5	5	
	5	5	5	5	5	5	5	5	5	
	4	5	4	5	5	5	5	5	5	Always beneficial to hear te balanced information rather than just the opinions of a few. Thank you for the information and subsequent understanding of the Memorial's purpose of the development.
	5	5	5	5	5	5	5	5	5	
	5	5	5	5	5	5	5	5	5	Great. Well done.
	5	5	5	5	4	5	5	5	5	
	4	4	4	4	5	4	4	5	4	
	5	5	5	5	4	5	4	5	5	
	5	5	5	5	4	5	4	5	5	beautifully.
	5	5	5	5	4	5	4	5	5	Thanks for the info! Great presentation!
	5	5	3	4	5	5	5	5	4	
	5	5	5	5	5	5	5	5	5	Excellent & very moving
	5	5	5	5	5	5	5	5	5	
	5	5	5	5	5	5	5	5	5	
	4	3	4	4	3	4	4	4	4	(I now have a better understanding of the Memorial's plans) But don't agree
	5	5	5	5	5	5	5	5	5	
	5	4	5	3	5	5	5	5	4	
	4	3	4	4	4	4	4	4	4	Make sure times for these session[s] are clear to those who are coming
	5	5	5	5	5	5	5	5	5	
	4	3	3	4		4	5	4	4	Confusion on start time
	5	5	4	4	3	5	4	5	4	Don't like presentations being hijacked by one individual that must have an agenda. Would have been nice if he (the interjector) had introduced himself. Thanks for an informative presentation.
	2	2	3	2	2	3	2	3	2	AWM should not be considered therapeutic DVA funding - proper funds should be allocated for professional therapy. Too few community sessions at a busy time of year. Frontier Wars must be recognised & displayed at AWM. Excessive, offesnive amounts of money planned to expand AWM, should be spent of bettering Australia & the environment. Display of big weapons risks becoming a mere theme park. 80% of those surveyed (Cabnerra Times online poll, not a survey) oppose this development - Listen to the people!. We do not need another expensive energy intensive
	5	4	4	4	5	5	4	5	5	
	5		5	5	5	5		5	5	
	2	2	2	4	4	4	3	4		Was hoping to see plans of existing AWM and proposed building works.

	5	4	5	5	5	5	5	5	5	Most informative, respectful and genuine presenters, with sincere answers. Very well done videoos and fly through. My only minor suggestion: I don't think it is helpful to denigrate those who may be sincerely critical as representing a 'vocal minority'.
	2	4	3	4	3	5	4	4	2	Submarine Association email indicated it was to be a session whereby we could provide information to 'update' AWM. Little information on
	4	4	4	4	4	4	4	4	4	I sincerely hope First Nations soldiers are equally acknowledged & stories of new Australia soldiers/defence/peacekeeping personnel are also told.
	5		5		5	5	5	5	5	
	5	4	4	5	5	5	5	5	5	
	5	5	5	5	5	5	5	5	5	Some questions connected with issues associated with DVA matters and some colonial wars were I believe outside the aims of this process
	5	4	4	5	5	5	5	4	5	Would be good to how the Rwanda and Afghanistan wars are dealith with. Aust Staff Officer and NCOs on HQ UNAMIR II and Land Cmd for a period & CTV in Afghanistan. Very interesting but different HQ encironments.
	5	5	5	5	5	5	5	5	5	members.
	4	4	5	4	4	5	4	4	4	
	4	3	4	5	4	4	4	5	5	
	5	5	5	5	5	5	5	5	5	
Average	**4.6**	**4.5**	**4.4**	**4.6**	**4.6**	**4.7**	**4.5**	**4.8**	**4.6**	

ATTACHMENT D
EPBC Consultation Events

State	Location	Venue	Event Type	Location Type	Date	Attendees
ACT	Canberra	Australian War Memorial	Presentation	Museum	28/11/2019	38
NSW	Orange	Orange Ex Services' Club	Presentation	Club	2/12/2019	10
NSW	Newcastle	Wallsend Diggers	Presentation	RSL	2/12/2019	11
NSW	Orange	Orange Ex Services' Club	CDI	Club	2/12/2019	19
NSW	Newcastle	Wallsend Diggers	CDI	RSL	2/12/2019	5
NSW	Albury	Albury SS&A Club	Presentation	RSL	4/12/2019	5
NSW	Albury	Albury SS&A Club	CDI	RSL	4/12/2019	10
TAS	Launceston	Launceston Library	Presentation	Library	4/12/2019	4
TAS	Launceston	Launceston Library	CDI	Library	4/12/2019	2
NSW	Wagga Wagga	Wagga RSL	Presentation	RSL	5/12/2019	1
NSW	Wagga Wagga	Wagga RSL	CDI	RSL	5/12/2019	8
NT	Darwin	Cazalys Palmerston Club	Presentation	Club	5/12/2019	7
NT	Darwin	Cazalys Palmerston Club	CDI	Club	5/12/2019	13
TAS	Hobart	Tasmanian Museum and Art Gallery	Presentation	Museum	5/12/2019	9
TAS	Hobart	Tasmanian Museum and Art Gallery	CDI	Museum	5/12/2019	23
NSW	Paramatta	Parramatta RSL	Presentation	Club	9/12/2019	8
NSW	Parramatta	Parramatta RSL	CDI	RSL	9/12/2019	8
QLD	Townsville	Townsville RSL	Presentation	RSL	9/12/2019	9
QLD	Townsville	Townsville RSL	CDI	RSL	9/12/2019	3
VIC	Longbeach	Parramatta RSL	Presentation	RSL	9/12/2019	9
VIC	Longbeach	Parramatta RSL	CDI	RSL	9/12/2019	13
NSW	Canterbury	Canterbury Hurlstone RSL	Presentation	RSL	10/12/2019	7
NSW	Canterbury	Canterbury Hurlstone RSL	CDI	RSL	10/12/2019	17
NSW	Sydney	Australian National Maritime Museum	CDI	Museum	10/12/2019	2
QLD	Brisbane	Coorparoo RSL	Presentation	RSL	10/12/2019	18
QLD	Brisbane	Coorparoo RSL	CDI	RSL	10/12/2019	25
VIC	Caulfield	Caulfield RSL	Presentation	RSL	10/12/2019	9
VIC	Melbourne	The Shrine of Remembrance	Presentation	Museum	10/12/2019	15
VIC	Melbourne	The Shrine of Remembrance	CDI	Museum	10/12/2019	26
VIC	Caulfield	Caulfield RSL	CDI	RSL	10/12/2019	9
WA	Perth	Perth City Library	Presentation	Library	10/12/2019	2
WA	Perth	Perth Town Hall	CDI	Town Hall	10/12/2019	12
VIC	Geelong	Geelong RSL	Presentation	RSL	11/12/2019	7
VIC	Geelong	Geelong RSL	CDI	RSL	11/12/2019	14
WA	Fremantle	WA Maritime Museum	Presentation	Museum	11/12/2019	2
WA	Fremantle	WA Maritime Museum	CDI	Museum	11/12/2019	5
WA	Fremantle	WA Shipwrecks Museum	CDI	Museum	11/12/2019	2
QLD	Mackay	Dudley Denny City Library	Presentation	Library	12/12/2019	7
QLD	Mackay	Dudley Denny City Library	CDI	Library	12/12/2019	5
SA	Adelaide	Naval, Military & Air Force Club of South Australia	CDI	Club	12/12/2019	15
SA	Adelaide	Naval, Military & Air Force Club of South Australia	Presentation	Club	12/12/2019	6
ACT	Canberra	Australian War Memorial	CDI	Museum	19/01/2020	10
ACT	Canberra	Australian War Memorial	CDI Indigenous Stakeholder	Museum	19/01/2020	9
ACT	Canberra	Australian War Memorial	Presentation	Museum	24/01/2020	13
ACT	Canberra	Australian War Memorial	CDI	Museum	25/01/2020	3
ACT	Canberra	Australian War Memorial	CDI	Museum	25/01/2020	7

AWM General Visitor Survey Report July 2020

Survey date range: July 2020 to June 2021

Methodology: This financial year COVID19 response provisions meant that the personal exit interview methodology was not practical. Visitors' ticketed contact email has been used and a shortened version was been designed to encourage completion. This survey is ongoing and samples change daily as visitors complete surveys at their convenience. This survey sample is currently self-selecting until the Memorial can revert to personal intercept methodology.

This year the survey question set prioritised COVID19 response measures and Development views in addition to minimal demographic information.

As at the time of reporting 5,467 survey emails have been sent resulting in 675 completed surveys.

Whilst the survey covers three main topics (Visitor Experience focused on Covid-19 safety; Visitor demographics and the Development) we have provide the survey insights on the Development only to the Committee as the most relevant information.

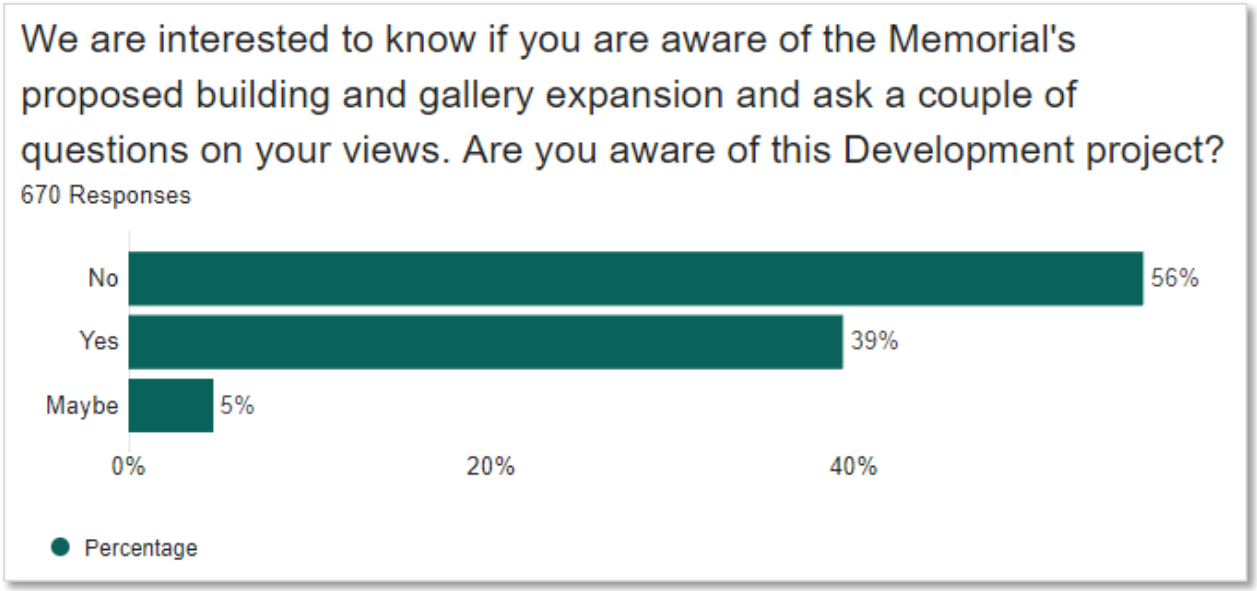
Insights

- 56% of recent onsite visitors were unaware of the Memorial's proposed building and gallery expansion. 39% were aware and 5% were unsure.
- After being presented with a short summary and diagram of the proposed changes;
    - 77% of recent visitors Strongly agreed or Agreed that the Memorial will deliver social heritage values after completion. 41% Strongly agreed. 36% Agreed, 18% were neutral. 5% Disagreed or Strongly Disagreed.
    - 85% of recent visitors Strongly agreed or Agreed that they supported the planned development more fully telling the stories of modern conflicts, peacekeeping and humanitarian operations. 49% strongly agreed. 36% agreed, 9% were neutral. 6% Disagreed or Strongly disagreed.

THE DEVELOPMENT PROJECT

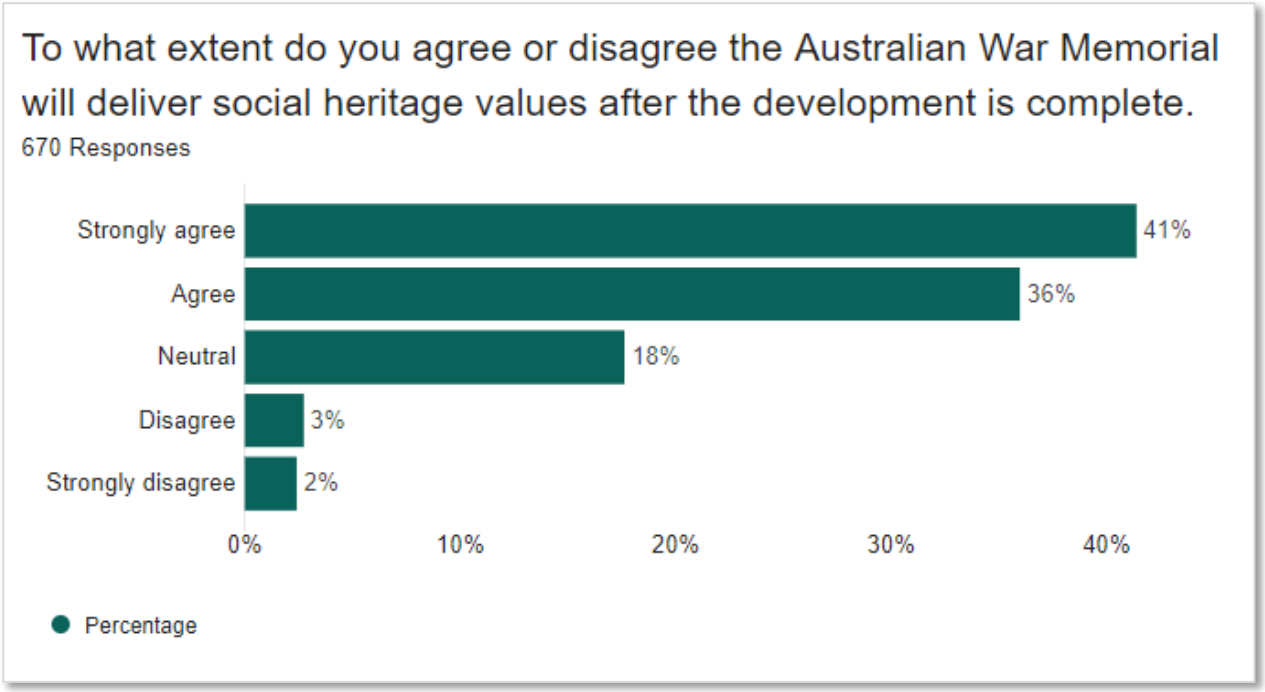
The following questions sought to understand visitors' awareness of the Project and general sentiment towards the proposed works.

Visitors were asked whether they were aware of the Development Project.

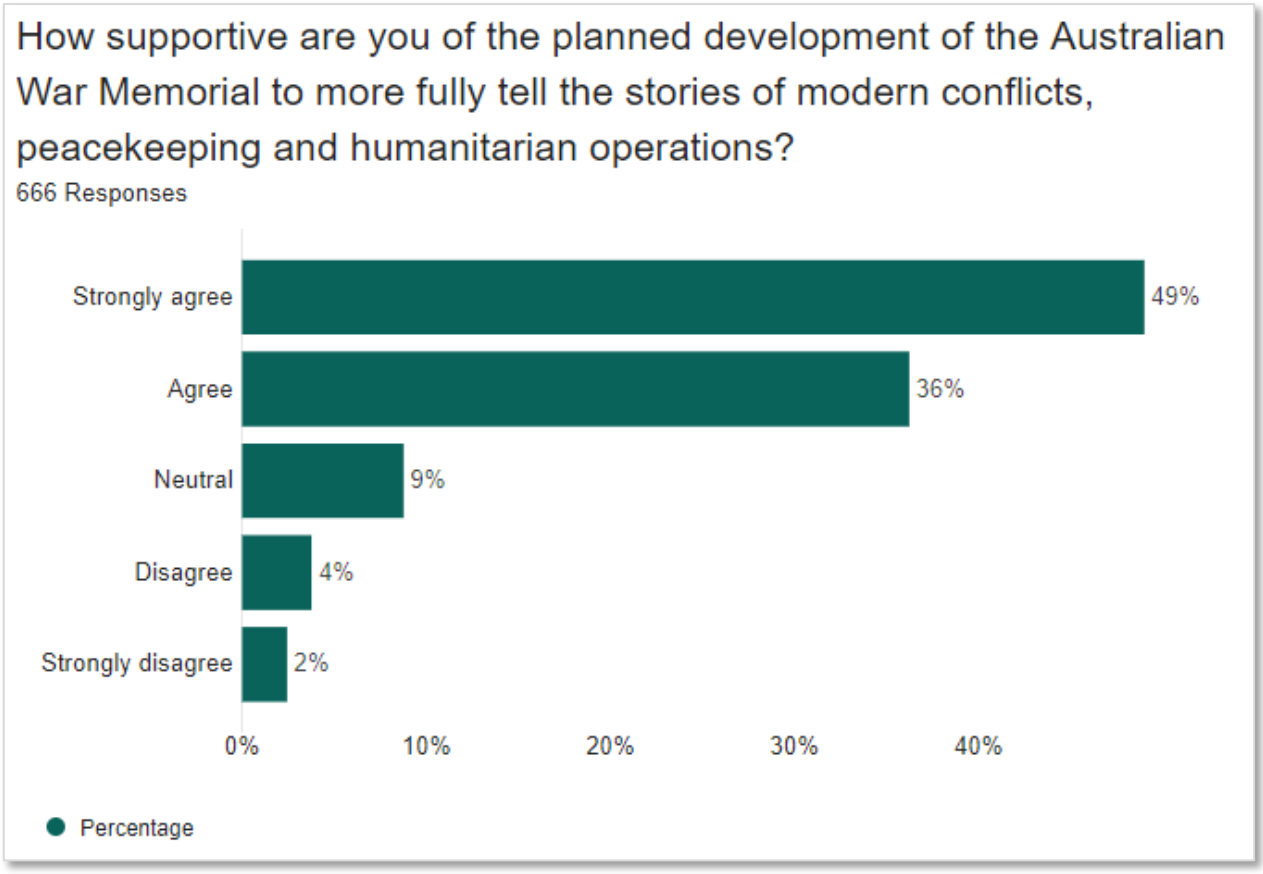


A short summary with an architectural render showing the proposed works across the Campbell precinct was shown to visitors. It noted that whilst the heritage facade remains unchanged there will be a new southern entrance, refurbishment of the main building, a new Anzac Hall connected to the main building via a glazed link and an extension to the Bean Building to establish a world-class research centre.

Visitors were asked to what extent they agreed or disagreed that the development will deliver social heritage values upon completion. This question was used in the survey for the EPBC submission.



The Project will allow the Memorial to better tell the stories of modern veterans and conflicts. Visitors were asked to assess their level of support to more fully tell the stories of modern conflicts, peacekeeping and humanitarian operations.



Following this question visitors were provided with the opportunity to communicate any additional thoughts or feelings in response to their recent visit to the Memorial.

Please note any comments on the question "do you support increasing gallery spaces and displays for more recent conflicts such as Iraq, Afghanistan, humanitarian, or peacekeeping operations.

Many have provided comments relating to visitor experience, Development views or a combination. Comments that related to the Development have been reproduced in the Appendices.

Just under half of respondents 43% (289 out of 675) offered a comment.

Out of these 20% (n=57) wanted to comment specifically about or include reference to the Memorial's proposed Development project. The majority, 80% (n=231) did not comment on the Development but discussed aspects of their recent visit or reviewed the Memorial in general.

The response rate indicates that just over half did not have any views strong enough to make the effort of writing a comment.

Development related comments:

20 of these were categorised as positive or supportive.
Statements on subjects to be on display in the new galleries were included in this category as they are <u>not</u> saying the development should not proceed.

6 of these were categorised as mixed positive and negative feedback

6 of these were categorised as neutral.

14 of these were categorised as negative or opposing.

De-identified comments are provided below for information.

Comment Response subject	Comment Response type	Q14	Survey ID#
Development comments	**Count = 20**	**Do you have any particular thoughts or feelings in response to your recent visit to the Memorial or any other comments you would like to add?**	
5 Visit & Development	1 Supportive	I was disappointed that not all exhibits were on display/accessible, however under current conditions that is understandable. As for the renovation, I'm all for it, but would strongly like to voice my concern in regards to hearing rumours of more novelty areas/exhibits. I believe that it's our duty to respect the fallen and current military by keeping it as a memorial museum, not a themed novelty for tourists to play in. But I'm happy to have made it to my favourite place in this country on its reopening day!	7
2 Development	1 Supportive	The memorial is an important place, and any improvements will be a valuable investment in our culture.	94
5 Visit & Development	1 Supportive	We were incredibly impressed and touched by the material and messaging contained in the exhibits and the walls of memorial. Both of my sons have attended wreath laying services (aged 12 and 17) and said that it was the highlight of their junior school years. It was our first visit as a family and coming originally from the UK I found the museum immensely informative and moving. I'm sure the proposed expansion will be world class and would be delighted to offer further feedback if needed.	108
5 Visit & Development	1 Supportive	I thoroughly enjoyed my visit although I didn't have quite enough time to enjoy all the displays. I have been here at least 5 times and have yet to cover it all in depth. The addition of more floor space will no doubt increase the positive experience for history hungry visitors and also give the researchers more adequate room to display their findings. Truely the best museum I've ever visited. It really sets the standard very high. Thankyou for providing this valuable resource for all to freely enjoy!! The staff are brilliant btw. Very approachable and friendly. They make everyone feel at ease and encourage questions which is refreshing.	112
2 Development	1 Supportive	I support everything the AWM does. It is an integral part of our history.	116
2 Development	1 Supportive	I am sure it will be beautifully done and also in line with the current architecture of the Memorial.	240
2 Development	1 Supportive	I am a Vietnam veteran and quite familiar with the AWM. My daughter, her teenage son and her son's friend are not. All three were caught very unawares by the displays. My daughter was reduced to tears. The two boys asked thoughtful questions like "Were aboriginals involved in WW1 and WW2?" and " When were females first allowed to actually fight on the front line?" To me these questions show the interest level the displays took them too.	247

		Overall, our visit left them with a much greater awareness, which I doubt will start shape their adult views. Thank you. Barry	
2 Development	1 Supportive	AWM does not provide appropriate coverage of 6th and 7th Division campaigns.	271
2 Development	1 Supportive	There must be a section on the Frontier wars in Australia and the relentless persecution of our native inhabitants by the White settlers. Until that exhibition is complete the War Memorial will not be complete	272
5 Visit & Development	1 Supportive	Love new upgrades. Website was not clear on which entry ticket would get you to which displays (ie. 'Anzac Hall' - what would one see there?) website needed a map that matches the ticket title.	273
2 Development	1 Supportive	Perhaps you could tell more of the story of the war on terrorism, including the role of the police.	274
2 Development	1 Supportive	We need to preserve our history and celebrate our hero's	276
2 Development	1 Supportive	Add frontier wars section honouring indigenous resistance to invasion.	287
5 Visit & Development	1 Supportive	Would be good to make information more accessible, i.e. currently only one mode (sight - read) should also be in a variety of modes such as Braille, audio etc Could use technology to update diorama exhibits to be interactive More kid friendly - i.e. given a card at the entrance and have to mark off things they find/see as they go	302
2 Development	1 Supportive	The Memorial continues to be a world leader in commemoration. It will be important that the Memorial expands to commemorate appropriately more recent conflicts without detracting from the wonderful presentation of the WW I and WW II galleries. The Last Post Ceremony is unfailingly a moving commemoration.	317
2 Development	1 Supportive	Initially I couldn't believe that money was being directed to this expansion but after visiting again with our you g boys I think it's an extraordinarily important museum for Australian people, future generations and those who it honours.	352
2 Development	1 Supportive	It would be good to see an area dedicated to the outcomes of so many sacrifices so younger generations can better understand and appreciate their freedoms and liberties	361

2 Development	1 Supportive	Very happy to hear of the extension to house & display many more items for our younger generations to view & learn from as well as add more "hands on" for younger children to enjoy & experience (after Covid 19 of course). We took our 3 young Grandsons to the Anzac Hall & they enjoyed it & was amazed - it was very well presented (I-Pad Pens were a great idea) & they had many questions. Thank You!	362
2 Development	1 Supportive	Afghanistan deserves more space and depth to the display/story.The staff are excellent, especially considering the current circumstances.	396
2 Development	1 Supportive	The AWM is the legacy and inheritance for all Australians - please don't succumb to pressure from the "arts" industry - may I suggest (if at all possible) that you tell MORE stories of the men and women who served our country - the new visitor centre (near Poppy's) is great!	490
2 Development	1 Supportive	As we are a country that has a lot of migrants from allied countries.... it might be appropriate to have a section or something that connects them / these survivors with Their efforts in modern conflicts. From the survivors of war to those that served. It might help with their PTSD.	491
5 Visit & Development	1 Supportive	My husband and I were very grateful to be able to visit the Memorial as it has been a long time since we have been to Canberra. Even though it was a limited time entry, we thoroughly enjoyed the experience and look forward to the completion of the Development Project. Thank you.	558
2 Development	1 Supportive	As a veteran of the East Timor, Sudan Middle East HQ and Afghan - mentoring 205 Afghan Corp at Kandahar, it would good to expand the existing space dedicated to these campaigns. I know there slot artefacts, photos and visual history from the would strengthen what is on display. While I attended by myself, it would be difficult to show family my deployment history with what you have on display. There is so much more to the Afghan campaign than SOTG	625
5 Visit & Development	1 Supportive	Loved every part of it. Very grateful for all that we can learn from history of those that have given their life for others. Would love to see more from those that have served in recent conflicts in Afghanistan and similar.	646

2 Development	1 Supportive	I can see how the displays and stories can likely bring at least some closure for vets and their families, as well as strongly impact other visitors to be thankful for what our service people have done. Surely the redevelopment as planned will enable those who have most recently served to find the same benefit, not to mention visitors being better informed about Australia's role.	654
2 Development	1 Supportive	The WW2 section should be expanded.	659
2 Development	1 Supportive	Need to highlight the recent conurbations of woman in the military, partially those who now serve in combat units, since the rules where changed in 2013.	672

Comment Response subject	**Comment Response type**	**Q14**	**Survey ID#**
Development comments	**Count = 6**	**Do you have any particular thoughts or feelings in response to your recent visit to the Memorial or any other comments you would like to add?**	
2 Development	2 Mixed	The currant entry is very appropriate, if the new entrance does not capture the grandeur of the existing one it would be inappropriate, it should be built in the same architectural style as the existing one.	83
2 Development	2 Mixed	I am strongly against removing the original gallery displays as it defeats the purpose of the war memorial and is disrespectful for those you need the whom gave great sacrifices for our great country and empire.The old displays tell about the journey our national has travelled and evolved you need the past to help visitors tell the way of how we today . Keep the existing and build a new area for your new additions to the collections.	103
2 Development	2 Mixed	Should be about remembrance not a tourist attraction .	177
2 Development	2 Mixed	The Memorial is an incredibly respectful and beautiful way of respecting our Service men and women. The grace, maturity and sense of ceremony is what makes it so special. I hope the expansion doesn't take away from that. The Memorial is so much more than a museum.	227
2 Development	2 Mixed	Bulk of the proposed building and the extent to which it envelopes the older memorial building are the main issues I see. I would prefer development of a nearby site or building or possibly excavation so the bulk of the new structure is less apparent.	503

2 Development	2 Mixed	We feel the planned development is well warranted and the plan looks great our only comment is that with any plan that the original building remains the focal point of the memorial, overcrowding or overshadowing over time of this great building would be a great shame and distraction to what is a truly exceptional memorial facility.	522
5 Visit & Development	2 Mixed	I enjoyed my visit to the Anzac gallery and can see that an expansion makes sense, but to add further galleries rather than disturb the existing structure.	557
5 Visit & Development	2 Mixed	The memorial facilities are already highly extensive which, at times, can be overwhelming in vastness as is. Thus, extending the museum with the planned development could result in further distance of the average viewer from the content. From a university-level history and specifically museology background, I adored the attention to detail of the curatorship, but even for me it was at times too profuse. Comments on the exhibits; - Design was aesthetically pleasing - Balanced and flowing combination of the forms of historical communication (aural, visual, tactile) - Presumably due to covid restrictions, the transitioning of the exhibits distrupted the chronology (which is essential) from WWI to Air Force in WWII to Modern conflicts to WWII - Background of textual information displays in WW1 (a white/beige with black text) paired with the overhead lighting gobo's, made it difficult to read and rather fuzzy, but were fine for the rest of the museum so perhaps mimic one of those designs - The lighting was down in the left-far corner of the WWII Air Force exhibit behind one of the model fighter jets Overall, loved the visit and hope my suggestions can help engage and entice new viewership to the memorial, and further the historical interest of the nation!	639
5 Visit & Development	2 Mixed	Extension plan looks spectacular. Regarding our recent visit, the young man giving us a brief on COVID-19 requirements prior to entry paused at the start and insisted that my children (aged 8, 6 and 3) stop looking around and listen to his brief. While I understand the need to ensure visitors listen, understand and adhere to the rules, I felt this was unreasonable and unnecessary.	662

Comment Response subject	Comment Response type	Q14	Survey ID#
Development comments	**Count = 15**	**Do you have any particular thoughts or feelings in response to your recent visit to the Memorial or any other comments you would like to add?**	
2 Development	3 Unsupportive	This is a lot of money and there are other things I would rather that money was spent on. Things that build our society	71
2 Development	3 Unsupportive	At this stage, I have no knowledge of whether or not 'social heritage values' will be presented in the expansion. For example, will the new addition and exhibits deal frankly and honestly with the massacres and murders committed on Aboriginal people by organised and unorganised colonists? Will they address the absurdity and immorality of having weapons manufacturers who benefit from wars partner with the AWM to fund these expansions? I cannot see value in committing further taxpayer funds to a 'memorial' while at the same time committing billions of dollars to buying weapons, reducing financial support for other cultural activities that enhance peoples' lives, e.g., other galleries, museums, etc. Specifically on your question, here is what I was moved to post on Facebook: 'Visited the War Memorial today, for the first time since we moved to Canberra (and possibly ever). Mixed feelings. From a museum perspective, it's hard to fault it; and as a memorial, it is respectful in acknowledging contributions, sacrifices and losses. It's the subject matter that disturbs me - past and present waging of war, mostly other peoples' wars. This week, Morrison and Co announced their decision to invest $270 billion, not in housing, renewable energy, health and education, but in weapons of war and making Australia even more of a target than his predecessor Howard made us when he needlessly committed Australian defence personnel to a futile, deadly search for non-existent 'weapons of mass destruction'.	121
2 Development	3 Unsupportive	Nothing we memorialise has, to my knowledge, ever stopped a conflict. I agree we must have an armed Corp to protect us and we should recognise their endeavours. Please don't get ahead of yourself (or us) about the place a memorial has in our social structure. Bigger is not better	135
2 Development	3 Unsupportive	We need to balance the need for this with other needs in our country at the moment.	291
2 Development	3 Unsupportive	Re the new development I would prefer to see taxpayer money spent on other priorities at this time. Eg higher unemployment benefits etc.	295

2 Development	3 Unsupportive	Please redirect expansion plan funding to veterans. Only once veterans are being adequately supported through their transition should renovations be considered.	334
2 Development	3 Unsupportive	The he memorial is great as it is. With the financial impact of Covid19 tax payer's money should not be wasted on the extension folly. In fact all the recent development in Canberra leaves me cold. All the speed cameras, paid parking every where, red light cameras and other surveillance cameras ruin Canberra. I found the streets littered with rubbish and the place looking worse for wear. The traffic is also getting worse. Used to think I could live in Canberra, but the place is changing, badly.	372
2 Development	3 Unsupportive	I question whether more money should be spent on memorialising rather than more adequately supporting surviving veterans in every way possible.	442
2 Development	3 Unsupportive	Overall I find it a sad place to visit. It's already quite large and I don't think it needs to be larger. Maybe there should be a separate museum.	449
2 Development	3 Unsupportive	After visiting the excellent AWM I thought a lot about the proposed expansion. It sounds excessive to me as the Memorial in its current form is fantastic - it includes a considerable amount of memorabilia and is so informative. This redevelopment is a very costly exercise proposed during a recession and enormously difficult time in our history. To spend money in this way is wasteful and tone deaf - there are a myriad of other things we could do with that funding! We have already done a good job commemorating the wars that Australians have fought in.	468
5 Visit & Development	3 Unsupportive	We visited in order to show our 8 year old grandson from Sydney the names of his two great uncles killed in WW1 and WW2. We were shocked that Anzac Hall was darkened to such an extent that it was almost impossible for him to make out the various objects being displayed - we did not want him to spend an hour watching films, but instead to start to understand the circumstances in which his uncles were killed. The staff did readily allow us into the main areas so we could show him a little of Gallipoli and place poppies for his uncles in the Roll of Honour. The Memorial is unique as a place of commemoration, recollection and understanding of the impact of war on the Australian community, and while of course the experiences of recent Australian military personnel should be represented at the Memorial it must be done with great care and sensitivity. To wilfully destroy an exhibition hall more than fit for person (and currently it seems presenting a confusing and overly dramatised account of WW2) in order to be able to present an even more hyped up account of recent military experience seems to me to be profoundly distorting of the profound responsibility the Memorial has to all Australians. My husband and I are therefore deeply distressed by the proposed plans, and our visit further confirmed our lack of trust in the future plans and proposals.	471
2 Development	3	I think right now, financially, an expansion isn't needed, the AWM is fine as it is.	474

	Unsupportive		
2 Development	3 Unsupportive	The main building should remain untouched as it ages it improves... it is a beautiful building and you cannot help but feel the ghosts of those who served walk along side you...	515
2 Development	3 Unsupportive	I think the current Memorial more than adequately conveys Australia's history in offshore wars, but I was upset and surprised that the genocides and conflicts on home soil barely rate a mention. This obviously needs urgent correcting. I also don't support the proposed expansion, and think the money would be much more usefully spent going directly to war veterans who have to live every day with the scars and trauma of serving their country. It's a sad reflection on our government's priorities that it would sooner spend money on buildings than on humans.	556
2 Development	3 Unsupportive	An excessive use of tax payers money on a project more about the boards ego than our heritage.	666

Comment Response subject	**Comment Response type**	**Q14**	**Survey ID#**
Development comments	**Count = 6**	**Do you have any particular thoughts or feelings in response to your recent visit to the Memorial or any other comments you would like to add?**	
2 Development	4 Neutral	The new building needs to ensure the old building atmosphere remains.	174
2 Development	4 Neutral	You seriously risk losing the sacrifice aspects and glorifying warfare. As the complex is currently finely balanced I am concerned increasing throughput will create "Just another museum.	226
2 Development	4 Neutral	The horrendous things done in our name should also be covered going back to invasion and including atrocities in middle eastern conflicts and Vietnam	330
2 Development	4 Neutral	The expansion is very expensive.	555
2 Development	4 Neutral	Please consult with veterans and their families before proceeding with any upgrades	561
2 Development	4 Neutral	Please do not remove the tomb of the unknown soldier or remodel the exterior of the original buildings	616

ATTACHMENT T1

Indigenous Representation Consultation Summary

Consultation summary

Title	Name	Role	Date and method
Ms	[redacted]	Southern NSW and ACT Assessments Department of Environment and Energy	21 March 2018 / Teleconference to introduce the Project and take of approval pathways and method in which assessment were to be undertaken include the Heritage Impact Assessment (HIA) template developed for the Department of Defence. 14 March 2018 / Email to DoEE with Pre-referral meeting agenda and information on the proposed action. August 2018 / teleconference and open discussion regarding development of DBC Reference Design. 23 October 2018 / onsite meeting to discuss proposed SBC Reference Design and discuss Project challenges, including potential impacts to heritage values. 10 October 2019 / onsite meeting to discuss Project Design and referral.
Ms	[redacted]	Historic Heritage Section Department of Environment and Energy	3 July 2019 / Email to the Memorial providing comments on the DBC Reference Design HIA. 10 October 2019 / onsite meeting to discuss Project Design and referral.
Ms Mr	[redacted] [redacted]	Australian War Memorial	17 May 2018 / Email update on RAO consultation. 23 May 2018 / Email update on RAO consultation. 24 May 2018 / Meeting to discuss heritage aspects of Project and introduction to RAO representative during site visit. 23 October 2018 / onsite meeting to discuss proposed DBC Reference Design and discuss Project challenges, including potential impacts to heritage values. 5 December 2018 / Meeting to discuss Heritage Strategy reporting and peer review feedback. 26 February 2019 / Meeting with RAO representative during site visit. 12 September 2019 / Meeting with architects to discuss the Project Design.
Ms	[redacted] OAM	McDougall & Vines Conservation and Heritage Consultants	5 December 2018 / Meeting to discuss Heritage Strategy reporting and peer review feedback. 5 December 2018 / Email update providing preliminary peer review feedback. 12 December 2018 / Provision of peer review comments on Heritage Strategy. 7 March 2019 / Phone call to discuss report structure and peer review comments. 12 September 2019 / Meeting with architects and Memorial to discuss the Project Design.

Title	Name	Role	Date and method
Mr Ms Mr	[redacted] [redacted] [redacted]	Buru Ngunawal Aboriginal Corporation	30 April 2018 / Email and phone call to [redacted] to discuss Project and provide Project information. 17 May 2018 / Email updated confirming site visit timings, [redacted] confirmed availability for a representative via email. 24 May 2018 / Site visit – [redacted] attends site visit, during which two artefacts are identified north of Treloar Crescent. [redacted] indicated that he was aware of Mount Ainslie as having significance as a woman's places but suggests discussing with [redacted], a Ngunnawal elder who has previously contributed to research on the place. Archaeological potential of the Memorial is discussed and significant disturbance acknowledged. Archaeological potential north of Treloar Crescent is discussed and acknowledged. 28 May 2018 / Phone call to [redacted] to confirm [redacted] contact details in order to discuss Mount Ainslie. 30 May 2018 / Phone call – [redacted] discusses Mount Ainslie woman's place with [redacted]. [redacted] discusses knowledge of artefacts scatters on hillslopes of Mount Ainslie. 12 February 2019 / Email updated confirming site visit timings. 18 and 25 February 2019 / Phone contact, confirmed attendance for site visit. 24 May 2018 / Site visit – [redacted] attends site visit, during which archaeological excavations are undertaken north of Treloar Crescent. No additional Indigenous cultural material is encountered. In discussing potential car park north of Treloar Crescent it is noted that there is an opportunity for interpretative signage linking Mount Ainslie walking trails and the proposed car pack to educate on Indigenous significance of Mount Ainslie.
Mr Mr	[redacted] [redacted] [redacted]	King Brown Tribal Group	30 April 2018 / Email and phone call to [redacted] to discuss Project and provide Project information. 2 May 2018 / Phone discussion with [redacted] who has been appointed by [redacted] to represent the King Brown Tribal Group on the Project. [redacted] discussed values for Mount Ainslie and suggested looking at a YouTube page where he discusses these values. 17 May 2018 / Email/phone updated confirming site visit timings, [redacted] confirmed availability and indicated that his son [redacted] would also attend. 24 May 2018 / Site visit – No attendance. 12 February 2019 / Email updated confirming site visit timings.

Title	Name	Role	Date and method
			26 and 27 February 2019 / Site visit – No attendance. 12 February 2019 / Email updated confirming site visit timings. 18 February 2019 / Phone and email. [redacted] has been appointed to represent the King Brown Tribal Group on the Project, [redacted] has passed away. [redacted] confirmed intent to attend the site visit. 25 February 2019 / Phone contact, confirmed attendance for site visit, but noted may be late due to scheduling. 26 and 27 February 2019 / Site visit – No attendance.
Ms	[redacted]	Little Gudgenby River Tribal Council	30 April 2018 / Email and phone call to [redacted] to discuss Project and provide Project information. [redacted] confirms contact details. 1 May 2018 / Phone call from [redacted] to reconfirm contact details. 17 May 2018 / Email updated confirming site visit timings, no response. 24 May 2018 / Site visit – no attendance. 12 February 2019 / Email updated confirming site visit timings. 18 February 2019 / Attempted phone contact, no response. 26 and 27 February 2019 / Site visit – No attendance.
Mr	[redacted]	Ngarigu Currawong Clan	30 April 2018 / Email and phone call to [redacted] to discuss Project and provide Project information. No response. 17 May 2018 / Email updated confirming site visit timings, no response. 24 May 2018 / Site visit – no attendance. 12 February 2019 / Mail updated confirming site visit timings. 18 February 2019 / Attempted phone contact, no response. 26 and 27 February 2019 / Site visit – No attendance.

ATTACHMENT 8D

Indigenous Consultation Event Report

Australian War Memorial - Our Continuing Story

National Roadshow Event Report

Date: Friday 24 January 2020
Location: AWM
Event type: ☒ Presentation ☐ Drop-in session
Lead Spokesperson (AWM): Wayne Hitches
Support Person (AWM): Michael Bell; Bliss Jensen; Brian Dawson
Approximate Number of Attendees: 13pax

Type of attendee:

☐ General public ☐Veteran ☐Active serviceperson ☐ Veteran Support Group

☒ Other – Indigenous Stakeholders

Invitations were sent to:

- ATSIVSA
- The United Ngunnawal Elders Council
- ACT Aboriginal and Torres Strait Islander Elected Body
- Ngambri Local Aboriginal Lands Council

13 Indigenous stakeholders attended this presentation including two serving ADF members.

Michael Bell opened the event with a Welcome to Country.

WH presented a modified presentation that highlighted Indigenous heritage matters including the location of the one Indigenous artefact on the AWM site. Attendees were assured the site would not be affected by the Project and the AWM would continue to monitor and protect the site.

Brian Dawson provided an update on the Memorial's Reconciliation Action Plan following WH presentation.

The floor was then opened to questions, with Michael Bell answering the majority.

Questions Asked:

1. Why doesn't the Memorial fly the Torres Strait Islander and Aboriginal flags daily?
   Taken on notice.
2. Will the Memorial work with AIATSIS to showcase stories in their collection in the new space? It feels like if the AWM doesn't own the story it's forgotten i.e. Stafford brothers.
   Yes, the Memorial works with other institutions and would work with AIATSIS to tell more stories but the difficulties of inter-institution loans and collaboration were highlighted.
3. Will there be a balance of stories from all Countries/Nations? Attendees were particularly keen for assurance of this.
   Yes, Michael Bell assured attendees the Memorial will continue to tell stories form all communities. The Memorial will reconstitute an Indigenous advisory group for galleries content as part of its engagement process.
4. Will there be recognition of Aboriginal contributions to war outside of uniformed members? i.e. Nurses on trains in QLD
   Yes, 'ancillary service' is being actively researched and recognised by the Memorial.
5. Will the story of 'frontier wars' be told at the Memorial?
   MB explained that the story is told through the 'lived experience' of Indigenous serviceman and women who were affected by violence between First Peoples and settlers. MB provided examples of how this is done in practice and most attendees seemed to accept this as the most appropriate way for the Memorial to tell these stories.
6. Will TSI women's experience be represented?
   MB noted again the Memorial was researching 'ancillary service' but that without communities and families coming forward with stories it was hard to tell them.
7. Will other Colonial era stories such as Native Police be represented here?
   MB noted that Native Police fall outside the Memorial's charter and were unlikely to be represented here. A dearth of artefacts relating to these men would also make it very difficult to properly tell their stories.
8. Will the Memorial do more to recognise PNG Fuzzy Wuzzy Angels? Especially as Australia controlled PNG at the time and these men should be seen as 'Australian'.
   MB noted the Memorial recognises four distinct First Peoples in its galleries:
   a. Papuans
   b. Aboriginals
   c. Torres Strait Islanders
   d. South Seas People

   Recognition is given equally to all who served whichever people they come from.
9. Will the Memorial give Indigenous suppliers opportunities to participate in the Project? Will there be specific Indigenous contracts/tenders?
   TW noted the Memorial was obliged to follow govt procurement processes including Indigenous procurement requirements. TW noted the memorial would approach Supply Nation with information on upcoming tenders as well.
10. RoH enquiry re: Indigenous non-RAN crew members of HMAS Matafele.
    Taken on notice for ROH team.

POPE'S VIEW

It is wrong to take public land from the many for selfish enjoyment of the few, blocking the view to the mountains, and putting money in the pockets of developers who care little for our beautiful city.

Wendy Limbrick, Monash

Church leaders right

The stance on climate change by Australia's religious leaders and their letter to the Prime Minister ("Faith leaders want climate action", June 26, p11) are very welcome. They have "no faith in coal", and can see the need to halt its further exploitation, including by Adani, and to transition to renewable energy.

The common sense of these religious leaders stands in stark contrast to the attitude of some of our politicians and political leaders. This is especially true of those on the "religious right", who seem to believe that climate change is God's will and that we cannot, and should not, try to do anything about it.

These people should heed the words of the Australian Religious Response to Climate Change.

Douglas Mackenzie, Deakin

Letter was ironic

I refer to my letter to the editor, most of which was published without edits, in The Canberra Times on Monday, June 21 under the heading " We need trickle-up tax cuts".

Unfortunately the last two paragraphs were deleted.

These two paragraphs were written following a recital of what the government perceives as its moral duty to transfer wealth to its self-declared "lifters".

They read as follows:

"Policies designed to transfer wealth to the less well off amount to nothing less than "class warfare" and that is anathema to true-blue conservatives.

"The policies must be called out as such from Cairns to Hobart [and from] Sydney to Perth.

"And don't let Labor supporters argue the contrary. There are few things conservatives hate more than hypocrisy."

The letter was intended to be a satire calling out the abject hypocrisy of the Coalition which claims redirecting spending to the wealthy represents good and proper behaviour but that seeking to redirect it elsewhere is "class warfare".

How long can they get away with this type of duplicity?

Ken Brazel, Wright

Bus dilemma unending

I catch buses very regularly. Since the new bus network came into effect I've noticed that there are no bus times for the bus routes at any of the bus interchanges.

People are getting confused about which bus route they have to take to get home. I went to Woden the other day to get a bus to Chifley and I almost got the wrong bus route.

It used to be serviced by the routes 21/22 which have now being replaced by the route 62 which no longer travels through Phillip.

The ACT Government has failed to deliver a better bus network for the people of Canberra who now have to walk long distances to change buses because some of the local bus routes and stops have been axed.

The Canberra Liberals warned during the 2016 ACT election campaign that bus routes would be cancelled with the light rail.

Anton Rusanov, Kaleen

AWM plan absurd

The plan to spend $500 million on an underground display space for military hardware at the War Memorial, is an absurd and misplaced extravagance.

The AWM and the grand vista-highway of Anzac Avenue are already an immense monument to (some of) the dead in Australian post-settlement war history.

There is a peculiar social aberration in this mushrooming adoration of brutal sacrifice from a past era.

Half a billion dollars would be a magnificent gift to the living, in services on behalf of public housing, medical assistance, veterans' services, psychological services, aged care, prevention of child abuse, domestic violence, and any other number of urgent situations of need.

I think it is shameful to squander such vast sums on blasting a giant hole to exhibit yet more war machines responsible for mass suffering.

The memorial to the war dead is already in place.

We must mature beyond such gung-ho, boys-toys fervour.

I totally support the views of Brendon Kelson, a previous AWM director, regarding this "theme park" for military hardware.

Honey Nelson, Calwell

HAVE YOUR SAY

Letters to the Editor should be kept to 250 or fewer words. To the Point letters should not exceed 50 words. Reference to *The Canberra Times* reports should include date and page number. Provide a phone number and address (only your suburb will be published). Email **letters.editor@canberratimes.com.au** with your letter in the message field.

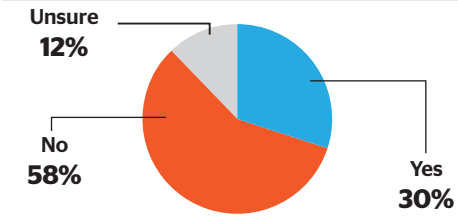
Responsibility for election comment is taken by Grant Newton of 9 Pirie Street, Fyshwick.
Printed and published by Federal Capital Press of Australia Pty Ltd.

INSIDER READERS PANEL

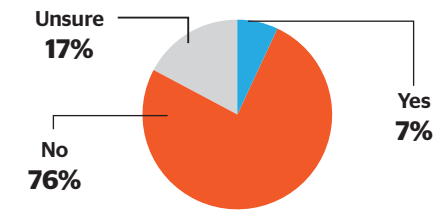
We've started a panel of readers who give us feedback each week. To join go to: canberratimesinsider.com.au

TOTAL RESPONDENTS FOR EACH QUESTION: **329**
(figures have been rounded)

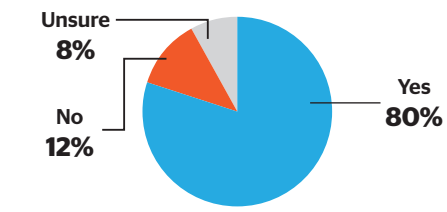
Should e-scooters be permitted on Canberra's roads?



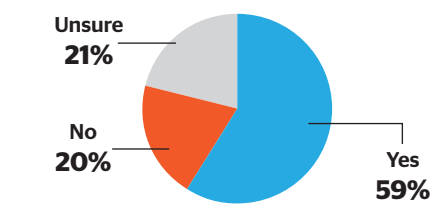
Is the ACT government doing enough to address the city's growing homelessness problem?



Do you support the call by former War Memorial director Brendon Kelson that the proposed $500 million expansion should be dropped?



Should media companies be liable for postings made on their Facebook pages?



WHAT YOU SAID

E-scooters may not be suitable for roads but I support them going on footpaths, except our footpaths are often poorly maintained or non-existent.

I am not in favour of escooters period. They are a menace on footpaths because of the speed differential with pedestrians and on the roads they will undoubtedly demand all sorts of privileges but behave like pests.

It is plain to see that not enough is being done about the homelessness issue in Canberra. When the support services cannot keep up with the demand and the number of homeless people keeps increasing, then there is a serious shortfall.

I certainly support Brendon Kelson's view and so does everyone I speak with about this ridiculous expansion proposal. The War Memorial should not be turned into a theme park. The obvious place for military equipment already exists at Mitchell.

Facebook postings are the responsibility of Facebook not the media companies. The buck stops with the poster first, and then Facebook.

Media companies have to remember (or learn in Mr Murdoch's case) that with power comes responsibility and this includes liability for publications.

Join the panel and have your say at canberratimesinsider.com.au

ATTACHMENT 8F

DBC Stakeholder Engagement and Consultation Report

AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROJECT DETAILED BUSINESS CASE

STAKEHOLDER ENGAGEMENT AND CONSULTATION REPORT

NOVEMBER 2018

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1 Executive Summary

1.1 Program need

The Australian War Memorial ('the Memorial') is preparing a Detailed Business Case (DBC) for a major redevelopment to the Australian Government. As part of the DBC process the Memorial has sought community input through a formal consultation program. Feedback from this consultation program will be used to inform both the DBC and the development of a 50 year Precinct Masterplan.

1.2 Consultation approach

A consultation program was developed that centered around five consultation themes. Each theme contained a brief description and questions to assist respondents. The consultation themes were:

a. **THEME 1: A PLACE FOR VETERANS AND THEIR FAMILIES;** How can we best serve veterans and their families when they visit the Memorial?

b. **THEME 2: PRECINCT PRIORITIES**; What are the priority areas for the Australian War Memorial Precinct? How could we make the external experiences at the Australian War Memorial better?

c. **THEME 3: THE VISITOR EXPERIENCE**; What are the access requirements and functionality you would like to see in the Memorial in the future?

d. **THEME 4: TELLING MORE STORIES TO MORE PEOPLE**; What are the important things to consider for the planning of future gallery spaces at the Memorial?

e. **THEME 5: FUTURE 50 – COMMEMORATION, MUSEUM AND RESEARCH THEMES**; What would you like future generations to experience when they visit the Memorial in the 2060s?

A combination of face-to-face and online activities for both general and targeted audiences was adopted. This included dedicated website content, social media content, email address, stakeholder forums, drop-in information sessions, pop-up events within the Memorial and a digital scrapbook to capture feedback. The feedback gathered from stakeholders provides a solid cross-section of information relating to all aspects of the Memorials' functions and enables reflection for both the redevelopment project and the broader Memorial. It also provides a sound basis on which to undertake continued consultation and engagement with stakeholders as the project progresses.

1.3 Promotion and participation

The consultation program was promoted through a range of channels that reached a large audience. Social media reach exceeded 130,000 impressions and targeted promotion reached over 20,000 individuals. In addition to this, a range of targeted stakeholder forums were held that further promoted the program.

1.4 Participants

Feedback was received from 134 individuals. As the consultation program asked for feedback on five themes, many individual participants provided feedback on multiple consultation themes. This resulted in a valuable data-set. Participants were asked to identify their relationship to the Memorial. The highest representation was from current or former Australian Defence Force members, followed by those who were visiting the Memorial either on holiday or with family/friends. Participants were evenly spread in terms of age but participation by males was nearly double that of females. 25 percent of participants were from the ACT with the remainder representing the other Australian states and territories, except Tasmania where no responses were recorded.

1.5 How people participated – engagement methods

The consultation program used a combination of online and face-to-face participation methods to enable involvement from across Australia. The details are:

a. Online - An online scrapbook which provided participants with the ability to comment on each of the consultation themes was the most popular feedback channel (36 percent of feedback came through this channel), followed by email (25 percent) and social media (20 percent).

b. Face to Face - Face-to-face consultation activities comprised of drop-in and pop-up information sessions; consultation theme forums; neighbour forum and three interstate forums and resulted in about just over 17 percent of the feedback received.

1.6 Key feedback categories

The feedback received has been categorised to assist in identifying recurring trends and to enable an appreciation of the breadth of information gathered.

Feedback categories that represented over five percent of total feedback were deemed to be major categories. There were seven of these. Additional feedback categories which represented less than five percent of the total feedback were deemed to be minor categories. Tables 1 and 2 below provide more detail on each of the categories and the percentage of feedback associated with each category.

Table 1 Major feedback categories

MAJOR FEEDBACK CATEGORIES (AND PERCENTAGE OF FEEDBACK RECEIVED)	
Collection/ gallery inclusions (19.6%)	Suggestions for collection items and gallery displays. The inclusion of a gallery for conflicts between Indigenous and non-Indigenous people in Australia during the nineteenth century was the most frequent suggestion followed by large objects, Navy representation, women in war gallery and home front / effects of war gallery.
Access and facilities (13.4%)	Suggestions to improve access and facilities at the Memorial including mobility impaired access; wayfinding and signage; parking and public transport; gift shop and cafes and event and group involvement.
Redevelopment (11.7%)	Suggestions relating specifically to the redevelopment including other museums and memorials to learn from; construction suggestions; displays and strategic planning.
Ways of telling stories (10.9%)	Suggestions for how stories should be told including not sanitising stories; focusing on people not on machines; ensuring stories are commemorated not glorified; suggested different points of view and suggestions for terminology and use of data.
Positive sentiment (7.4%)	A large amount of the feedback received during this process was in the form of general positive sentiment about the Memorial, staff, galleries and the Memorial's Director.
Outdoor displays/ experiences (7.1%)	Suggestions for use of the outdoor space at the Memorial including ANZAC Parade and neighbouring suburbs. Sub-categories include protection of heritage significance, memorial gardens, immersive outdoor displays, tours and wayfinding.
Digital/online (5.5%)	Suggestions for ways that digital or online applications could be used to enhance the visitor experience and share more of the collection including development of a web or smartphone app; digital storytelling techniques; building Wi-Fi; digitisation of records.

Table 2 Minor feedback categories

MINOR FEEDBACK CATEGORIES (AND PERCENTAGE OF FEEDBACK RECEIVED)		
Engagement/ interactive activities at the Memorial (4.9%)	Research functions in the Memorial and online (3.0%)	Staff training (1.4%)
Reflection spaces (3.8%)	Outreach – more national inclusion/travelling exhibitions (2.7%)	Commemorative events (1.1%)
Veteran involvement (3.3%)	Against redevelopment (2.2%)	Against corporate involvement in the Memorial (0.8%)
Schools education (3.0%)	Strategic/future planning suggestions (2.2%)	Suggested external relationships (0.8%)

2 Introduction

2.1 The Australian War Memorial Current Status

Since 1953, annual visitation to the Memorial has grown from 190,000 to 1.1 million in 2016. This upward trend will continue to a projected 1.3 million visitors in 2030. Annual school student visitor numbers exceed 130,000, with 90 percent choosing to undertake a facilitated session with the Memorial's educators. This requires specialised facilities to support school visitors and limits flexibility in the main Memorial building and wider precinct. The increasing use of the Memorial places constraints on its capacity to appropriately tell the stories of Australia's involvement in conflict, peacekeeping, and humanitarian operations.

Over many years, exhibitions relating to recent conflicts, peacekeeping, and humanitarian operations have been added into the Memorial building; in spaces that were originally designed for storage, staff accommodation and other back-of-house functions. As a consequence, many spaces are fragmented and floor levels are inconsistent; this detracts from the overall commemorative narrative the Memorial seeks to build. This is particularly evident on the lower ground level, which has many small spaces that are poorly linked and do not provide adequate exhibition space to present contemporary stories using the artefacts of those experiences.

In its current configuration, the Memorial galleries are at capacity. The Memorial has made significant investment to rotate exhibitions so that it continues to provide the best visitor experience possible; with reconfiguration of existing spaces being undertaken to ensure the best use of available space. Further additions to exhibition space are no longer feasible, and an expansion program, through a site-wide redevelopment, is required to enable adequate capacity to properly present the stories of Australia's experience of war.

2.2 Planning for the Future

At this stage, the Memorial is undertaking two main activities:

a. **Precinct Masterplan**: which examines the future needs of the whole site including buildings, car parks, landscape, sculptures, memorials and the enhancement of areas in order to activate the site. It outlines a phased approach to development but will identify where future development will occur so as not to conflict with current or near-future uses.

b. **Detailed Business Case (DBC)**: the objective of the DBC is to gain the funding required to enable the expansion and redevelopment of the Australian War Memorial. This includes the development of a building design to 30 percent completion detail and a gallery layout and circulation plan relating to the functional relationship of the gallery spaces, circulation of visitors, how to tell the stories of different conflicts and exhibit the national collection.

2.3 Engagement of Communications Consultant

As part of the development of the DBC, community consultation is required to understand community views and potential issues so they can be responded to or mitigated through the DBC process. Community views were also sought to inform the development of the 50 year Precinct Masterplan.

The Australian War Memorial ran a procurement process in May 2018 to obtain services to run community consultation. The Communication Link was engaged and began developing the community consultation strategy in June 2018.

2.4 Purpose of this report

This report sets out the development of the consultation strategy, including approvals and approach. This report also provides an overview of the consultation process that was undertaken and analysis of the results.

2.5 Development of the consultation strategy and approval

2.5.1 Stakeholder Workshop

A Stakeholder Workshop was held in June 2018 to finalise a stakeholder list for the consultation program. The workshop was attended by representatives of the Australian War Memorial's Communications and Marketing team, Redevelopment Project Team, Commemoration and Visitor Engagement and representatives of the Memorial's DBC consultants, GHD Pty Ltd (GHD).

2.5.2 Engagement objectives

The strategy was designed to meet the following engagement objectives:

a. Ensure stakeholders understand the Project need, vision and elements including the function and processes associated with the:
   i. Precinct Masterplan; and
   ii. DBC including the building design to 30 percent completion detail and a gallery layout and circulation plan.

b. Ensure stakeholders understand that this is an opportunity to put forward their ideas for the Memorial in the future.

c. Ensure stakeholders understand that this conversation will continue, if funding is approved, so there will be future opportunities to share their ideas or concerns.

d. Ensure that there is an agreed internal process to ensure feedback is considered and reflected in the Masterplans and DBC.

2.5.3 Engagement principles

The strategy was designed to adhere to the engagement principles outlined in Table 3. These principles were used to guide the delivery of all activities during the consultation project.

Table 3 Engagement principles for consultation activities

	Principle	Implementation	Outcome
	Build community	Walk the talk – Start creating the community of the future Community events, creation of community spaces through pop-ups and installations. Partnerships with existing stakeholders	A demonstrated commitment to creating a true community through the project
	Two way	Listen to the community as well as provide information Use effective facilitation and listening activities to ensure we understand the community.	Better understanding of community vision and concerns making it easier to incorporate them into the project
	Genuine	Modify redevelopment plans to reflect reasonable requests by the community.	Community will have greater support for outcome.
	Clear and accurate information	Non-technical, simple language Use of maps, diagrams and pictures to increase clarity Work closely with SMEs to ensure accuracy Include realistic timeframes	Allows community to make well-informed decisions. Builds trust in the project Minimises potential for confusion or rumour.
	Timely	Respond quickly to enquiries and complaints Provide stakeholders with adequate notice of changes and potential impacts	Builds confidence in the project team Allows stakeholders time to adjust Minimises negative backlash
	Accessible and inclusive	Digitally and physically accessibility Weekend and evening engagements Meeting the community in the community	Ensures opportunity for all to participate Supports the broad delivery of information
	Sustainable	Continues for the life of the project Be consistent and regular in delivery	Facilitates delivery across all stages of the development. Builds reliability with stakeholders

The strategy outlined an eight week program that would provide a range of opportunities for people to provide input into the development of the DBC and the 50 year Precinct Masterplan. This program of activities was supported by collateral and web content; a promotional program was designed to raise awareness of the consultation program and recruit participants.

The strategy was approved by the Memorial's Corporate Management Group on 19 July 2018.

3 The engagement and consultation approach

3.1 Consultation themes

The centrepiece of the consultation strategy was five consultation themes (see table 4). Each theme contained a brief description and a central question/s designed to elicit feedback from respondents on topics relevant to the Memorial's physical structure and operations. This approach helped to ensure the feedback received was relevant, detailed and meaningful with respect to the development and refinement of the Detailed Business Case and the 50 year Masterplan.

Table 4 Consultation Themes

THEME 1: A PLACE FOR VETERANS AND THEIR FAMILIES	We want to ensure the Australian War Memorial makes our nations' current and former servicemen and women, and their families feel welcome and comfortable. As we plan for the future, we want to create more spaces where veterans and families can find a quiet moment to reflect and we want to make it easier for veterans to access and move about the Memorial.	***How can we best serve veterans and their families when they visit the Memorial?***
THEME 2: PRECINCT PRIORITIES	The Australian War Memorial extends beyond the buildings. Planning for the future means considering the whole precinct; which includes visitor parking, transport options, heritage significance, cafes, external displays, ceremonial areas, our connection with Anzac Parade, the vista across Lake Burley Griffin and our nearby neighbours and community.	***What are the priority areas for the Australian War Memorial Precinct? How could we make the external experiences at the Australian War Memorial better?***
THEME 3: THE VISITOR EXPERIENCE	The experience of visitors to the Australian War Memorial is as diverse as the visitors themselves. The Memorial must cater for all visitor needs and provide accessibility and functionality to assist them. Visitors may include veterans and their families, school groups, national and international tourists, amateur and academic researchers, or even visitors attending a corporate event at the memorial. As we plan for the future, we are interested in your views on what is important to make the Memorial accessible and functional.	***What are the access requirements and functionality you would like to see in the Memorial in the future?***
THEME 4: TELLING MORE STORIES TO MORE PEOPLE	The Australian War Memorial tells the stories of Australia's war, peacekeeping and humanitarian operations in its galleries through carefully curated items from its world class collection. These stories are ongoing and gallery spaces need to be created with enough flexibility to enable a place for stories not-yet-written. The Memorial also has many items that are too large to display in the current Memorial galleries.	***What are the important things to consider for the planning of future gallery spaces at the Memorial?***
THEME 5: FUTURE 50 – COMMEMORATION, MUSEUM AND RESEARCH THEMES	The Precinct Masterplan provides an opportunity to envisage the next fifty years and create a vision to guide the development of future experiences for our veterans, their families and our visitors. What values are important to preserve as we develop a vision for the next fifty years at the Memorial?	***What would you like future generations to experience when they visit the Memorial in the 2060s?***

Promotion for the strategy included general, broadscale promotion through media, social media and publications. Promotion to targeted audiences was achieved through direct mailing and invitation to consultation forum events. The promotional approach adopted for this strategy can be found in section 4 of this report.

3.2 Consultation tools and events

3.2.1 Consultation tools and events overview

The tools, events and approaches outlined in the consultation strategy were a combination of face-to-face and online activities. This combined approach was designed to ensure that all Australians were able to find opportunities to provide feedback. These tools included dedicated website content, social media content, email address, stakeholder forums, drop-in information sessions, pop-up events within the Memorial and a digital scrapbook to capture feedback. This section outlines these tools and events; and the reasons for including them in the consultation strategy.

3.2.2 Consultation theme factsheets

Five factsheets were developed to provide more detail on each of the consultation themes including providing information on some of the rationale and assessments already undertaken by the Memorial. The factsheets (included at Appendix 3) were designed to be read individually or alongside each other and included feedback channels. These factsheets were handed out during face-to-face events, sent to school groups and were available on the website.

3.2.3 Dedicated website

Dedicated webpages on the Memorial's website were developed to provide more information on the consultation program (https://www.awm.gov.au/haveyoursay). The website also housed the online scrapbook and the consultation factsheets were available for download.

3.2.4 Online scrapbook

The online scrapbook was a web-based form which gave respondents an opportunity to provide a response against each of the consultation themes, regardless of their geographic location. The online scrapbook was housed on the Memorial's consultation program webpages (https://www.awm.gov.au/haveyoursay). Participants were also asked to provide some basic demographic information and were given the ability to opt-in to receive updates on consultation program outcomes.

3.2.5 Email

A dedicated email address was created for the consultation (haveyoursay@awm.gov.au).

3.2.6 Social media

Social media is an important tool for promotion and participation in consultation programs. The Memorial has large followings through a range of social media applications. Facebook, Twitter and LinkedIn were utilised for this consultation program. Posts provided information relating to the consultation themes, consultation events and provided updates on timing. Each of the social media posts relating to this consultation program are included in Appendix 1.

3.2.7 Pop-up information sessions

Face-to-face engagement opportunities are important to provide opportunities for clarification and enable a more detailed understanding of the feedback being received. A pop-up information session is not promoted but simply 'pops-up', to provide information on a project and invite feedback. This type of feedback session enables you to gather feedback from those individuals who may not normally be inclined to participate in a consultation program and may have different perspectives to offer.

3.2.8 Stakeholder forums

Face-to-face stakeholder forums were also proposed as part of the consultation strategy. Identified stakeholders were invited to attend forums that would focus on either the project overall or on specific consultation themes. Interstate forums were held in Darwin, Townsville, Sydney and Brisbane as centres with high Defence populations. These forums also sought feedback on the role of the Memorial for those unable to physically visit it.

3.2.9 Drop-in information sessions

Working in a similar format to the pop-up information sessions, the drop-in information sessions were promoted externally through the website, social media and in stakeholder correspondence. The drop-in information sessions provided the opportunity for people to learn more about the project, ask questions and provide feedback.

4 Consultation promotion

4.1 The invitation to participate – promotional approach

The consultation program ran for eight weeks from 2 August to 26 September 2018. The consultation program was promoted through a range of channels to enable multiple opportunities for involvement. Table 5 shows the promotional channels and provides an estimated reach for each channel. In addition to this a range of targeted stakeholder forums were held that further promoted the program. Promotion of the consultation strategy involved a mixture of direct and broad promotional approaches which yielded a large promotional audience for the consultation program.

Table 5 Promotional channels and reach

Promotional channel	Detail	Reach (2 August – 26 September)
Media – The Australian	1 August 2018	292,000*
Social media	The Memorial's social media accounts were used over the course of the consultation period mainly used for promotion of the program in general and for consultation event promotion. Screenshots of these posts are attached at Appendix 1	
	Facebook - 13 posts	91,229 reach 74 shares 2,205 engaged users
	Twitter - 12 posts	33,943 impressions 157 likes 89 retweets
	LinkedIn - 11 posts	7,007 impressions
Pop-up information events	Three pop-up information sessions were held in the Memorial to inform visitors about the consultation and encourage feedback	80
Drop-in information events	Four drop-in information sessions were held in the Memorial to inform visitors about the consultation and encourage feedback.	132
Invitation letters	Letters were sent from the Memorial Director, Dr Brendan Nelson to stakeholders and stakeholder groups inviting participation in the consultation	74
Neighbour letterbox drop	A flyer inviting neighbours of the Memorial to participate in the consultation was distributed to Memorial neighbours in the suburbs of Reid, Campbell, Braddon and Ainslie	3,500
Promotional postcards	Provided a summary of the consultation and feedback channels. Distributed through events and directly to visitors to the Memorial.	1,500
Factsheets	Five consultation theme factsheets were produced, one for each theme. The five factsheets were handed out as part of the consultation activities and were available to download from the website	• 1,750 hard copy factsheets distributed (~350 of each type) • 515 factsheets downloaded from website
Website	awm.gov.au/haveyoursay contained all project information including factsheets, gateway to the digital scrapbook, contact details and times/dates for consultation events	3,626 visitors to the website
School promotion	Information packs inviting participation were distributed to Memorial school visitors from across Australia during the consultation period.	89 information packs distributed
Tour / coach business invitation	Tour and coach companies were invited to participate in the consultation as key Memorial stakeholders	132 emails were sent
e-Memorial publication advert	Consultation program information was included in the August e-Memorial online publication	>10,000 subscribers

* based on estimated readership of *The Australian* from Roy Morgan Research, June 2018 (http://www.roymorgan.com/industries/media/readership/newspaper-readership)

4.1.1 School information pack distribution

A selection of primary and secondary schools (see Figure 1) who visited the Memorial during the consultation period were given an information pack that contained an invitation to participate in the consultation program.

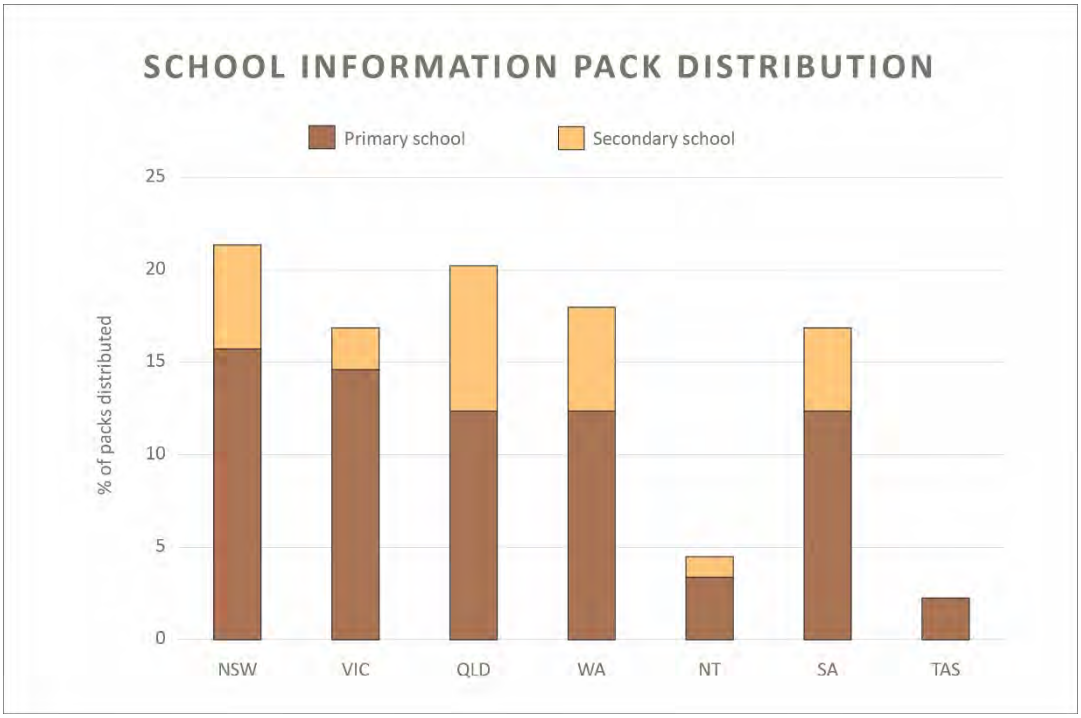

Figure 1 Distribution of school information packs to primary and secondary schools

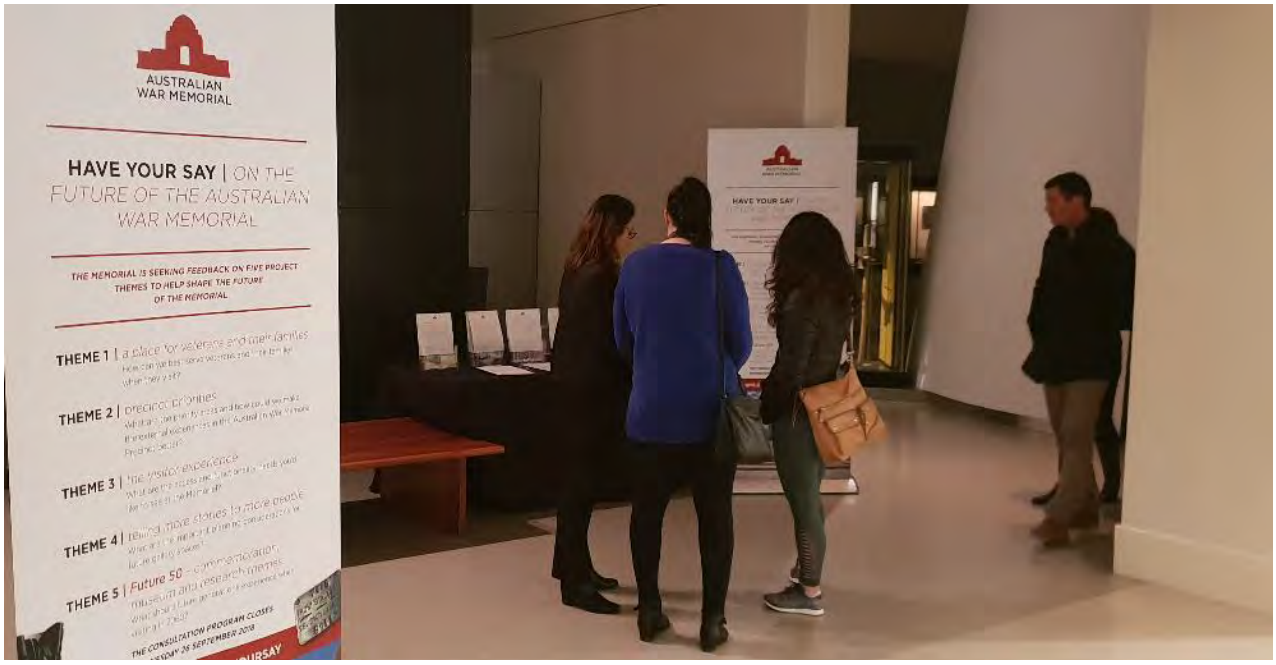

Figure 2 Drop-in and pop-up displays were held in the main Memorial building

5 Consultation participation

5.1 Number of participants

Despite significant promotion, participation in the consultation program was low (feedback was received from 134 individuals). However the consultation tools adopted ensured a depth of feedback and a cross-section of information relating to all aspects of the Memorials' functions. This feedback will enable reflection, not just for development of the DBC and the 50 year Precinct Masterplan, but for the broader Memorial and provides a sound basis for continued consultation and engagement with stakeholders.

5.2 Age of participants

Over half of consultation participants did not disclose their age. Participation from those who did disclose their age reflected a fairly even spread across all age brackets with a slightly lower representation from those aged over 75 and a slightly higher representation from those aged between 65-74 (see Figure 3).

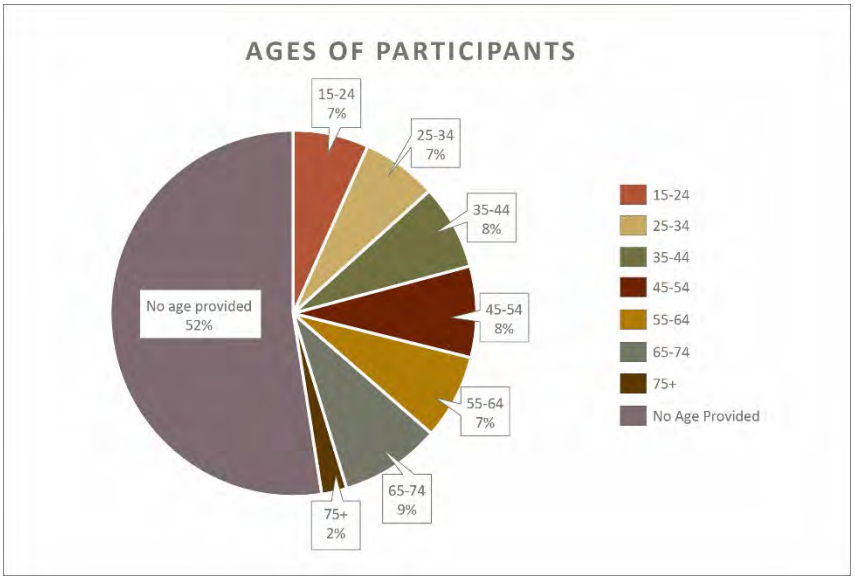

Figure 3 Ages of consultation participants

5.3 Gender of participants

63 percent of consultation participants were male. The percentage of male participants was more than double the percentage of female participation (see Figure 4).

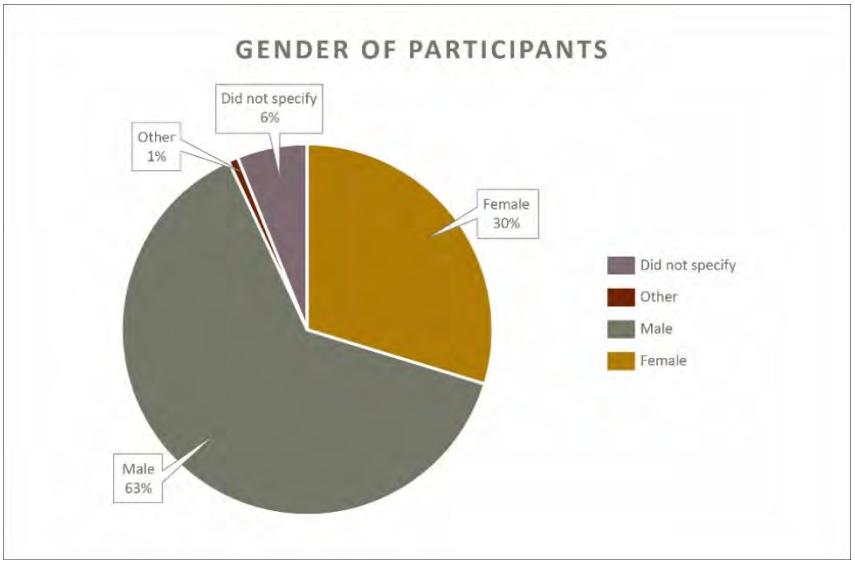

Figure 4 Gender of consultation participants

5.4 Relationship of participants to the Memorial

Participants were asked to identify their relationship to the Memorial. Over 30 percent of participants did not disclose their relationship. From those that did disclose, the highest representation was from current or former Australian Defence Force members, followed by those who were visiting the Memorial either on holiday or with family/friends. Figure 5 shows the breakdown of the remaining relationship types.

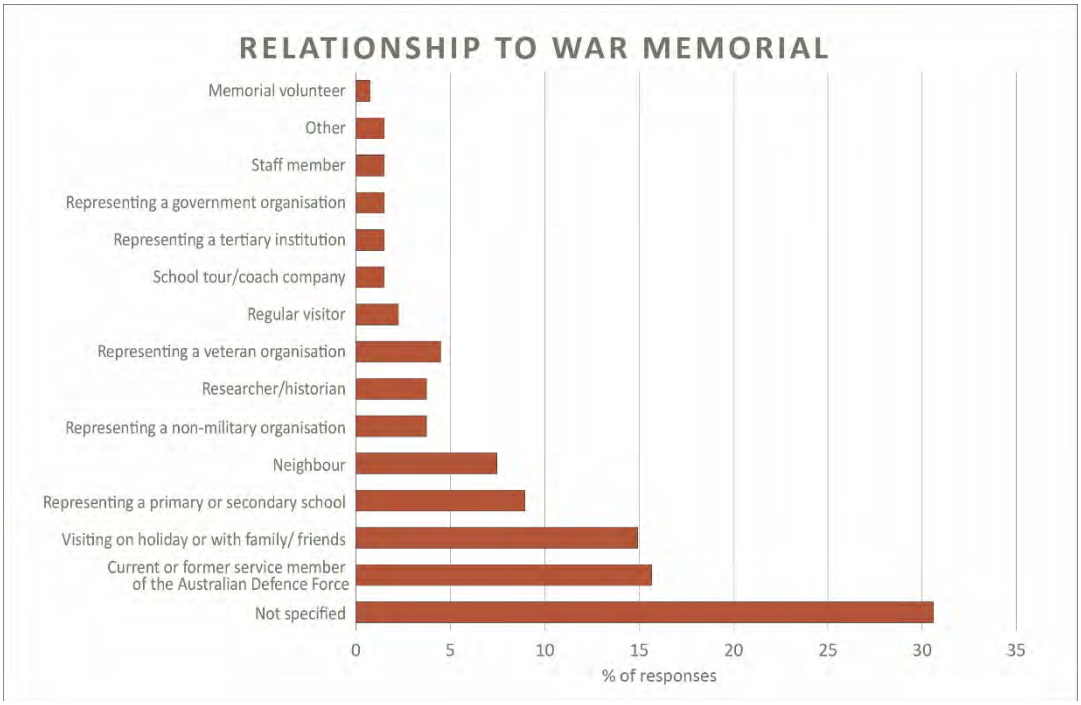

Figure 5 Consultation participants' self-identified relationship to the Memorial

5.5 Location of participants

The ACT recorded the highest consultation participation rate. This is possibly attributable to the consultation events which took place in the Memorial itself and also due to consultation with Memorial neighbours. Participation was recorded from each state except Tasmania.

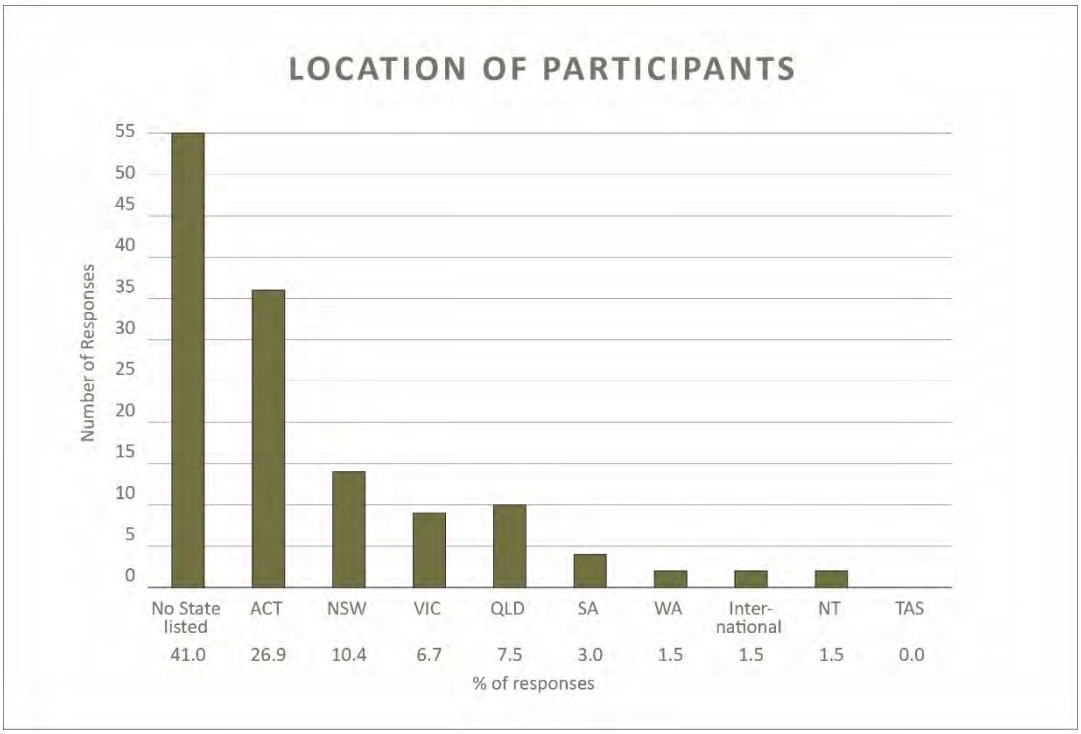

Figure 6 Location of consultation participants

6 Participation channels and events

6.1 Participation channels

The consultation methodology involved a combination of face-to-face and online feedback methods. This methodology was adopted to enable involvement from across Australia.

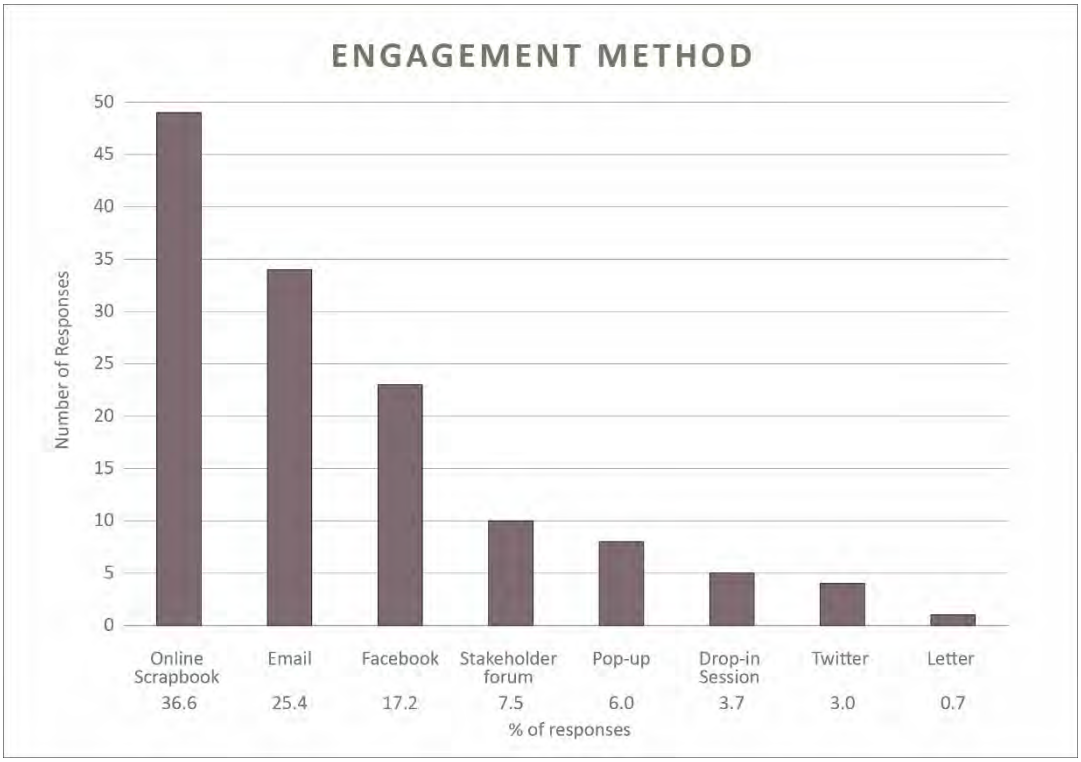

Figure 7 Methods used to provide feedback and the frequency of use

Figure 7 shows the percentage of responses received through each consultation channel. The online scrapbook was the most popular means of providing feedback, yielding 36 percent of responses. This was followed by email which yielded just over a quarter of all responses. Social media had a combined promotional reach of over 132,000, and provided just over 20 percent of total feedback.

There were eight face-to face pop-up and drop-in information sessions held and these accounted for nearly 10 percent of the feedback received. In addition, a series of stakeholder forums were held as follows:

- Five theme-based stakeholder forums held in Canberra. Identified stakeholders and stakeholder groups were invited to attend;
- One neighbour forum with representatives from the Reid Residents' Association and an interested neighbour; and
- Four interstate forums held in Darwin, Townsville, Brisbane and Sydney.

Together these forums yielded 7.5 percent of the feedback. Whilst this percentage is lower comparatively to other feedback avenues, these forums enabled deeper conversations to take place and resulted in a deeper level of understanding of the project need and considerations for future planning.

6.2 List of events, dates and details

Table 6 provides an overview of all the events held as part of the consultation activities. Table 6 also documents the number of visitors to each event, how many feedback forms were received and if any additional collateral (which included consultation theme factsheets and promotional postcards) were taken for further dissemination and promotion.

Table 6 Consultation events and participation numbers

Event type	Date/time	Location	Event visitors	Feedback forms received (#)	Collateral distributed (#)
Pop-up information session	Saturday 4 August 2018, 10.15am – 12.15pm	Reg Saunders Gallery, Australian War Memorial	7	2	17
Pop-up information session	Monday 6 August 2018, 10.15am – 12.15pm	Outside Second World War gallery, Australian War Memorial	27	4	21
Pop-up information Session	Sunday 12 August 2018, 10.15am – 12.15pm	Outside Second World War gallery, Australian War Memorial	46	2	34
		SUB-TOTAL	**80**	**8**	**72**
Drop-in information Session	Thursday 9 August 2018, 10.15am – 1.15pm	Reg Saunders Gallery, Australian War Memorial	11	2	9
Drop-in information Session	Tuesday 14 August 2018, 1pm – 4pm	Outside Second World War Gallery, Australian War Memorial	49	4	37
Drop-in information Session	Thursday 16 August 2018, 1pm – 4pm	Outside Second World War Gallery, Australian War Memorial	40	3	35
Drop-in information Session	Thursday 30 August 2018, 2pm – 4pm	Outside Second World War Gallery, Australian War Memorial	32	3	27
		SUB-TOTAL	**132**	**12**	**108**
Stakeholder Forum – *Theme One: A place for veterans and their families*	Thursday 23 August 2018, 2:30pm – 4pm	BAE Systems Theatre, Australian War Memorial	1	Facilitated feedback collected	5 (extra taken to distribute)
Stakeholder Forum – *Theme Two: Precinct priorities*	Monday 27 August 2018, 10.30am – 12pm	BAE Systems Theatre, Australian War Memorial	0	N/A	0
Stakeholder Forum – *Theme Three: The visitor experience*	Tuesday 28 August 2018 2.30pm – 4pm	BAE Systems Theatre, Australian War Memorial	2	Facilitated feedback collected	2
Stakeholder Forum – *Theme Four: Telling more stories to more people*	Wednesday 29 August 2018 2.30pm – 4pm	BAE Systems Theatre, Australian War Memorial	1	Facilitated feedback collected	20 (extra taken to distribute)
Stakeholder Forum – *Theme Five: Future 50: Commemoration, museum and research themes*	Friday 31 August 2018 2.30pm – 4pm	BAE Systems Theatre, Australian War Memorial	1	Facilitated feedback collected	1
Reid Residents' Association stakeholder forum	Friday 21 September 2018	Australian War Memorial, Administration Building	4	Facilitated feedback collected	8 (extra taken to distribute)
Darwin stakeholder forum	Tuesday 18 September 2018	Trailer Boat Club, Darwin	9	Facilitated feedback collected	9
Townsville stakeholder forum	Wednesday 19 September 2018	Townsville RSL Club	4	Facilitated feedback collected	4
Brisbane stakeholder forum	Thursday 20 September 2018	Wynnum RSL Club	1	Facilitated feedback collected	1
Sydney stakeholder forum	Tuesday 25 September 2018	York Events Building	2	Facilitated feedback collected	2
		SUB-TOTAL	**25**		**52**
		TOTAL	**237**	**20**	**232**

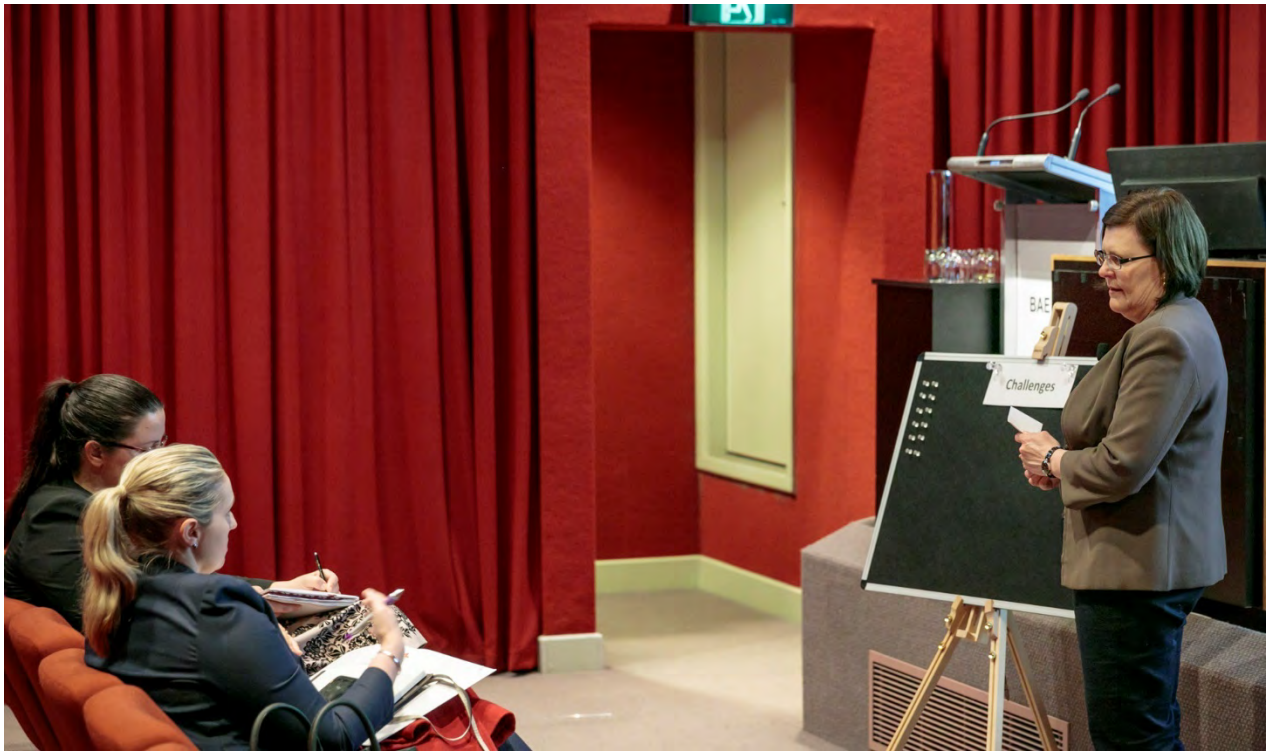

Figure 8 Stakeholder forums enabled detailed feedback to be received from stakeholders

7 Consultation feedback analysis

7.1 Key categories

The feedback received has been categorised to assist in identifying recurring feedback and to enable an appreciation of the breadth of information received. Feedback categories that represented more than five percent of total feedback were deemed to be major categories. There were seven of these. Each of these categories contained sub-categories with more detailed feedback. Any feedback categories which made up less than five percent of the total feedback received were deemed to be minor categories and as such, usually have less sub-categories contained within. Figure 9 shows how these categories were represented as a percentage of the total feedback received and identifies the split between the main and minor feedback categories. Sections 8 to 15 provide detailed analysis on each of these categories.

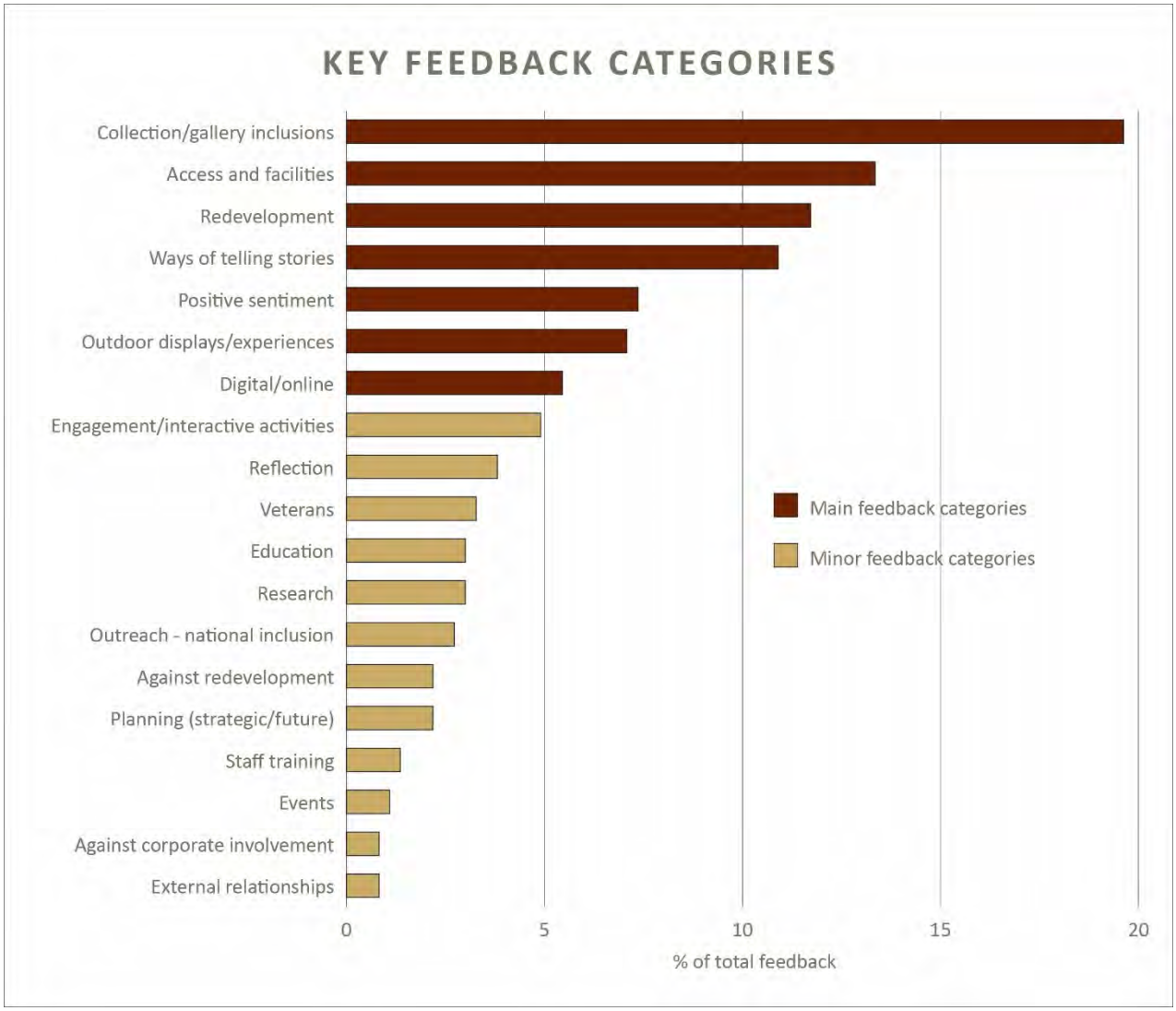

Figure 9 Recurring major and minor sub-categories resulting from the consultation feedback

8 Main feedback category: Collection/gallery inclusions

8.1 Category description

This feedback category was the most recurrent during the consultation. It incorporated all suggestions relating to what should be displayed in a redeveloped Memorial or added to the Memorial's collection. A range of key sub-categories were identified in this feedback category, as seen in Table 7 below.

Table 7 Recurring sub-categories for collection/gallery inclusions

Key sub-categories				
Conflicts between Indigenous and non-Indigenous people in Australia during the nineteenth century	Display of large objects	Navy representation	Women in war gallery	Home front /effects of war

8.2 Key sub-category: Gallery for conflicts between Indigenous and non-Indigenous people in Australia during the nineteenth century

The most common sub-theme was the suggested inclusion of a gallery for conflicts between Indigenous and non-Indigenous people in Australia during the nineteenth century. Participants often referred to this as the 'Frontier Wars'. This gallery would tell the story of conflicts between Indigenous and non-Indigenous people in Australia during the nineteenth century to provide recognition and assist in reconciliation. This feedback represented about a third of the total feedback received in the collection/gallery inclusion theme and about seven percent of total feedback received during the consultation. It was also suggested that an external monument could be established and there were recurring suggestions that legislative changes required to accommodate this inclusion should not be hard to achieve. Inclusion of a special place for Aboriginal people to commemorate their role in the Australian Defence Force that could accommodate smoking ceremonies and traditional activities was also suggested.

8.3 Key sub-category: Display of large objects

Storage and displays of the Memorial large objects was another key feature of this theme. Suggestions included creating onsite and offsite displays in Canberra and permanent displays around Australia.

8.4 Key sub-category: Navy representation

A perceived lack of Navy representation in the Memorial was heard throughout the consultation including suggestions for the inclusion of Royal Australian Navy's involvement in Operation Sea Dragon off the coast of North Vietnam between 1967 and 1968 and more stories relating to Navy doctors or ship medical teams.

8.5 Key sub-category: Women in war gallery and home front/effects of war

A women in war gallery and a gallery dedicated to telling the stories of life on the home front and consequences for families and communities was also recurring feedback.

8.6 Other feedback

Beyond this, a range of other suggestions were made including the following:

a. Gallery theme feedback
   i. More representation of modern conflicts and background information about why conflicts exist.
   ii. Greater diversity in representation in galleries.
   iii. Showcase the politics and decision making involved in deciding to go to war.
   iv. Continue to commission art work and music – it was suggested they capture more emotional responses than text.
   v. Dedicated art collection gallery to enable rotation and display of more art.
   vi. Combat experience of armoured fighting vehicle crews, not just displaying a tank.
   vii. Stories told from modern conflicts will be different. Less items will be able to be 'gathered' from war zones, stories look and feel different – eg. telling the story of a house search in Afghanistan rather than life in the trenches, and more digital content (photos, video, surveillance).
   viii. Show more Allies stories.
   ix. Special Forces exhibit should be permanent.
   x. Memorial galleries could take a broader focus and include causes for war and conflict, reasons for involvement, domestic social change, war opposition, alliances, diplomatic institutions etc.
   xi. The Memorial could fulfil some of the envisioned purpose of an Anzac Centre; with a main focus on the study of the nature of social conflicts, causes of violence and definitions of peace, as well as research into new structures for resolving conflicts.

b. Stories of specific personnel type/groups
   i. Stories of former ADF personnel who serve in conflict zones as contractors.
   ii. Logistics units, especially in the technically-oriented post Second World War Army. Some existing displays could be modified to offer recognition.
   iii. Explore all facets of defence forces; eg. electronics and IT roles.
   iv. Legacy exhibition honouring the work of Legacy and junior legatees.
   v. Recognising the role of Armenian interpreters (and other nationalities) in First World War exhibitions, these interpreters were drafted by the Allies in battles such as Beersheba.
   vi. Peacekeepers should not be included as their role is not comparable to those who fought.

c. Specific Battle/Action based
   i. Rescue by Australians of refugees in 1918; particularly Armenian and Assyrian refugees.
   ii. Recognising First World War veteran's role in helping Armenian orphans in the Armenian genocide.
   iii. Recognising the Dunsterforce and Allied military force, in helping save persecuted Christian minorities in First World War.
   iv. RMS Leinster which was torpedoed in the Irish Sea off Dublin 10th October 1918.
   v. Kokoda needs to be more in-depth.
   vi. Vietnam is not well catered for within the post 45 galleries.
   vii. The bombing of Darwin does not feature very much in the Second World War gallery.

9 Main feedback category: Access and facilities

9.1 Category description

This feedback category includes a mix of feedback on ways the Memorial could improve accessibility and facilities. This included suggestions of what was missing, or doesn't work in the Memorial currently, and suggestions for what should be done in a redevelopment. A range of key sub-categories were identified in this feedback category, as seen in Table 8 below.

Table 8 Recurring sub-categories for access and facilities

Key sub-categories				
Mobility impaired access	Wayfinding and signage	Parking and public transport	Gift shop and cafes	Events and groups

9.2 Key sub-category: Mobility impaired access

Improved accessibility for those with mobility issues or in wheelchairs featured prominently in the feedback received. Suggestions included:

- More ramps needed in all locations.
- Too many tight corners, small doorways and narrow viewing halls.
- Flat, waist-high cabinets cannot be viewed or read from a wheelchair.
- Side panels on displays to click for more detail are very helpful (but reading the real thing is better).
- Rounded corners are needed on displays.
- Change table and sink locations in disabled toilets make it difficult for carers to assist.
- Toilets need automatic doors and locks.
- Lower basins in bathrooms or put basins outside if space is an issue.
- Accessible lift buttons and larger lifts.
- Increased access in cafes.
- Specific wheel-chair zone for the Last Post Ceremony.
- More disabled access toilets.
- Tours of outside memorials and ANZAC Parade for those with mobility issues.

Suggestions were also made to improve the accessibility of displays for those with vision or hearing impairments; it was suggested that connections be made with disability groups and disabled veterans to help guide the redevelopment and ensure world class accessibility.

9.3 Key sub-category: Wayfinding and signage

Increased wayfinding and signage throughout the Memorial was a key sub-theme. Feedback focused on curating specific flows/paths through the Memorial and increasing the visibility and amounts of signage. Suggestions were made that signage should be interactive and begin in the carpark and surrounding suburbs. A multi-language electronic tour guide app was a frequent idea.

9.4 Key sub-category: Parking and public transport

Parking suggestions included the need for more free, time unlimited, parking; dedicated parking for staff; and undercover pickup/drop off areas. Access in parking was also a strong feature including providing disabled parking access to mirror the current underground carpark arrangement. Suggestions relating to public transport included improving bicycle storage facilities and more frequent and clearer public transport options.

9.5 Key sub-category: Gift shops and cafes

Many suggestions were made regarding gift shops and cafes within the Memorial. Feedback indicated that the gift shop was small, not in the best location and some of the items sold had little relevance to the Australian Defence Force. For the cafes, feedback indicated that there needed to be more affordable food on offer and that more food and drink be available throughout the Memorial. Suggestions were made that the installation of drink stations and vending machines could achieve this. It was also suggested that veterans should be given access to discounts on refreshments and in the gift shops.

9.6 Key sub-category: Events and groups

Feedback on school groups was divided, with some suggesting that they not be allowed in during general opening hours, and others suggesting that they should not be segregated. There were suggestions received that there could be special events created for different groups though including school groups, people with a disability and veterans and their families.

9.7 Other feedback

The lack of seating throughout the Memorial, inside and outside, was highlighted multiple times as were the availability of toilets, Wi-Fi and closed captioning of displays.

10 Main feedback category: Redevelopment

10.1 Category description

This feedback category relates to redevelopment focused feedback, including suggestions of other memorials and museums the Memorial could refer to when designing the redevelopment project; project construction phase feedback and support of a redevelopment. A range of key sub-categories were identified in this feedback category, as seen in Table 9 below.

Table 9 Recurring sub-categories for redevelopment

Key sub-categories				
Other museums and memorials to learn from	Construction and redevelopment footprint	Redevelopment footprint	Displays	Strategic planning

10.2 Key sub-category: Other museums and memorials to learn from

Throughout the consultation, a range of other museums and memorials that the Memorial could learn from were suggested for different reasons including providing good examples of how to display items, using small spaces, and providing good reflective spaces. The examples are as follows:

- The 9/11 Memorial for reflection spaces.
- Visit the Armoury Museum in Cairns.
- The bombing of Darwin experience in Darwin.
- The ANZAC Museums in Albany, WA.
- Battle of Waterloo in Belgium.
- The Imperial War Museum in London.
- Monash Memorial in France.
- Comparable to Smithsonian in Washington.
- The Imperial War Museum (London) – technology focused displays.
- British Army Museum to show the experience of an AFV crewman.
- There is so little in the Australian War Memorial that evokes the experience of war depicted so brilliantly as the 'Love and Sorrow' exhibition, Melbourne Museum.
- The Powerhouse Museum in Sydney has a great 'members only' area.
- Citadel at Verdun, Amiens.
- Vimy ridge, France – interactive trench network.
- Louwman Museum, The Hague – uses different shop front experiences to tell stories.

10.3 Key sub-category: Construction and redevelopment footprint

It was suggested that:

a. a redevelopment should excavate rather than add additional buildings to the Memorial precinct however, a respondent added this may be difficult as the area had been a watercourse prior to the Memorial's construction;
b. any additional buildings should be added at the rear of the site so as not to impact on the front view of the Memorial; and
c. a veteran procurement policy for construction could be implemented similar to an Indigenous Procurement Policy, ensuring a percentage of workers were veterans.

10.4 Key sub-category: Displays

Feedback indicated support for using a combination of interactive physical and digital displays and retaining special significance items such as the First World War dioramas in a redevelopment project.

10.5 Key sub-category: Strategic planning

Additional feedback on this theme generally indicated a level of support for the redevelopment, as long as it was undertaken in a planned, strategic manner.

11 Main feedback category: Ways of telling stories

11.1 Category description

This feedback category complements the collection/gallery inclusion category but instead of focusing of the specific stories that needed to the told, it focused largely on how to tell these stories. A range of key sub-categories were identified in this feedback, as seen in Table 10 below.

Table 10 Recurring sub-categories for redevelopment

Key sub-categories				
Do not sanitise displays	People not machines	Commemoration not glorification	Point of view in storytelling	Terminology and data use

11.2 Key sub-category: Do not sanitise displays and people not machines

Feedback associated with this theme largely focused on the nuances of storytelling and the overall impressions left by a visit to the Memorial. Ensuring that displays do not become 'politically correct' or over-sanitised was a recurring feedback - the notion that the displays needed to show the brutal realities of what people went through. This was supported by feedback that machines and weaponry should only play a supporting role to the stories of people and their experience.

11.3 Key sub-category: Commemoration not glorification

There was some feedback that the Memorial needs to ensure materials do not inadvertently glorify war and that the Memorial does not become an amusement park. It should be noted that it was not suggested that this was the case at present.

11.4 Key sub-category: Point of view in storytelling

Telling stories from different points of view was also suggested, including the experiences of minority groups during conflicts such as Vietnamese-Australians during Vietnam. Conversely, feedback also suggested that all displays should only be based on a 'western civilisation' point of view.

11.5 Key sub-category: Terminology and data use

Several suggestions were made on the use of specific terminology and the interpretation of data. It was suggested that casualty figures should reflect all deaths attributable to active service including suicide and disease beyond the currently prescribed time period. Other suggestions on terminology use included avoiding overuse of the word 'hero' so as not to reduce its meaning; changing the Tomb of the Unknown Soldier to the Tomb of the Unknown Warrior to be more inclusive of non-land based forces and being careful when displaying information, particularly quotes, that may not be strongly supported by evidence.

11.6 Other feedback

The location of the *Menin Gate at Midnight* painting was a recurring sub-theme with suggestions that it needed to be moved back to a larger area, so it can be appreciated from a distance. Other suggestions include the representation of regional cenotaphs like the current Gallipoli Map; including Brendan Nelson's speeches in displays and being careful to avoid sentimentality in displays.

Additional feedback related to the complexity of displaying current information. Discussions occurred around whether the Memorial should be a 'current affairs' commentator and whether the inclusion of active conflicts would result in the Memorial 'getting it wrong' or information dating prematurely.

12 Main feedback category: Positive sentiment

12.1 Category description

A recurring portion of the feedback received was in the form of general positive sentiment about the Memorial, staff, galleries and the Memorial's Director. When asked about the proposed redevelopment, feedback on this theme often identified that people couldn't imagine what could be done to improve the current Memorial. Feedback included "the Memorial is a place that is valued" and that it is a "world class institution".

13 Main feedback category: Outdoor displays/experiences

13.1 Category description

This feedback category contained suggestions received for ways to change or enhance the outdoor spaces at the Memorial; including those within the Memorial footprint, ANZAC parade and considerations for neighbouring suburbs as well. A range of key sub-categories were identified in this feedback, as seen in Table 11 below.

Table 11 Recurring sub-categories for outdoor displays/experiences

Key sub-categories				
Broader precinct – outside Memorial precinct	Protect heritage significance	Memorial gardens	Immersive outdoor displays	Outdoor tours and wayfinding

13.2 Key sub-category: Broader precinct – outside Memorial precinct

Engagement with neighbours and impacts of the Memorial on neighbouring suburbs was a recurring theme. Largely the feedback covered the current ways that Memorial visitors use the surrounding suburbs and suggestions for improvements to reduce impacts of future use on the neighbouring suburbs. Ideas included directional signage and improvements to paths, park areas and verge parking. There was recognition that living near the Memorial resulted in impacts during events, but consideration was requested to ensure that future planning did not result in these impacts becoming daily occurrences. Consideration included traffic and parking studies and noise modelling. Acknowledgement was made that current alerts to neighbours regarding upcoming events was gratefully received.

13.3 Key sub-category: Protect heritage significance

Protecting the objects of heritage significance including the outside vista and view down ANZAC Parade was a recurring theme. Respondents felt that this should not be impacted.

13.4 Key sub-categories: Memorial gardens, immersive outdoor displays and outdoor tours and wayfinding

Feedback on visitor displays and experiences outside the Memorial can be summarised as follows:

- Consider creating memorial, reflective or sensory gardens designed using drought resistant plant species.
- Create outdoor immersive environments such as picnic areas to replicate troop campsites or a realistic trench network that changes as you move through different time periods.
- Create more connections between the Memorial and ANZAC Parade.
- Curate an outdoor experience that includes guided and self-guided tours of outside spaces and ANZAC Parade.
- Improve wayfinding and signage outside of the Memorial building.

13.5 Other feedback

Additional suggestions offered ways to display large objects; additional outdoor Memorials; playground equipment; viewing areas and wheelchair access in outdoor spaces.

14 Main feedback category: Digital/online

14.1 Category description

This feedback category relates to the suggestions received for ways that digital or online applications could enhance the visitor experience and share more of the collection. A range of key sub-categories were identified in this feedback, as seen in Table 12 below.

Table 12 Recurring sub-categories for digital/online

Key sub-categories				
Web or smartphone app	Digital storytelling	Wi-Fi	Digitisation of records	Memorial website

14.2 Key sub-category: Web or smartphone app and Wi-Fi

Recurring feedback indicated that the Memorial would benefit from smartphone or web applications to assist with planning visits; wayfinding (including identifying accessible pathways); search the honour roll; online viewing of collection items; connection to social media; event information; additional information on gallery displays and self-guided multi-lingual tours. It was also suggested that self-guided multi-lingual tours should be available whether as part of an app or separately. This sub-theme was often coupled with the suggestion that the Memorial needs publicly accessible Wi-Fi inside and outside (including ANZAC Parade).

14.3 Key sub-category: Digital storytelling

The use of digital storytelling techniques (including virtual reality and augmented reality) in Memorial galleries was a strong feature in the consultation. Most feedback indicated support for the use of this technology, as long as it did not glorify war. Feedback indicated the importance of technological integration for younger people and students and supported immersion-based experiences like the 'Battle of Hamel' virtual reality experience. Suggestions were also made that this technology could be utilised more to enable people to tell their own stories.

14.4 Key sub-category: Digitisation of records

The digitisation and online availability of records, photographs, documents and objects was a recurring sub-theme with support indicated for ensuring this practice is invested in and improved upon.

14.5 Key sub-category: Memorial website

There were minor feedback suggesting that the current website was not user friendly and a suggestion that the Australian dating system of day, month, year should be adopted throughout.

15 Minor feedback categories – what we heard

15.1 Minor feedback category: Engagement/interactive activities

This category relates to feedback that the overall visitor experience was enhanced by activities beyond the visiting of galleries which provided hands-on or interactive experiences, such as displaying poppies, the Iroquois helicopter and G for George displays. Suggestions were offered for additional activities to further enhance these opportunities including more people telling their stories; Sunday movie screenings; an interactive app and providing more objects you can touch. A couple of participants suggested that immersive experiences and reenactments can be misleading and not provide real appreciation, though most feedback was supportive. There was also some discussion around providing additional fee-based experiences for international visitors to enable travel agents to package the Memorial within larger ticketed itineraries.

15.2 Minor feedback category: Reflection

Although closely linked with the main feedback category, Access and facilities, there was a range of feedback that specifically spoke of the need for more reflective spaces throughout the Memorial; ideally a space in each gallery. Most commonly it was suggested that these spaces were needed for veterans and their families. Some suggested these spaces could go further and offer some amenities and refreshments to visitors; or they could be Members-only spaces with free membership for current and former defence force members.

15.3 Minor feedback category: Veterans

15.3.1 Category Description

Although representing only a small percentage of overall feedback, this category contained a wide variety of feedback relating to veterans, and their diverse needs depending on their stage in life and relationship to the Memorial. Suggestions included tangible ideas of experiences and opportunities that the Memorial can provide to visiting veterans and their families; through to the less tangible roles the Memorial plays for veterans including representation of their experiences and stories.

15.3.2 Suggested Changes

Tangible ideas include providing discounts to veterans for refreshments and the gift shop; creating veteran-only reflection rooms; providing information on support and advice available for veterans; survey veterans to understand needs and experiences; having special opening times for veterans and their families; providing more opportunities for veterans to tell their stories in person; creating opportunities/events/spaces for veterans and their families to share experiences like learning a trade from the Second World War or blacksmithing workshops.

Staff training to be able to support visiting veterans was also a recurring sub-category and included awareness training for people in distress and knowledge of how to advise veterans about donating collection items.

There was also a suggestion to provide a digital ‘walkthrough’ of the temporary gallery exhibits so that those deployed overseas can still experience them.

15.4 Minor feedback category: Education

The education category involved feedback relating to ways the Memorial could enhance the education experience for school students. A recurring sub-category was that there should be a dedicated education centre with programs that provide connections to school curriculum and teaching associations. It was suggested that there needed to be increased interactivity through the galleries and integration with personal devices. Feedback also suggested that the school booking process needed to be updated to increase communication and booking confirmation speed; enable online viewing of D-Zone availability; and it was suggested that more schools would value being able to attend the Last Post ceremony.

15.5 Minor feedback category: Research

This category highlighted that the research function the Memorial provides is highly valued and should continue to be invested in, as we continue to lose the stories of Australian service as veteran's age.

There was a recurring sub-category that the current research centre was run down and hidden away. Feedback on service and support was generally very good but the suggestion was made that there was room to improve the customer experience, including staff training and investment in more staff to assist researchers. Operating on a walk-in basis and weekend access were recognised as positive services. Suggestions for the future included ensuring that there is always a face-to-face research ability not just online; inclusion of Wi-Fi in the Memorial; and increasing the availability and accessibility of online access to digital records. It was suggested that the current online portal required a detailed military knowledge which most did not possess. It was also suggested the Memorial's research role should be used to provide more up-to-date information on current conflicts.

15.6 Minor feedback category: Outreach – national inclusion

There were several suggestions that the Memorial should create more national programs that don't require a trip to Canberra to experience. Some suggested this could be achieved online or through commissioning TV programs, but most suggested the provision of travelling or permanent exhibitions in locations across Australia would be more desirable. Feedback suggested collection items could be used to create exhibits specific to certain locations; and this could be achieved in conjunction with other military museums across Australia or by utilising unused defence building sites. There were also suggestions that connections needed to be made to rural and regional war memorials and that connections should also be made with overseas war grave sites.

15.7 Minor feedback category: Against redevelopment

A minor category in the consultation was those people who were against the idea of a redevelopment. The reasons given for the opposition included:

- Redevelopment is not needed as the Memorial is already well resourced
- Resources should go to other cultural institutions
- Redevelopment is not needed as there is currently enough space
- Redevelopment business case costs too much
- Any money for redevelopment should be spend on support of veterans instead
- Stories of war should be told through digitisation rather than through redevelopment
- Redevelopment is not a national priority.

15.8 Minor feedback category: Planning (strategic/future)

The importance of ensuring that all future planning was made as part of a strategic planning process was heard several times, this included support for the development of a 50 year precinct Masterplan. Other planning suggestions included planning for population growth; consideration of the economic value of heritage items to the ACT and ensuring adequate space to be flexible and adaptable. A recurring consideration for this planning was to understand that people's connections to Australia's role in conflicts may be lost as people grow older, new people immigrate to Australia from other cultures etc. This will mean that future commemorations cannot assume people attending will have the same understanding of the meaning behind significant days and events.

15.9 Minor feedback category: Staff training

A minor category that appeared throughout the consultation related to staff training. Some suggestions were general in nature and provided a view that staff training was important in all aspects of the Memorial. Other suggestions were more specific and related to specific staff training to support distressed visitors and veterans; increased foreign language skills and knowledge of photography laws.

15.10 Minor feedback category: Events

Feedback relating to commemorative events at the Memorial suggested increasing advertising for events; increasing frequency of events; increasing capacity for schools to attend Last Post Ceremony and continue to provide information to neighbours.

15.11 Minor feedback category: Against corporate involvement

Feedback received in this category indicated that the Memorial should not receive sponsorship from weapon manufacturers as this is not in keeping with commemorating war or our soldiers. Also, it was suggested that there should be no 'corporate events' at the Memorial.

15.12 Minor feedback category: External relationships

There were some suggestions made of relationships between the Memorial and other organisations that were positive or could be beneficial. These included stronger links between news organisations and the Memorial. A memorandum of understanding in association with Campbell High was suggested, for example, for work experience placements for students. It was also suggested that links should be made with other cultural institutions to provide links to the stories they are telling.

16 What we heard from each group – relationship-based feedback

16.1 Feedback based on Relationship to the Memorial

This section provides a breakdown of how the feedback received varied across different relationship groups. A relationship group is a particular type of stakeholder, based on their self-identified relationship to the Memorial. Table 13 shows the top five categories for each relationship group. During consultation there were 14 distinct participant groups identified, include a grouping of 'other'. 30 percent of participants did not specify their relationship with the Memorial.

Table 13 Top 5 feedback categories for each Memorial relationship group

Feedback categories in order of % of total feedback *(refer figure 9)*

Relationship group	Collection/gallery inclusions	Access and facilities	Redevelopment	Ways of telling stories	Positive sentiment	Outdoor displays/ experiences	Digital/ online	Engagement/ interactive activities	Reflection	Veterans	Education	Research	Outreach – national inclusion	Against redevelopment	Planning (strategic/future)	Staff training	Events	Against corporate involvement	External relationships
Not specified	●		●	●	●			●											
Current or former service member of the Australian Defence Force	●	●	●	●		●													
Visiting on holiday or with family and friends	●	●	●	●	●														
Representing a primary or secondary school	●	●	●		●					●									
Neighbours	●	●	●	●		●													
Representing a veteran organisation	●	●		●						●			●						
Representing a non-military or government organisation	●			●															
Researchers and historians	●	●		●			●					●	●						
Regular visitor	●	●	●			●	●												
Tour and coach business operators					●	●					●						●		
Representing a tertiary institution	●			●															
Representing a government organisation	●	●	●				●	●										●	
Staff		●					●	●											
Other	●			●		●	●					●			●				
Volunteer				●															

Top five categories of each relationship group, as they relate to the broader consultation feedback categories

Due to the nature of the feedback received, trends and commonalities between different relationship groups was not always immediately evident. Anomalies or inconsistencies between the feedback categories heard in each group were sometimes identified and an understanding of the group structure may assist in responding to this feedback. The following sections offer some insights into the feedback heard from each group.

16.2 Relationship not specified

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Remove the glass from display cabinets. It's really hard to see items inside with lights reflecting back into your eyes. The first time I was at the AWM everything was open and easy to see. Now it's all behind glass and impossible to photograph."

Facebook feedback, location not specified

"I would like to see the focus of stories told expand beyond military campaigns and personnel to include the impact of wars on the home front - both community members and the economy."

Email feedback, location not specified

This group did not specify a relationship to the Memorial when providing feedback. Due to this, it is hard to provide any real analysis of the feedback received. This group made up around 30 percent of the total respondents. The most common feedback categories for this group were "collection/gallery inclusions", "redevelopment", and "positive sentiment".

16.3 Current or former service member of the Australian Defence Force

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"There is a need for some space for reflection. Currently, with the very large number of visitors, school groups and guided tours, this is almost impossible to achieve. Sadly, but inevitably, the Hall of Memory cannot perform this role, due to the constant flow of visitors through it. A designated space – or, if possible, spaces – perhaps for each major conflict, with seating and clear reservation for silent reflection is very important and if such could be incorporated into the new scheme this would be very valuable."

Email feedback, location not provided

"I would like the memory of those who fought, died and were affected by the frontier wars to be remembered. At the moment it seems that the War Memorial has chosen specific events to commemorate which give a biased view of the past, and the absence of any mention of the frontier wars is a glaring example of this. These wars have had a lasting effect on Australian society, and to continue to ignore them is to ask for them to be forgotten."

Online scrapbook feedback, ACT

The top five feedback categories of this group were closely aligned to the top five categories seen across all respondents. "Access and facilities" made up 20 percent of the feedback from this group, followed by "ways of telling stories" and "collection/gallery inclusions". Feedback was varied and whilst some was from the perspective of being a current or former defence force member, most of it was general in nature and aligned with the feedback received from most other groups.

16.4 Visiting on holiday or with family and friends

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"The way it stands now is proud and stands out strongly should not be changed; any changes to the rear."

Online scrapbook feedback, VIC

"Updating access and functionality is very important. Accessibility in the current loos is not as good for older people and this is very important. For school kids, there should be a dedicated education centre."

Pop-up information session feedback, VIC

This was the second most represented group and feedback was closely aligned to the most recurrent feedback categories from all respondents. This group provided the highest amount of "positive sentiment" feedback. "Access and facilities" was the most common category for this relationship group, followed by "positive sentiment" and "collection/gallery inclusions".

16.5 Representing a primary or secondary school

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Create opportunities for veterans to share their stories with young visitors, e.g. school groups."
Online scrapbook feedback, ACT

"I went to the Australian War Memorial with Canberra College for an excursion. We were guided by Karin and she was a really good speaker and she explained things well, she showed us stuff from World War 2. Something that they could improve on is having captions on for their videos, and to see more objects on the tour."
Online scrapbook feedback, ACT

Representation from primary and secondary schools was provided by both teachers and students. Student feedback was a mixture of positive feedback and suggestions for access and facility inclusions. "Access and facilities" was the most common category for this relationship group, followed by "positive sentiment" and "collection/gallery inclusions".

16.6 Neighbours

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Parking in Campbell for events is an issue with people parking on verges. Need to consider impacts of redevelopment broader than AWM precinct."
Stakeholder forum, ACT

"Need to make sure you don't end up creating an amusement park."
Stakeholder forum, ACT

Neighbours to the Memorial were well represented in the feedback received. The most commonly heard feedback categories from this group were "collection/gallery inclusion", "redevelopment" and "ways of telling stories". Whilst these frequent feedback categories align with the most common categories seen from all respondents, this group provided the most feedback around the use of outdoor space surrounding the Memorial.

16.7 Representing a veteran organisation

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Younger veterans who do not feel accepted by the RSL are looking to the Memorial to find a place of representation and somewhere that relates to them and their service."
Stakeholder forum, QLD

".....the Association believes there is sufficient scope for a story to be told of the RAN's involvement in Operation Sea Dragon off the coast of North Vietnam between 1967 and 1968. I am aware that the Memorial holds much relevant documentation, photographs, artwork and memorabilia on Operation Sea Dragon that offer a valuable account of HMA Ships' Perth and Hobart's contribution to this phase of the Navy's involvement in the war."
Email feedback, WA

Veteran organisations from across the defence forces were invited to participate in the consultation, however feedback was received by less than 10 percent of those invited. This group was the most represented in Stakeholder Forums and this resulted more detailed feedback. The top feedback categories for this group were "access and facilities", "collection/gallery inclusions", and "outreach – national inclusion". This group was also one of the most likely to give feedback on national outreach opportunities.

16.8 Representing a non-military or non-government organisation

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"The Museum's role is to reflect history. It is not a 'current affairs' commentator."
Stakeholder forum, ACT

"Plans for an expanding AWM appear to be predicated on warfare becoming even more deeply ingrained in our culture. Unless Australia breaks its current pattern of perpetual warfare, then no expansion will be sufficient to hold another 50 years' worth of displays of military hardware. One cannot imagine that such a situation is what our forebears fought and died for, or that they would wish to be honoured with vast halls of weaponry."
Email feedback, ACT

This relationship group consisted of organisations representing specific nationality groups, groups that were opposed to war or the memorialising of conflict. This group had the greatest diversity of feedback. Of the feedback received, the most commonly heard feedback categories were "ways of telling stories" and "collection/gallery inclusions". The third most commonly heard feedback was equally split between nine feedback categories. Feedback from this group represented the strongest 'against redevelopment' messages of any relationship group.

16.9 Researchers and historians

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Veterans should be given priority and respect. And this value should be overtly demonstrated but not too much so as to cause embarrassment. Cafe facilities should be redeveloped to allow more access to elderly and wheelchair users and much much better service- how about free cuppas and meals for veterans?"
Online scrapbook feedback, VIC

"As a visitor who does not have physical access to the AWM, I would very much appreciate collections being made available electronically; digitisation of documents, photographs, memorabilia etc."
Online scrapbook feedback, QLD

This relationship group provided strong feedback relating to the research functions of the Memorial and suggestions for improved or alternative research ability. In addition to this, the top feedback categories heard from this group were "access and facilities" and "exhibition/gallery inclusions".

16.10 Regular visitor

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"As our veterans age there must be a stronger emphasis on making the Memorial accessible. This goes beyond physical access although more ramps are needed all around the Memorial. You also need to make sure that all written material, including the material on your electronic devices, is accessible for people whose vision may be impaired."
Online scrapbook feedback, ACT

"Would love some more online engagement with the artefacts on display (e.g. having some of the artefacts available to 'view' online in a 3D version)."
Online scrapbook feedback, NSW

This group was distinct from the "visiting on holiday or with family and friends" group as they identified themselves as regular visitors distinct from visiting with others. Feedback from this group was varied with "access and facilities" and "collection and gallery inclusions". The third category was evenly split between "digital/online", "outdoor displays/experience" and "redevelopment".

16.11 Tour and coach business operators

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"I would like to see more people be able to attend the Last Post Ceremony. I have a lot of schools that are not allowed to attend the ceremony due to numbers being at capacity. I know they are offered the school wreath laying ceremony but the schools would rather attend the Last Post Ceremony."

Email feedback, QLD

"As a courtesy bus driver for a few hours each morning I quite often drop people at the memorial up to an hour before opening….The idea to enhance this experience of an unguided, educational walk would be to formalise the displays so they make more sense by creating a chronological display starting with outdoor compatible display of technologies, with each period (i.e. different campaigns) separated by landscaping, this could be a signed walk clockwise around the main building or the administration area. These technologies would need to be vandal resistant and as such artillery or transport technologies would be ideal."

Email feedback, location not specified

Feedback received from this group was quite experiential in nature. Suggestions were mainly focused on ways to improve existing service offerings and create new experiences for visitors. Feedback on "outdoor displays/experiences" was frequently heard. This was the only group to have "events" and "education" in their top five feedback categories.

16.12 Representing a tertiary institution

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Greater emphasis on the effects of war rather than the battles themselves. Also greater diversity in representation - more focus on women and people of colour. War is not exclusively masculine."

Online scrapbook feedback, VIC

"I think it is extraordinary that the War against Indigenous people is excluded from AWM."

Email feedback, location not specified

Feedback received on behalf of tertiary institutions was only around two feedback categories – "collection/gallery inclusions" and "ways of telling stories". Conflicts between Indigenous and non-Indigenous people in Australia during the nineteenth century was a key feature of this feedback.

16.13 Representing a government or political organisation

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"There needs to be interactive signage – starting in the carpark. Keeping the vista down Anzac Parade is important".

Stakeholder forum, ACT

"We believe that a monument to the Frontier Wars and fallen Aboriginal warriors should be constructed within the War Memorial precinct. It is important that Aboriginal people be involved in the design of this memorial."

Email feedback, ACT

Government or political group feedback was only received from the ACT jurisdiction; from Mr Shane Rattenbury, MLA on behalf of the ACT Greens and ACT tourism agency, Visit Canberra. Feedback from this group centred around "redevelopment", "collection/gallery inclusions" and "access and facilities".

16.14 Memorial staff

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"More dedicated parking for staff and more parking in general."
Drop-in information session feedback, ACT

"More seating would be a great addition as well. Often there are visitors such as the elderly or veterans or the infirm looking for somewhere to sit and when they can't find a seat, they sit on displays."
Online scrapbook feedback, ACT

Staff suggestions were largely focused on ways that "access and facilities" could be improved and on ways the Memorial could enhance their "engagement/interactive activities" and "digital/online" experience.

16.15 Other

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Perhaps Charles Bean's messages for times of peace derived from times of war can be promoted and incorporated in the plans for the Australian War Memorial."
Email feedback, NSW

"The research site for the Memorial is difficult to use - why???!- and it is very difficult for your ordinary person to understand the best pathways through which to access and comprehend the records. Not many of us know much about the military, their abbreviations, the military structures etc…."
Online scrapbook, location not specified

This group consisted of individuals whose relationship to the Memorial was not able to be categorised elsewhere. Feedback from this group was equally shared across the following feedback categories "ways of telling stories", "strategic future planning", "research", "digital/online", "outdoor displays/experiences" and "collection/gallery inclusions".

16.16 Volunteer

EXAMPLE FEEDBACK FOR THIS RELATIONSHIP GROUP

"Stories are quite sanitised - people need to see someone bleeding to really understand what it was like. This can help people to really understand and feel what people went through."
Pop-up information session, ACT

Feedback from volunteers really focused on "ways of telling stories", particularly ensuring that the stories reflect the lived experience.

17 Conclusion

This consultation program, despite widespread promotion, did not attract large participation. The reasons for this are hard to say definitively. It could be due to generally low levels of concern around the project, it could relate to the existing relationships the Memorial maintains or it could reflect the general positive sentiment that was seen throughout the consultation.

Despite the lower rate of participation, the design of the consultation program resulted in feedback that was diverse and covered a range of topic areas; some practical and logistical in nature and some aspirational and expressive. The feedback received provides a solid cross-section of information relating to all aspects of the Memorials' functions and will enable reflection, not just for the redevelopment project, but for the broader Memorial. It also provides a sound basis on which to undertake continued consultation and engagement with stakeholders as the project progresses.

18 Appendices

18.1 Appendix 1 – Social Media posts

18.1.1 Facebook posts

Australian War Memorial
Yesterday at 10:00 ·

There's still time to give your feedback on a range of themes to help plan for the future of the Australian War Memorial. One of the themes is Future 50 – Commemoration, museum and research themes. As we develop our Precinct Masterplan, we have an opportunity to envisage the next fifty years and create a vision to guide the development of future experiences for our veterans, their families and our visitors. Visit http://www.awm.gov.au/haveyoursay to find out more and provide your feedback on what you would like future generations to experience when they visit the Memorial in our online scrapbook.

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Memorial Redevelopment Consultation Program | The Australian War Memorial

70 3 Comments 4 Shares

Like Comment Share

[redacted] With so many women who have served in the military since WW1 with distinction , it would be excellent to have a Women in War gallery to honour this service. Definitely , not a PC thing and would be well received by all serving and ex serving Veterans and the public.
Like · Reply · 22h · 4

[redacted] Totally agree!!
Like · Reply · 22h

[redacted] Remove the glass from display cabinets. Its really hard to see items inside with lights reflecting back into your eyes. The first time i was at the AWM everything was open and easy to see. Now its all behind glass and impossible to photograph.
Like · Reply · 59m · Edited

Write a reply...

[redacted] Last time we were at the War Memorial we saw the tribute to our Vietnam War heroes and I found it very moving, especially how the radio talk from Long Tan Battle plays over it while you sand there, it's very emotional and fitting for those brave lads that fought over there. A big thank you to Dick Smith who supplied the helicopter
Like · Reply · 1d · 3

[redacted] Would like to see more of a focus on Kokoda, the current display really does not give an insight.
Like · Reply · 17h

[redacted] Don't change it too much! It is the best war memorial in the country and the world! Others just don't compare ....
Like · Reply · 6d · 1

[redacted] Visiting Australian War Memorial next week - looking forward to everything you have to offer!
Like · Reply · 1w

[redacted] More storytelling about women in the war would be great.
Like · Reply · 1w

[redacted] Can't change perfection
Like · Reply · 6d

[redacted] $10 Charge foreign tourists... · 1
Like · Reply · 1w

[redacted] It's free for everyone mate. It's a memorial not a business, it a place of learning, reflection and commemoration. If foreign tourists come then it's a good thing that they learn of our service personnels sacrifices to the country they loved. You don't need to be born here to respect their sacrifice. · 2
Like · Reply · 1w

[redacted] Yeah iv seen multiple times the respect some of them treat it with...
Like · Reply · 1w

[redacted] Just like the respect some of our tourists treat Gallipoli and Villers-Bretonneux with. There are bad apples in every bunch mate.
Like · Reply · 1w · Edited

[redacted] fair cop
Like · Reply · 6d

Write a reply...

[redacted] My daughter is coming up to stay in Canberra and visit the war memorial in November with her school. She's pretty excited about the whole trip. · 1
Like · Reply · 1w

Australian War Memorial
10 September at 10:00 ·

There's still time to give your feedback on a range of themes to help plan for the future of the Australian War Memorial. One of the themes is Telling more stories to more people. The Australian War Memorial tells the stories of Australia's war, peacekeeping and humanitarian operations in its galleries through carefully curated items from its world class collection. Visit http://www.awm.gov.au/haveyoursay to find out more and provide your feedback on the important things to consider for the planning of future gallery spaces at the Memorial in our online scrapbook.

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Memorial Redevelopment Consultation Program | The Australian War Memorial

60 6 Comments 6 Shares

Like Comment Share

Australian War Memorial
3 September at 10:00 ·

There's still time to give your feedback on a range of themes to help plan for the future of the Australian War Memorial. One of the themes is The visitor experience. The Memorial must cater for all visitor needs and provide accessibility and functionality to assist them. Visit http://www.awm.gov.au/haveyoursay to find out more and provide your feedback on what access and functionality you would like to see in the Memorial in the future in our online scrapbook.

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27 2 Comments 1 Share

Like Comment Share

[redacted] A water feature, eg, fountain on one of the lawns, with a wall with dates of all wars. At top of wall, words being, FOR ALL WHO FOUGHT FOR AUSTRALIAS. FREEDOM. LEST WE FORGET.

Like · Reply · 2w

[redacted] Or how about don't spend anything, since it is not even close to being a priority. Maybe use the funding to help stop veterans killing themselves instead.

Like · Reply · 2w

Australian War Memorial
2 September at 10:00 ·

HAVE YOUR SAY in Darwin, Townsville, Brisbane.

The Memorial is preparing a submission to the Australia Government to significantly increase the gallery space to improve the coverage of modern conflicts such as East Timor and Afghanistan. The expansion will enable us to include more stories of historical interest, and to improve the amenity for veterans and other visitors.
As part of the Memorial's consultation process public sessions are being held in Darwin, Townsville, Brisbane.
For more information see our website https://www.awm.gov.au/get-invol.../Redevelopment-Consultation

The Sydney times and location will be added soon.

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Memorial Redevelopment Consultation Program | The Australian War Memorial

99 1 Comment 14 Shares

Like Comment Share

All comments

[redacted]
Mon 17th Sept-

Like · Reply · See translation · 2w

Write a comment...

Australian War Memorial
27 August at 12:30 ·

There's still time to give your feedback on a range of themes to help plan for the future of the Australian War Memorial. One of the themes is Precinct priorities. The Australian War Memorial extends beyond the buildings. Planning for the future means considering the whole precinct and the priority areas. Visit http://www.awm.gov.au/haveyoursay to find out more and provide your feedback on the priority areas for the precinct and what would make external experiences better in our online scrapbook.

AWM.GOV.AU
Memorial Redevelopment Consultation Program | The Australian War Memorial

61 3 Comments 3 Shares

Like Comment Share

Most relevant

[redacted] I enjoyed that ceremony very much today with my breakfast.lovely one about the Ww2 pilot.and the Lancaster.,this week on our television it has been about the only one Lancaster still flying.

Like · Reply · 3w

[redacted] absolutely love this place .

Like · Reply · 3w

[redacted] 1

Like · Reply · 3w

Write a comment...

Australian War Memorial
16 August ·

Today we are hosting a drop-in information session to provide information on how we are planning for the future and to get your ideas and feedback. Visit us outside the Second World War Galleries from 1pm – 4pm. If you are unable to attend, send us your feedback using our online scrapbook, visit http://www.awm.gov.au/haveyoursay to find out more.

AWM.GOV.AU
Memorial Redevelopment Consultation Program | The Australian War Memorial
The Australian War Memorial is an important place for all Australians, where they can remember the service and sacrifice of those who have served in war and on operations. This is perhaps best expressed in the words of the Memorial's founder, Charles Bean: "Here is their spirit, in the

10 1 Share

Like Comment Share

Australian War Memorial
20 August at 10:00 ·

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AWM.GOV.AU
Memorial Redevelopment Consultation Program | The Australian War Memorial

37 2 Comments 5 Shares

Like Comment Share

Most relevant

[redacted] Misted you today ,I had a long working day.
Like · Reply · 4w

[redacted] Pity most of the info sessions have already been conducted.
Like · Reply · 4w

Australian War Memorial
14 August ·

Today we are hosting a drop-in information session to provide information on how we are planning for the future and to get your ideas and feedback. Visit us outside the Second World War Galleries from 1pm – 4pm. If you are unable to attend, send us your feedback using our online scrapbook, visit http://www.awm.gov.au/haveyoursay to find out more.

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15 2 Shares

Like Comment Share

Write a comment...

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14 August ·

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15 2 Shares

Like Comment Share

Write a comment...

Australian War Memorial
13 August ·

We are hosting two drop-in sessions this week to help us plan for the future of the Australian War Memorial. You can get the details on our website http://www.awm.gov.au/haveyoursay but if you can't make it to a drop-in session, complete the online scrapbook instead and share your views.

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19 4 Shares

Like Comment Share

Australian War Memorial
9 August ·

Today we are hosting a drop-in information session to provide information on how we are planning for the future and to get your ideas and feedback. Visit us in the Reg Saunders Gallery from 10.15am – 1.15pm. If you are unable to attend, send us your feedback using our online scrapbook, visit http://www.awm.gov.au/haveyoursay to find out more.

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53 2 Comments 5 Shares

Like Comment Share

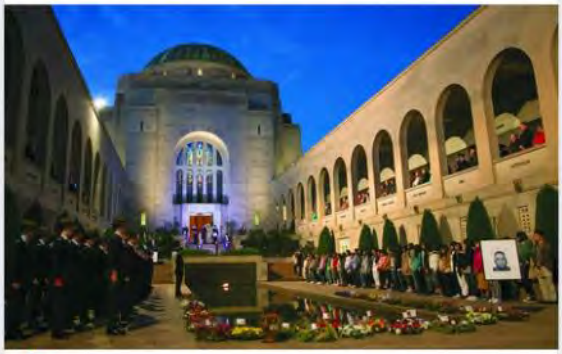
Most relevant

[redacted] I would love to help from England ,we have a house on the Somme
Like · Reply · 5w

[redacted] 1
Like · Reply · 5w

Australian War Memorial
2 August ·

The Australian War Memorial is planning for the future and is asking for feedback on a range of themes. There are lots of ways to have your say. To find out more, visit the website: https://www.awm.gov.au/haveyoursay



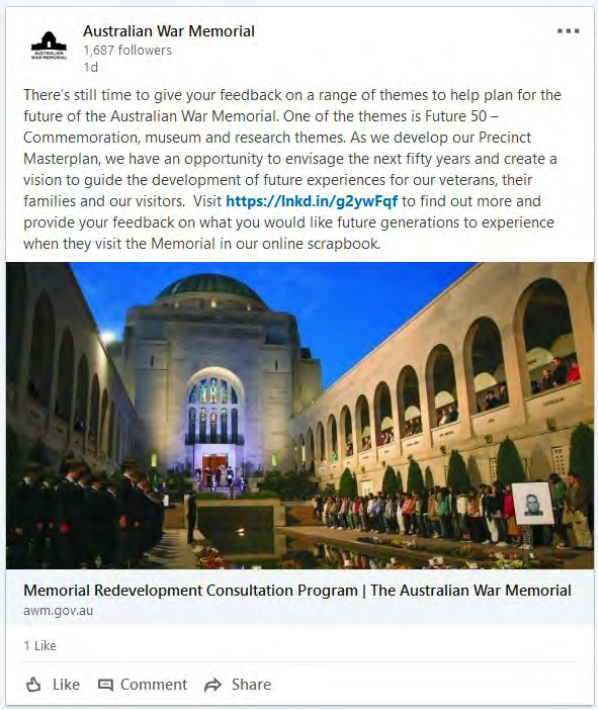
75 2 Comments 7 Shares

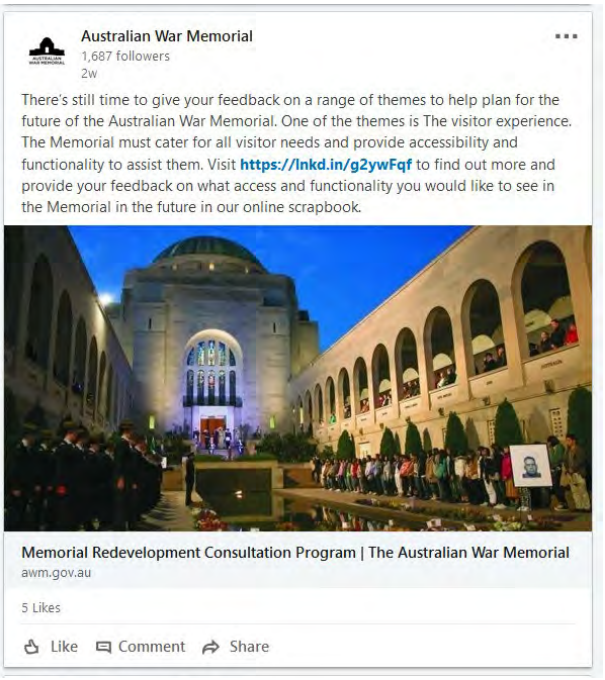
Like Comment Share

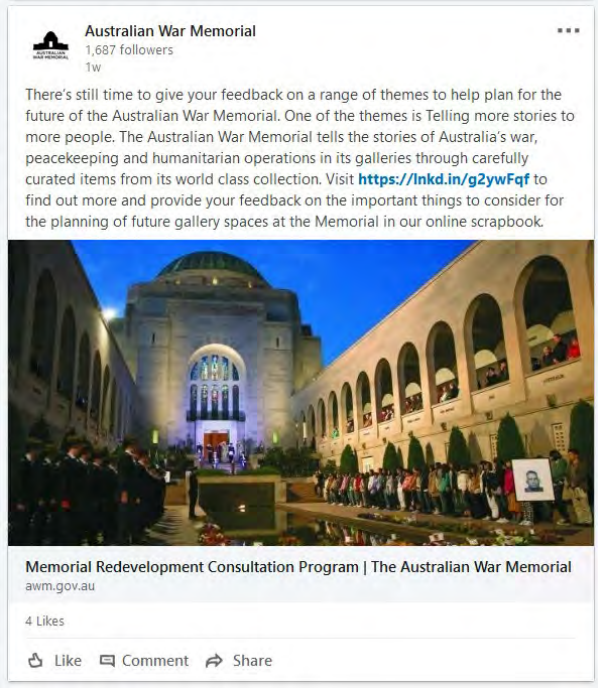
Most relevant

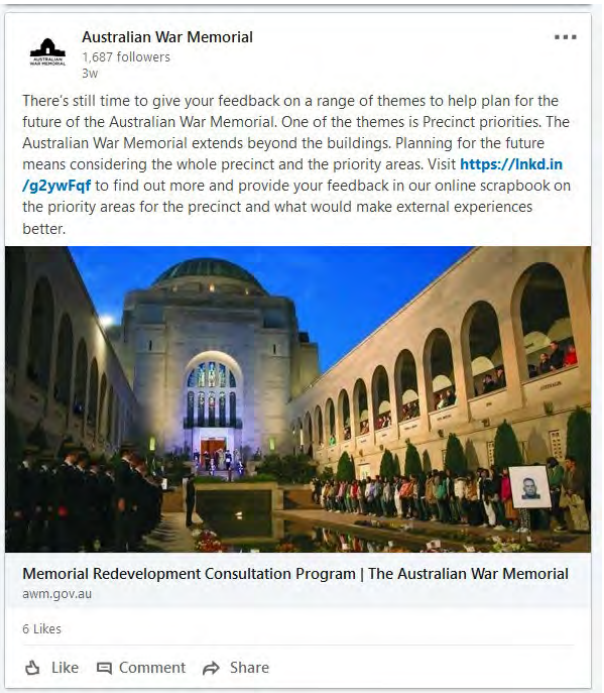
[redacted] The last time I visited the memorial Brendan Nelson opened the gate and welcomed the first visitors. When I left at closing he was there thanking people who were leaving. We don't need feedback,we just need Brendan Nelson doing the job he was obviously made for.
1
Like · Reply · 6w

18.1.2 LinkedIn posts









Australian War Memorial
1,687 followers
1mo

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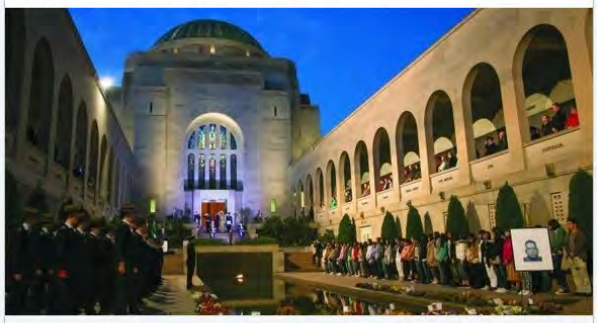

Memorial Redevelopment Consultation Program | The Australian War Memorial
awm.gov.au

14 Likes

Like Comment Share

Australian War Memorial
1,687 followers
1mo

Come visit us today when we host a drop-in information session to discuss our plans for the future. Visit us outside the Second World War Gallery 1pm to 4pm to have your say. You can also send us your feedback using our online scrapbook, visit **http://ow.ly/ae5N30ljmUY** to find out more.

17 Likes

Like Comment Share

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20 Likes

Like Comment Share

Australian War Memorial
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15 Likes

Like Comment Share

Australian War Memorial
1,687 followers
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We are planning for the future and asking for feedback on a range of themes. There are lots of ways to have your say. To find out more, visit our website: **https://lnkd.in/gfYBh-7**

Memorial Redevelopment Consultation Program
awm.gov.au

23 Likes · 1 Comment

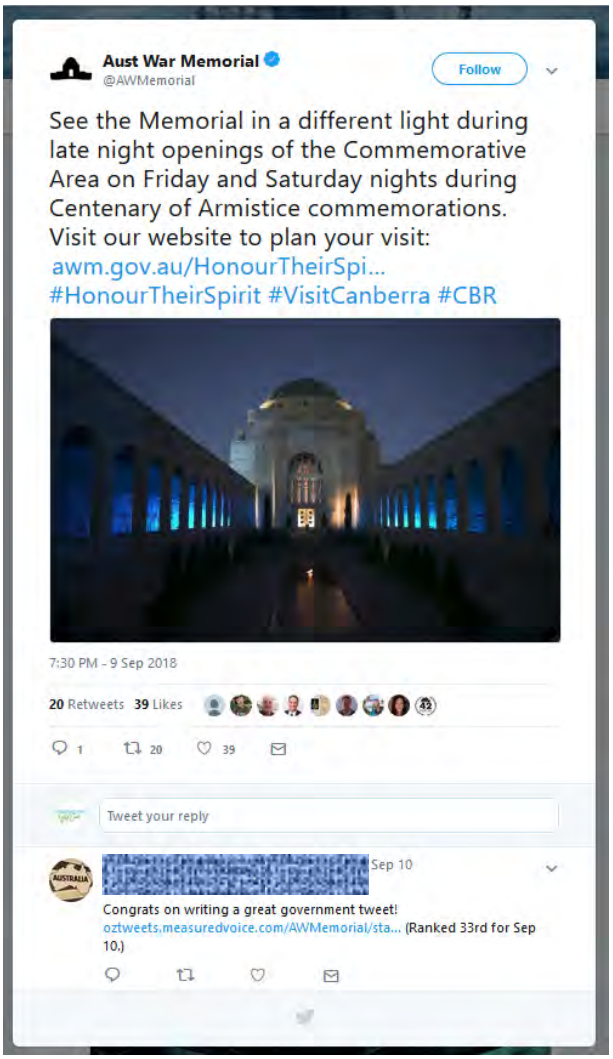
Like Comment Share Top Comments

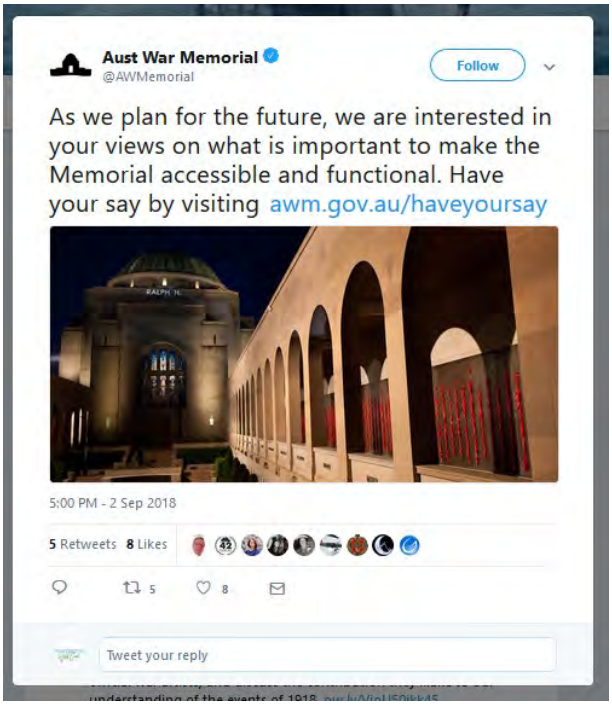
Add a comment...

2mo

Like Reply

18.1.3 Twitter posts





Aust War Memorial
@AWMemorial
Follow
There's still time to give your feedback on a range of themes to help plan for the future of the Australian War Memorial. One of the themes is 'Precinct priorities'. Have your say on visitor parking, transport, cafes, ceremonial areas & more by visiting awm.gov.au/haveyoursay
5:00 PM - 26 Aug 2018
6 Retweets 8 Likes
Tweet your reply
each sparrow represents 5000nm sailed during his service. Share your tatts using bit.ly/2BHQ81J #InkedAWM #militarytattsAWM

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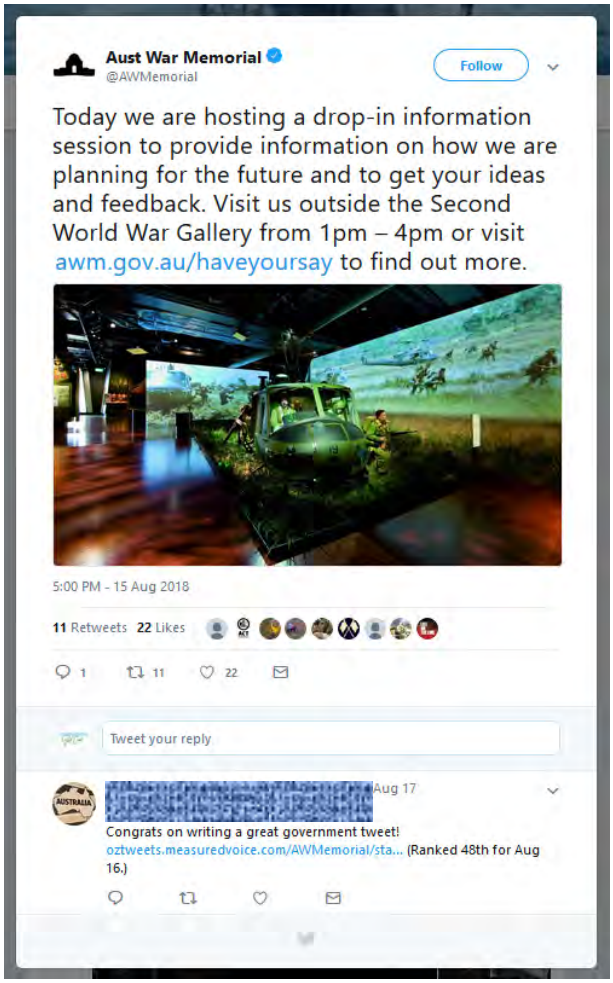
There's still time to give your feedback on a range of themes to help plan for the future of the Australian War Memorial. Visit awm.gov.au/haveyoursay to have your say.
5:00 PM - 19 Aug 2018
8 Retweets 17 Likes
Tweet your reply


Aust War Memorial
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Today we are hosting a drop-in information session to provide information on how we are planning for the future and to get your ideas and feedback. Visit us outside the Second World War Gallery from 1pm – 4pm or visit awm.gov.au/haveyoursay to find out more.
5:00 PM - 15 Aug 2018
11 Retweets 22 Likes
Tweet your reply
Aug 17
Congrats on writing a great government tweet!
oztweets.measuredvoice.com/AWMemorial/sta... (Ranked 48th for Aug 16.)

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Today we are hosting a drop-in information session to provide information on how we are planning for the future and to get your ideas and feedback. Visit us outside the Second World War Gallery from 1pm – 4pm or visit awm.gov.au/haveyoursay to find out more.
5:00 PM - 13 Aug 2018
2 Retweets 11 Likes
Tweet your reply

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The Australian War Memorial is planning for the future and is asking for feedback on a range of themes. There are lots of ways to have your say. To find out more, visit awm.gov.au/haveyoursay.
5:00 PM - 12 Aug 2018
7 Retweets 11 Likes
Tweet your reply

Aust War Memorial
@AWMemorial
Follow
Today we are hosting a drop-in information session to discuss our plans for the future. Visit us in the Reg Saunders Gallery from 10.15am to have your say. You can also send us your feedback using our online scrapbook, visit ow.ly/ae5N30ljmUY to find out more.
3:00 PM - 8 Aug 2018
2 Retweets 4 Likes
Tweet your reply

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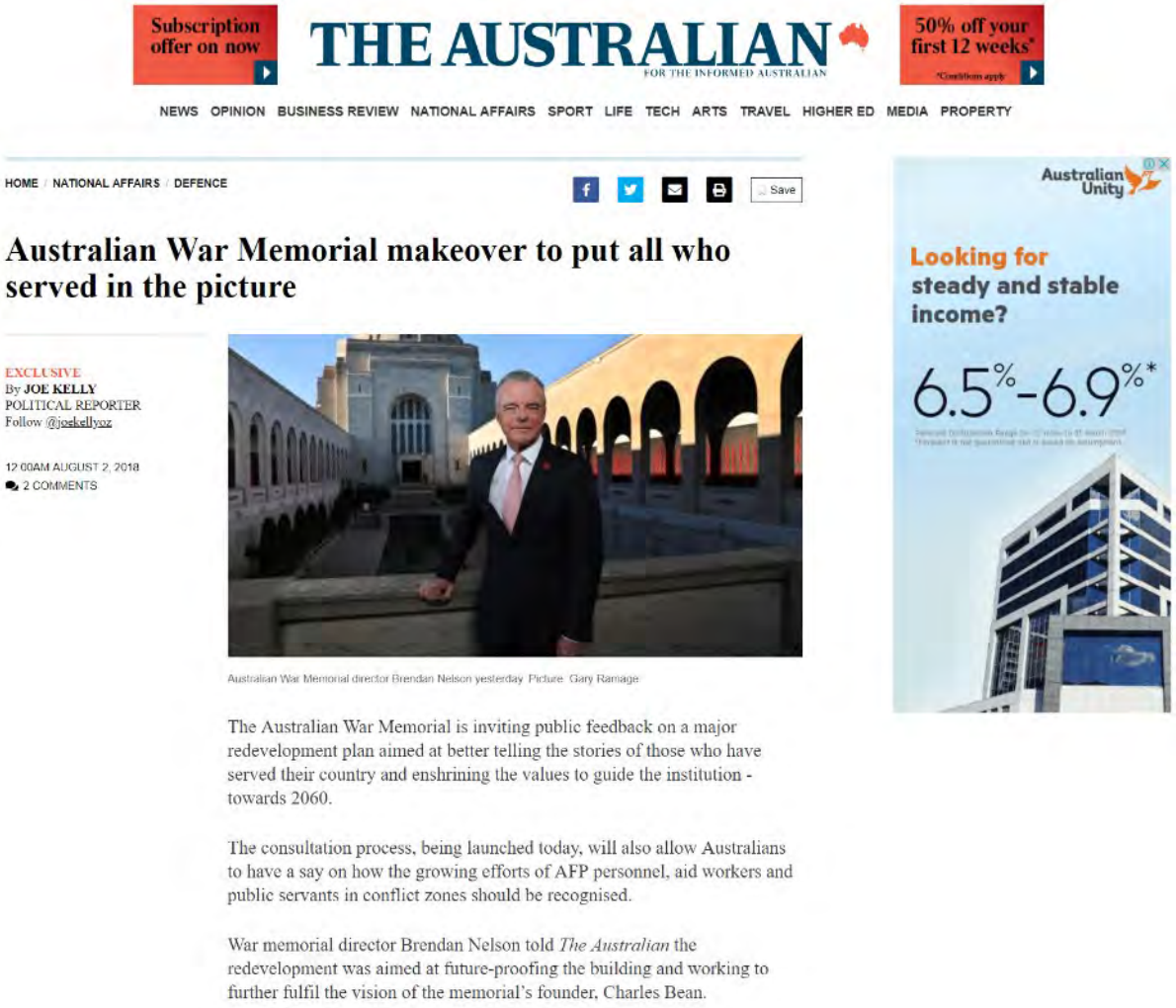
The Australian War Memorial is planning for the future and is asking for feedback on a range of themes. There are lots of ways to have your say. To find out more, visit the website: awm.gov.au/haveyoursay #myawm
2:53 PM - 1 Aug 2018
28 Retweets 34 Likes
Tweet your reply
· Aug 2
Replying to @AWMemorial
Done ... the memorial should represent the Frontier Wars, massacres, the Indigenous people who then stood beside the armed forces in WWI and II to protect country and the savage way they have been treated ever since returning
Aug 2
Replying to @AWMemorial
Look after the veterans instead!!
· Aug 2
Replying to @AWMemorial
Peace...how's that for a theme ?
Aug 2

19 Appendix 2 – The Australian media coverage



19.1 Full text

The Australian War Memorial is inviting public feedback on a major redevelopment plan aimed at better telling the stories of those who have served their country and enshrining the values to guide the institution - towards 2060.

The consultation process, being launched today, will also allow Australians to have a say on how the growing efforts of AFP personnel, aid workers and public servants in conflict zones should be recognised.

War memorial director Brendan Nelson told The Australian the redevelopment was aimed at future-proofing the building and working to further fulfil the -vision of the memorial's founder, Charles Bean.

"Every single day someone says to me the war memorial should tell this story or that story. The most consistent answer I have to give them is, 'I'm sorry, but we simply don't have the space'," Dr Nelson said.

"The floor space we currently have to tell the story of 65 peacekeeping operations is about that of a standard 7-Eleven.

"Our determination is to remain true to Bean's vision in a world that he could not possibly have imagined — to make the history live, to make it engaging to new and subsequent gen-erations of Australians."

Dr Nelson said he was interested in the views of Australians on five key categories that he -wanted addressed in the redevelopment — including how the war memorial could better cater to the needs of current and former servicemen and women.

He suggested this could be as simple as including more quiet reflection spaces for veterans and their families.

He also said he wanted feedback on how the war memorial precinct could be improved through changes to

visitor parking facilities as well as public transport, cafes, external displays and ceremonial areas. Other key areas for feedback include how the war memorial could better address the needs of diverse groups, including school students, international and domestic tourists, academic researchers and those with disabilities.

Australians will also have a chance to provide advice on what values should guide the war memorial over the next 50 years and what experiences it should document in its public -exhibitions.

The war memorial has been allocated $16.4 million to prepare a business case for government consideration by the end of the year, with the redevelopment not affecting the external facade and aesthetics of the building.

Australians will be able to provide feedback by visiting a memorial website going live today at www.awm.gov.au/haveyoursay, with information sessions also being held at the memorial throughout this month.

Dr Nelson told The Australian that the redevelopment would add an extra 8500sq m of exhibition space, which could be used to better focus on Australia's role in peacekeeping, humanitarian and disaster-relief missions as well as military involvements.

He said in overseas commitments, "increasingly the non-military element is going to be more significant and there will be casualties".

20 Appendix 3 – Promotional materials

Consultation theme factsheets

AUSTRALIAN WAR MEMORIAL

THEME 1 | *a place for veterans and their families*

THE PROPOSED PROJECT

The Australian War Memorial is an important place for all Australians, where they can remember the service and sacrifice of those who have served in war and on operations. This is perhaps best expressed in the words of the Memorial's founder, Charles Bean: *"Here is their spirit, in the heart of the land they loved; and here we guard the record which they themselves made."* Since opening in 1941, the Memorial has recognised, honoured and told the stories of our defence force personnel and their experiences in war, peacekeeping and humanitarian operations.

The Memorial's ability to respectfully commemorate and display these stories is now at capacity; visitor numbers remain strong and modern conflicts are under-represented. There is no further gallery space to tell the stories of what is happening now and for the future. A significant redevelopment is required to improve the experience, education and understanding of our visitors by increasing gallery space and improving amenities.

The Memorial is developing a detailed proposal to submit to the Federal Government for funding for this project, and is also developing a Precinct Masterplan to create a vision that will guide the Memorial for the next 50 years.

HAVE YOUR SAY

The Memorial is currently seeking feedback on a range of project themes in order to help shape the Government submission and the Precinct Masterplan. There are five key themes the Memorial is seeking feedback on.

HOW CAN WE BEST SERVE VETERANS AND THEIR FAMILIES WHEN THEY VISIT THE MEMORIAL?

We would like to ensure the Australian War Memorial makes our nations' current and former servicemen and women, and their families feel welcome and comfortable. As we plan for the future, we want to create more spaces where veterans and families can find a quiet moment to reflect and we plan to make it easier for veterans to access and move about the Memorial.

A veteran is anyone who has served, or is still serving, in the Australian Defence Force. The Memorial wants to create a better place for visitors to understand the Australian experience of war and in turn increase the respect and appreciation they hold for those that have served, those that are still serving and for their families who love and support them.

Noise from displays can be confronting for some visitors

THEME 1 | *a place for veterans and their families*

AUSTRALIAN WAR MEMORIAL

THEME 2 | *precinct priorities*

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WHAT ARE THE PRIORITY AREAS FOR THE AUSTRALIAN WAR MEMORIAL PRECINCT? HOW COULD WE MAKE THE EXTERNAL EXPERIENCES AT THE AUSTRALIAN WAR MEMORIAL BETTER?

The Australian War Memorial extends beyond the buildings. Planning for the future means considering the whole precinct; which includes visitor parking, transport options, heritage significance, cafes, external displays, ceremonial areas, our connection with Anzac Parade, the vista across Lake Burley Griffin and our nearby neighbours and community.

THE MEMORIAL PRECINCT

Over time the Memorial Precinct has added many buildings to create the configuration seen today.

Throughout the precinct, items can be found that reflect the Memorial's purpose to commemorate the sacrifice of those Australians who have died in war.

The Australian War Memorial Precinct Masterplan will create a vision for the next 50 years

THEME 2 | *precinct priorities*

AUSTRALIAN WAR MEMORIAL

THEME 3 | *the visitor experience*

THE PROPOSED PROJECT

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WHAT ARE THE ACCESS REQUIREMENTS AND FUNCTIONALITY YOU WOULD LIKE TO SEE IN THE MEMORIAL IN THE FUTURE?

The experience of visitors to the Australian War Memorial is as diverse as the visitors themselves. The Memorial must cater for all visitor needs and provide accessibility and functionality to assist them. Visitors may include veterans and their families, school groups, national and international tourists, amateur and academic researchers, or even visitors attending a corporate event at the memorial. As we plan for the future, we are interested in your views on what is important to make the Memorial accessible and functional.

ACCESSIBILITY

There are many opportunities to improve accessibility at the Memorial. The Memorial was originally built in 1941 and since that time has had many extensions and refurbishments which have resulted in a lack of connectivity between gallery areas.

Visitor numbers to the Memorial are strong, with annual visitation of more than one million people. At times, this can restrict ease of movement in the Memorial which can be uncomfortable for visitors.

The Australian War Memorial is looking to improve the visitor experience in all areas

THEME 3 | *the visitor experience*

AUSTRALIAN WAR MEMORIAL

THEME 4 | *telling more stories to more people*

THE PROPOSED PROJECT

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HAVE YOUR SAY

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WHAT ARE THE IMPORTANT THINGS TO CONSIDER FOR THE PLANNING OF FUTURE GALLERY SPACES AT THE MEMORIAL?

The Australian War Memorial tells the stories of Australia's war, peacekeeping and humanitarian operations in its galleries through carefully curated items from its world class collection. These stories are ongoing and gallery spaces need to be created with enough flexibility to enable a place for stories not-yet-written. The Memorial also has many items that are too large to display in the current Memorial galleries.

TELLING TODAY'S STORIES

The Memorial helps visitors appreciate the experiences of our servicemen and women. The stories told in the galleries are critical to achieving this.

Over many years exhibitions relating to more recent operations, such as Afghanistan or the Australian peacekeeping mission in East Timor, have been added but remain under-represented. These stories can be fragmented due to lack of space, detracting from the

The National Collection contains a wealth of information that can be searched at the Memorial and online

THEME 4 | *Telling more stories to more people*

Consultation theme factsheets (continued)

AUSTRALIAN WAR MEMORIAL

THEME 5 | *FUTURE 50 – commemoration, museum and research themes*

THE PROPOSED PROJECT

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HAVE YOUR SAY

The Memorial is currently seeking feedback on a range of project themes in order to help shape the Government submission and the Precinct Masterplan. There are five key themes the Memorial is seeking feedback on.

WHAT WOULD YOU LIKE FUTURE GENERATIONS TO EXPERIENCE WHEN THEY VISIT THE MEMORIAL IN THE 2060s?

The Precinct Masterplan provides an opportunity to envisage the next fifty years and create a vision to guide the development of future experiences for our veterans, their families and our visitors. What values are important to preserve as we develop a vision for the next fifty years at the Memorial?

MEMORIAL VISITORS

In the last five years more than four million people have visited the Memorial. This number comprises people of all ages, gender, ethnicity and geographic diversity (local, national and international).

How do you think visitors to the Memorial will change in the future?

There are many ways to commemorate and reflect at the Australian War Memorial

THEME 5 | *FUTURE 50 – commemoration, museum and research themes*

Promotional postcard

AUSTRALIAN WAR MEMORIAL

HAVE YOUR SAY | *in shaping the future of the Australian War Memorial*

Since opening in 1941, the Australian War Memorial has recognised, honoured and shared the stories of our defence force personnel and their experiences in war, peacekeeping and humanitarian operations. The Memorial's ability to respectfully commemorate and display these stories is now at capacity; visitor numbers remain strong and modern conflicts are currently under-represented in gallery spaces. A significant redevelopment is required to improve the visitor experience by increasing gallery space and improving amenities.

The Memorial is developing a detailed proposal to submit to the Federal Government for funding for this project, and is also developing a Precinct Masterplan to create a vision that will guide the Memorial for the next 50 years.

WE WANT YOUR FEEDBACK

THE CONSULTATION PROGRAM CLOSES WED 26 SEPT 2018

The Australian War Memorial is currently seeking feedback on five key themes in order to help shape the future of the Memorial. The themes are

A PLACE FOR VETERANS AND THEIR FAMILIES
How can we best serve veterans and their families when they visit the Memorial?

PRECINCT PRIORITIES
What are the priority areas for the Australian War Memorial precinct and how could we make the external experiences at the Memorial better?

THE VISITOR EXPERIENCE
What are the access and functionality needs you would like to see in the Memorial in the future?

TELLING MORE STORIES TO MORE PEOPLE
What are the important things to consider for the planning of future gallery spaces at the Memorial?

***FUTURE 50* – COMMEMORATION, MUSEUM AND RESEARCH THEMES**
What would you like future generations to experience when they visit the Memorial in the 2060s?

YOU ARE INVITED TO CONTRIBUTE VIA ANY OF THE FOLLOWING CHANNELS

Email
haveyoursay@awm.gov.au

Drop-in information sessions
Check our website for dates and times

Website
Complete our online scrapbook and download our theme discussion papers

AWM.GOV.AU/HAVEYOURSAY

Parliamentary Standing Committee on Public Works
Australian War Memorial Development – 14 July 2020
Answers to questions on notice from the Veterans' Affairs portfolio

Question 9

Outcome: 1 Program: 1
Topic: Australian War Memorial Development - Summary of process
(Parliamentary Standing Committee on Public Works Hansard Proof 14 July 2020, p40)

Mr John McVeigh MP asked:

CHAIR: In relation to information that we've received, and there's been a lot of it, can you remind me if a summary of the background to this whole process—from approvals, detailed business case, prime ministerial announcements et cetera—is included in the public documentation that the War Memorial has made available.
Mr Wise: I can check that. It's a long time since we did it.
Mr Anderson: Would you like a separate time line?
CHAIR: If it's not in the publicly available information, can I ask that you provide that to the committee. I've seen it, I just can't remember where, given all information we've had.

Answer

The timeline below outlines the process that has led to the Memorial's development project:

Date	Milestone(s)
2006/2011	• A 50 year Site Development Plan (SDP) to guide future development of the Memorial is established in 2006 and updated in 2011.
2014	• Through the 2014-17 Corporate Plan the Council of the Australian War Memorial (Council) formally establishes the need to implement the SDP as a priority for the Memorial: *Implement the Australian War Memorial Site Development Plan (Campbell Precinct) to increase exhibition and storage space, improve visitor amenities, improve accessibility, and provide services for increased volume of activity.*
2015	• In accordance with the Corporate Plan 2014-17 Council instructs Executive to undertake master planning to implement the SDP.
2016	• Council endorses the Master Plan 2016 and instructs Executive to work with government to undertake the standard 'Two Stage Capital Works Approval Process' under the Commonwealth Property Management Framework.
2017	• Council endorses an updated SDP (2017) • The Memorial prepared an Initial Business Case for government consideration, this was followed by a Detailed Business Case (DBC) in 2018.

	• As part of the business case development process in-person briefings by the Memorial's Chairman of the Council and the Director were provided to to the Prime Minister, Leader of the Opposition, Deputy Prime Minister, Treasurer, and the Ministers for Finance and Department of Veterans' Affairs at various points.
2018	• Preparation of the DBC commences. Regular updates on the DBC are provided to Council and other stakeholders. • On 1 November 2018, the Prime Minister announced $498.7 million funding for the Memorial Redevelopment Project. This decision was publicly endorsed by the Shadow Minister for Veteran's Affairs, representing the Leader of the Opposition. • On 21 December 2018, the Memorial formally submitted the DBC to the Minister for Veterans' Affairs. • Government funded the Project to the value of $498.7m over 9 years in the Mid-Year Economic and Fiscal Outlook 2018-19 (Ref. MYEFO 18-19 pg 236).
2019	• The development project is formally funded in the 2018-19 Mid-Year Economic and Fiscal Outlook (MYEFO) and commences in February 2019 • The Memorial seeks Parliamentary Works Committee (PWC) approval for a Medium Works Submission for early and enabling works; approval is provided in April 2019. • The Memorial seeks and receives the relevant National Capital Authority (NCA) approvals for its early and enabling works. • In November 2019, following months of consultation with the Department of Environment and Energy, the Memorial submits an Environmental Protection Biodiversity and Conservation (EPBC) Act referral on the development project to the Department. • Following submission of the Memorial's EPBC referral the Prime Minister unveils the proposed new designs at the Memorial in November 2019 and the public comment period commences.
2020	• The Memorial's EPBC referral is assessed as a 'controlled action' and the Memorial is instructed to prepare Preliminary Documentation for the Department to consider. • The Memorial seeks and receives the relevant National Capital Authority (NCA) approvals to continue small packages of early and enabling works. • The Memorial submits its Major Works Submission on the project to PWC in February 2020.

	• The Memorial, again after extensive consultation with the (now) Department of Agriculture, Water and the Environment, submits its EPBC Preliminary Documentation to the Department in June 2020, public comments commences on 3 July 2020.