



**Australian Government**

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**Department of Veterans' Affairs**

Office of Australian War Graves

**SIR JOHN MONASH CENTRE**

**AUSTRALIAN NATIONAL MEMORIAL**

**VILLERS-BRETONNEUX, FRANCE**

STATEMENT OF EVIDENCE FOR PRESENTATION TO  
THE PARLIAMENTARY STANDING COMMITTEE ON  
PUBLIC WORKS

Date of Submission: May 2015

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## IDENTIFICATION OF THE NEED

### 1 Project objectives

- 1.1 The Department of Veterans' Affairs (DVA) seeks approval from the Parliamentary Standing Committee on Public Works (PWC) to proceed with the construction of the Sir John Monash Centre (SJMC) on the site of the Australian National Memorial (ANM) at Villers-Bretonneux, France.
- 1.2 The SJMC will provide a lasting legacy from the Anzac Centenary that ensures that the service and sacrifice of Australians on the Western Front during the First World War is not forgotten.
- 1.3 The ANM, designed by Sir Edwin Lutyens and dedicated in 1938 by King George VI, records the names of 10,738 Australians who died in France during the First World War and who have no known grave. The adjacent Villers-Bretonneux Military Cemetery contains more than 2,000 graves, 731 of them of Australians.
- 1.4 Conceived as a focus and destination for Australian and international visitors to the battlefields of Europe, the establishment of the SJMC will assist in increasing the number of Australian and international visitors to the battlefields of Europe to better understand Australia's contribution on the Western Front during the First World War.
- 1.5 The SJMC proposes to create a physical legacy through:
  - (a) being an Australian reference point for visitors of all nationalities to the Western Front;
  - (b) explaining and educating visitors on Australia's involvement and significant achievements on the Western Front;
  - (c) enhancing visitors' understanding of Australia's role and sacrifice on the Western Front battlefields; and
  - (d) outlining the impacts of the war on Australia and Australians.
- 1.6 The Australian Government is targeting an opening date of 25 April 2018, representing the centenary of the First World War Battle of Villers-Bretonneux, the site on which the Centre will be established.
- 1.7 The SJMC will provide a distinctly different style, content and approach to a conventional objects-based museum, of which there are several on the Western Front.
- 1.8 The SJMC will be an international standard interpretive centre utilising leading-edge integrated multimedia systems and interactive displays providing an overview of, and context for, Australian operations during the First World War. The Centre will comprise an immersive multimedia journey that provides an evocative, emotional, informative and educational experience for visitors.

Through the use of a range of interpretive multimedia technology the Centre will provide a compelling story of Australia's experience, service and sacrifice on the Western Front.

## **2 Historical background**

- 2.1 In December 2003 the Prime Minister requested the Minister for Veterans' Affairs commission a feasibility study for the establishment of an Australian visitors centre on the Western Front. A subsequent 2006 study examined a number of potential sites. After consideration of a range of locations (Ypres, Fromelles, Bullecourt, Hazebrouck, Le Hamel, Sailly-le-Sec and Bellenglise) the study concluded Pozières and the ANM at Villers-Bretonneux to be potential sites.
- 2.2 A Facility Development Plan (FDP) study commissioned by DVA in 2006 identified the ANM at Villers-Bretonneux as the preferred location for a centre on the basis of:
  - (a) research and consultation amongst Australia's leading historians of the First World War identifying the ANM as the site that represents all Australian Imperial Force Divisions and as a site of a major Australian victory;
  - (b) the site's ability to support an interpretive centre that explains the whole story of Australia's involvement on the Western Front battlefields; and
  - (c) the location of the ANM as an appropriate site for commemoration and remembrance consistent with other national visitor centres on the Western Front (Canada, South Africa and the United Kingdom).
- 2.3 An Options Analysis and Stakeholder Consultation Report prepared in February 2008 identified three options for a Centre to be constructed on the ANM site. The Government did not proceed with the project at that time but committed \$10 million in the 2009-10 Federal Budget to the establishment of an Australian Remembrance Trail (ART) along the Western Front. French and Belgian partners also committed a further \$25 million. The ART comprises museums, interpretive centres, walking trails and extensive web based resources.
- 2.4 The SJMC will complement the ART by providing a start and/or finish point, as well as providing a single day experience for those unable to take the five or more days necessary to visit all the sites of the ART. The SJMC will also provide visitor information about the many other sites of Australian interest within the ART.
- 2.5 In October 2013 the Government requested DVA bring forward a proposal to establish an Australian interpretive centre. The Initial Business Case was approved on 15 April 2014, with the subsequent Detailed Business Case approved on 16 March 2015.

### **3 The need**

3.1 The project is a new initiative of the Australian Government with the objective of providing a lasting legacy from the Anzac Centenary that ensures that the service and sacrifice of Australians on the Western Front during the First World War is not forgotten

3.2 On 26 April 2015, in his address at Villers-Bretonneux, the Prime Minister said, in part:

*"...Over the next three years, we will remember the achievement of the Australian light horse in Sinai, at Beersheba and in the capture of Jerusalem and Damascus. But increasingly our attention will turn here, to the Western Front, the main focus of the war, where almost 300,000 Australians fought and 46,000 died.*

*Gallipoli has dominated our imagination but the Western Front was where Australia's main war was fought. This is where our thoughts must dwell if we are truly to remember our forebears, pay homage to their sacrifice and honour their achievements.*

*Gallipoli was a splendid failure; the Western Front was a terrible success and we should recall our victories as much as our defeats.*

*In the final months of the war, the five divisions of the Australian army, fighting together for the first time, bested 39 German divisions, took 29,000 prisoners, captured 338 guns and advanced over more than 40 miles of contested ground.*

....

*Soon, this shrine will be more than a place to mourn and reflect; it will also be a place to learn and to understand. A new centre, bearing Monash's name, will tell the whole story of Australia's part in the Allied victory here on the Western Front.*

....

*At the 1938 dedication of this memorial, President LeBrun declared that there is no spot on the whole of the tortured soil of France which is more associated with Australian history and the triumph of Australian soldiers than Villers-Bretonneux.*

*Australians should congregate here, every April 25th, no less than at Anzac Cove."*

### **4 Description of proposal**

4.1 The SJMC will be an international standard interpretive centre comprising the following major elements:

- (a) an interpretive centre building of approximately 1600 m<sup>2</sup> (GFA);
- (b) a fitout comprising a range of high-quality interactive, multimedia interpretive displays;
- (c) an immersive gallery manufactured in Australia utilising Australian materials, expertise and technology;
- (d) a range of highly immersive and interactive multimedia content;

- (e) an integrated building control system and leading-edge multi-language Bring Your Own Device (BYOD) interpretive experience;
  - (f) site access road works, including staff, coach and visitor parking;
  - (g) site infrastructure and grounds maintenance facility to support the operation of the Centre;
  - (h) significant civil, horticultural and landscaping works; and
  - (i) feature lighting to the ANM.
- 4.2 The SJMC will offer visitors a unique, informative, memorable and emotionally engaging experience. Currently visitation routes along the Western Front do not commonly pass near the ANM and therefore a key requirement of the SJMC is to be of outstanding quality and sufficiently compelling in character and impact to change patterns of visitation to the battlefields.
- 4.3 Consistent with this, the aim of the SJMC is to:
- (a) enhance the recognition and understanding of the nature and context of Australia's contribution to the Western Front campaign and its impact on Australia;
  - (b) establish and operate a high quality visitor facility strengthening the Australian physical presence and focus of Australia's role to the growing number of visitors of all nationalities to the battlefields of the First World War;
  - (c) provide international quality interpretation – differentiating and engaging exhibitions and programs to extend audience reach and capture;
  - (d) provide high quality visitor services including educational opportunities – visitor facilities and services that enhance the visitor experience;
  - (e) promote and facilitate increasing visitation – to the ANM in particular and more broadly to First World War sites significant to Australia;
  - (f) complement the educational value and experience for visitors on the ART in France and Belgium; and
  - (g) complement the Franco-Australian Museum at the Victoria School in Villers-Bretonneux.
- 4.4 The SJMC will be designed to:
- (a) complement the ANM. Both in nature and content, the SJMC must not compromise the solemn and contemplative spirit of the ANM;
  - (b) tell the story of both triumph and tragedy. The great victories of 1918 will be told alongside the tragedies at Fromelles of Pozieres of 1916, and Bullecourt and Passchendaele in 1917;
  - (c) place the experience of ordinary men and women at the heart of the story told in the SJMC. The 'ordinary men and women in extraordinary circumstances'

theme will be told through the stories of the Australian servicemen and women (including Indigenous and New Zealand born) who served on the Western Front;

- (d) acknowledge those who commanded Australians on the Western Front, in particular General Sir John Monash;
- (e) recognise all Australians that served: the Australian Imperial Force, the Australian Flying Corps, the Royal Australian Navy and nurses;
- (f) commemorate and honour those who served and those who died;
- (g) provide opportunity for contemplation and for reflection;
- (h) provide an emotionally engaging educational experience; and
- (i) provide an educational experience e.g. for primary and high school students.

4.5 For European visitors, particularly students, Australia's role on the Western Front is largely unknown. The SJMC will provide an outstanding opportunity to explain Australia's involvement to a wider audience and, in the overall context of the Western Front, is an opportunity to foster and strengthen Australian relations with Europe.

## **5 Options considered**

5.1 As identified in paragraph 2.2, a range of locations on the Western Front were considered as potential sites for the establishment of an Australian interpretive centre. The ANM site at Villers-Bretonneux has been recommended by eminent experts and endorsed by the Australian Government as the appropriate location for such a centre. Further review by an expert panel on 20 October 2014 confirmed this assessment.

5.2 Three options for developing a centre on the ANM site were developed in 2008, with analysis of each option considering the form of building that would respond to the respective location, access issues and siting sensitivities. The options for siting were generated on the basis of achieving the least visual impact on the site whilst aiming to deliver the objectives of the Centre.

5.3 A 2014 review of the siting options and a range of facility sizes confirmed that the Government would establish the SJMC at the rear of the ANM site.

5.4 The location at the rear of the ANM site provides the opportunity to build on the reflective and emotive visitor experience of the existing processional journey through the Gatehouses and Cemetery, to the ANM and ANM tower overlooking the battlefields of the Somme. This journey is the visitor experience originally envisaged by Sir Edwin Lutyens and one which other locations of the SJMC would potentially not achieve. The gradual and progressive awareness that is communicated across the site is a powerful reminder to visitors of the sacrifices of Australian (and all) soldiers on the Western Front.

## **6 Reasons for adopting the proposed course of action**

- 6.1 The design of the SJMC provides a strong Australian legacy, yet with the understated solemnity that remains respectful of the site's Military Cemetery and the iconic ANM and the surrounding battlefields. The form of the new building is semi-buried into the landscape and the external treatment of the building's floating roof is conceived as a landscape. In doing so, the view down from the ANM Tower is embellished without disturbing the character of the site. The car and bus parking areas servicing the Centre are likewise concealed from the Military Cemetery and from the viewing platform of the ANM's Tower. The Memorial therefore remains alone as an icon in the landscape.
- 6.2 The interpretive visitor experience is integrated into the architectural design of the SJMC and offers interpretation of Australia's role on the Western Front, the ANM site, the surrounding battlefields and the ART. The interpretive design offers visitors an experience not found elsewhere on the Western Front.
- 6.3 As reflected in the forecast visitation numbers outlined in this submission, visitation to the ANM as a result of the establishment of the SJMC is expected to increase substantially which will result in high levels of international exposure to the Australian experience of the First World War.
- 6.4 The benefit derived from this investment is reflected in the quality of the interactive experience and the ongoing education of Australian and international visitors about Australia's extraordinary contribution on the Western Front. The SJMC project will develop multimedia content and utilise leading-edge interactive interpretive technology to communicate the Australian story in a new and engaging way that will impart to a new (international) audience a story of triumph and tragedy.
- 6.5 The SJMC, like most national visitor centres, will not charge entry fees and, given the educational dimension of the interpretive design and its unique multimedia focus, will be immediately attractive to the large number of French British, and German school students who visit the Somme battlefields
- 6.6 The SJMC will also provide short-term and ongoing benefits to the local communities in France through direct and indirect investment in construction and the ongoing employment and increased tourism to the region.
- 6.7 The ongoing operation of the SJMC will maintain a positive contribution to the bilateral Australian-French relationship. The benefits to the relationship have already been evident at recent bilateral meetings.

## **7 Environmental impact assessments**

- 7.1 There are no actions proposed that would lead to a requirement for an environmental impact assessment.
- 7.2 The project is being constructed on a greenfield site at the rear of the ANM and on land adjacent the Villers-Bretonneux Military Cemetery. The site is located on the boundary of the Fouilloy township, approximately two kilometres from



the town of Villers-Bretonneux and is situated on the crest of a hill surrounded by agricultural land.

- 7.3 Consultation with French environmental authorities has confirmed that there are no known environmental issues with the site, although the heritage value of the site is significant. Investigations conducted in February 2015 confirmed that the site is free of contamination.
- 7.4 There are routine standard environmental approvals required for the site (such as sewer treatment, wastewater run-off, tree removal etc), applications for which have been submitted with local and regional authorities.

## **8 Heritage considerations**

- 8.1 Between 1916 and 1918, 290,000 Australians served on the Western Front. More than 46,000 died and another 130,000 were wounded. They influenced the course of history in a way that Australians had not done before, and have not done since. It is the Australian Government's view that their remarkable and little known achievements deserve to be better known and recognised.
- 8.2 Australian service on the Western Front was widespread, extending from the Channel Coast of Belgium in the north, to Villers-Bretonneux in the south (120 km) and from there to Montebrehain 80 km to the east.
- 8.3 Since 1929 the ANM site has been regularly visited privately, and since 1938, officially for commemoration including during the Second World War. The memorial was damaged by artillery during May and June 1940 and repaired in 1946.
- 8.4 The Unknown Australian Soldier now interred in the Australian War Memorial in Canberra was exhumed from the nearby Adelaide cemetery at Villers-Bretonneux in 1993. Since 2008, the ANM has been the site of an Anzac Day dawn service delivered by DVA.
- 8.5 The long-term preservation of the heritage and cultural value that is embodied by the ANM, the Cemetery and the broader ANM site is a priority for the Australian Government.
- 8.6 DVA has commissioned the development of a Site Conservation Plan for the preservation of this heritage and to guide the development of the SJMC and any future works on the site. The conservation plan will include the assessment of cultural values of the ANM site in terms of the Commonwealth Heritage Criteria established by the Environment Protection and Biodiversity Conservation Act 1999.

### *French Heritage consideration*

- 8.7 The Somme valley, including the site of the ANM and Villers-Bretonneux Military Cemetery, is currently being assessed for listing on the French National Heritage List. The proposal to list the site is being prepared by the Direction

Régionale de l'Environnement, de l'Aménagement et du Logement, Picardie (DREAL).

- 8.8 The proposed heritage listing is expected to undergo a public consultation process in 2015. Any potential heritage listing is not expected until late 2016.
- 8.9 Consultation with the French authorities has confirmed the SJMC design is in conformance with potential heritage requirements that would likely apply following heritage listing.

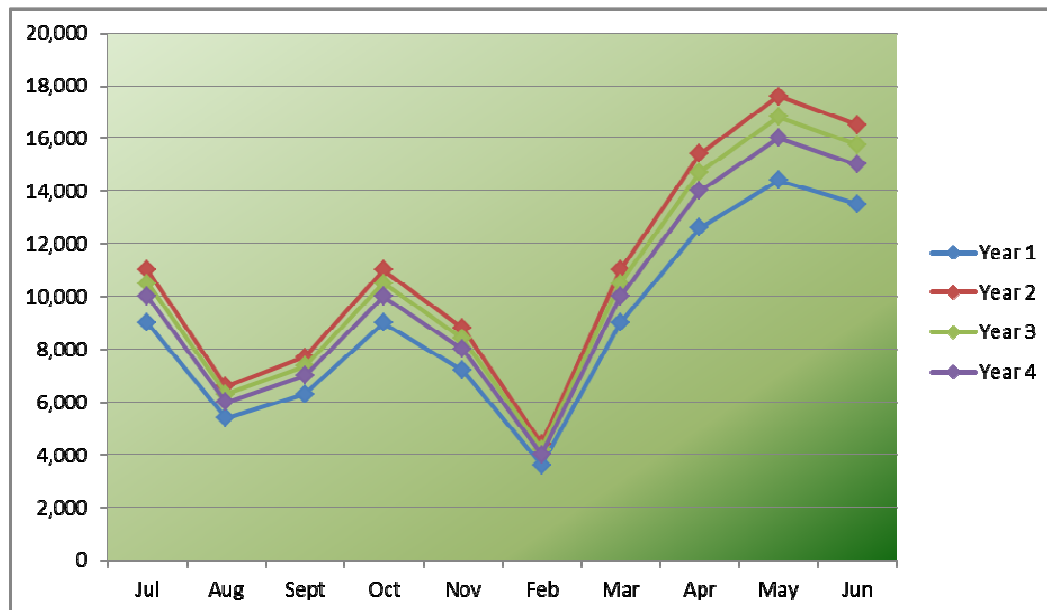
*UNESCO World Heritage Listing*

- 8.10 Following French National Heritage Listing, the Somme valley is proposed to be nominated for inscription on the UNESCO World Heritage List.
- 8.11 The expected time frame of any potential listing is 2018 / 2019.

**9 Visitation**

- 9.1 Australians are increasingly interested in their military history, particularly where it involves their forebears. In a manner unimagined in the 1970s and 1980s, Australians are increasingly aware of how that part of Australia's wartime service has shaped the national identity.
- 9.2 Since the original study in 2006 into the establishment of an Australian interpretive centre, a number of new facilities have been opened on the Western Front including the Museum of the Great War in Meaux, France (2011), and the Ploegsteert 14-18 Experience in Flanders (2013). A number of existing facilities were also significantly upgraded or expanded, including the Imperial War Museum, London (2014), the Memorial Museum Passchendaele 1917 (2013), and the "In Flanders Fields" Museum (2012). Research and modelling undertaken in the 2008 Options Study estimated likely visitation to the SJMC at 90,000 per annum. In 2014, 47,000 visitors were recorded as visiting the ANM.
- 9.3 The number of visitors to First World War sites across the Western Front has doubled over the period from 2005 to 2014, from 300,000-400,000 to 788,000.
- 9.4 A review of visitation estimates in 2015 by commemorative specialists identified that the revised annual visitation to the SJMC is expected to be in the order of 110,000 people per year. The review was informed by highly reliable information including a comprehensive Somme Tourism report dated January 2015 on visitation to the Western Front, as well as preliminary data obtained from the Great War "Between the Lines" Project identifying tourism trends across the Western Front. The "Between the Lines" project is being undertaken by the tourist agencies of three regions in Northern France (Nord, Pas-de-Calais, and Somme) and the Flanders region in Belgium. A total of twenty seven sites (seventeen in France, ten in Belgium) have been included in this data collection.
- 9.5 School groups make up a large proportion of visitors ranging from 36% to 47% across the four regions. The proportion of other tourist groups is between 11% and 20%.

- 9.6 The planned opening of the SJMC in April 2018 will enable the Centre to benefit from the heightened interest of the Centenary period, including the Armistice Day anniversary.



**Anticipated Visitor Monthly Attendance – 2018 – 2021**

## 10 Details of organisations consulted

- 10.1 The Prime Minister's announcements of October 2013 and April 2014 in regard to the potential establishment of an Australian interpretive centre on the Western Front attracted significant interest in France and elicited strong support from French national, regional and local authorities. The establishment of the SJMC at Villers-Bretonneux has received exceptionally strong support from all key stakeholders.
- 10.2 In November 2014, the SJMC was a topic of discussion during French President Francois Hollande's visit to Australia. President Hollande expressed the French Government's support for the project.
- 10.3 DVA has, and will continue to engage with the following key Australian and international stakeholders:
- Préfecture de la Région Picardie/ Préfecture de la Somme
  - Conseil Général de la Somme
  - Mairie de Villers-Bretonneux
  - Mairie de Fouilloy
  - Mairie de Corbie
  - DREAL Picardie (Direction Régionale de l'Environnement, de l'Aménagement et du Logement)

- Franco-Australian Association of Villers-Bretonneux
- Comité Régional de Tourisme de Picardie
- Commonwealth War Graves Commission
- The Lutyens Trust
- Returned and Services League of Australia
- War Widows Guild of Australia
- Naval Association of Australia
- RAAF Association
- Department of Defence
- Legacy Australia

10.4 Consultation with stakeholders has received the following feedback:

- Strong overall commitment to project.
- French Government commitment to provide support with processes, planning and building permit approvals.
- Strong interest on the aesthetics/quality of the development and the sensitivity of the precinct and nature of existing conditions.
- Desire to preserve the existing vista, symmetry and serenity of the ANM site, with emphasis on limiting the visual impact of the new building.
- Strong encouragement for Australia to proceed with project and the related benefits for both Fouilloy and Villers-Bretonneux communities.

*Institutional Consultation*

10.5 DVA has engaged with a range of Commonwealth institutions on the project and has received commitments of support to access their respective historic collections and material to support the SJMC:

- Australian War Memorial
- National Museum of Australia
- National Archives of Australia
- National Film and Sound Archives

**11 Amount of revenue derived from the project**

11.1 There will be no revenue derived from the project. Admission fees will not be charged and the Centre shall operate on a not-for-profit basis.

11.2 The SJMC design includes a café and bookshop. These facilities are intended to be included for the purposes of attracting and retaining visitors to the Centre. The

intention is for these services to be provided by contracted third party operators to provide a cost-neutral service.

## TECHNICAL INFORMATION

### 12 Location and Climate

- 12.1 The ANM located near Villers-Bretonneux is at the centre of the Australian battlefields on the Somme. Pozières is 30 km away to the north-east, Mt St Quentin 40 km to the eastnortheast, Dernancourt and Hamel, the scenes of remarkable Australian victories in March and July 1918 respectively. It was at Villers-Bretonneux that the great offensive of 8 August 1918 commenced, led by Australians and Canadians, and which in conjunction with other British offensives to the north and French offensives to the south, would ultimately lead to the end of the war.
- 12.2 Villers-Bretonneux is a dormitory town for Amiens and a service centre for local agriculture. Villers-Bretonneux has a population of approximately 4,100 and is the sister city of Robinvale in Victoria. Apart from the historic Franco-Australian Museum in the Victoria School, it has little by way of visitor attraction or amenity.



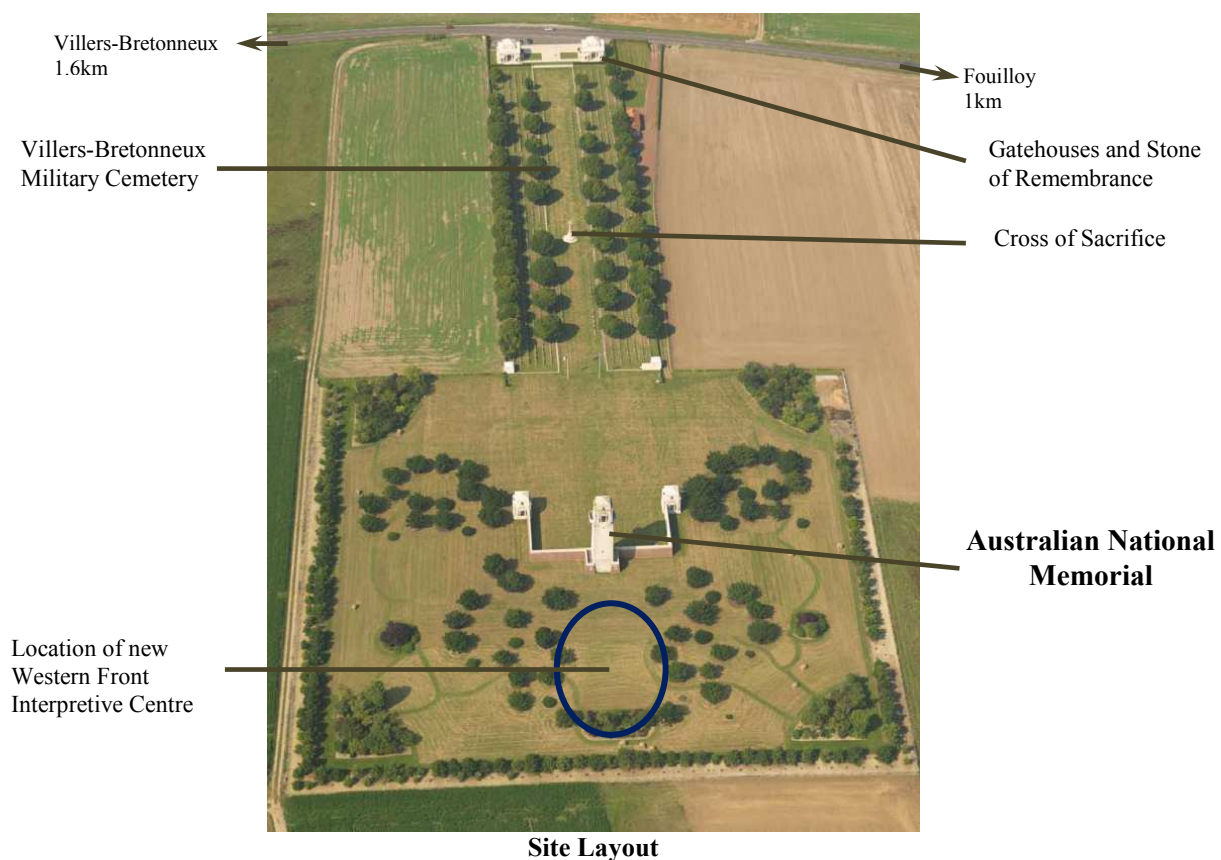
Location of the ANM in the Somme, France



- 12.3 Villers-Bretonneux has a cold winter season from November to February, and a moderate summer season from June to September. The average annual rainfall in Villers-Bretonneux is about 650mm with relatively uniform distribution of between 40mm and 70mm per month.
- 12.4 The operational period for the Centre will be from February to November, with the Centre closed during the peak winter season. The design of the Centre will accommodate snowfall during the winter season.

### 13 Site description

- 13.1 The ANM is located between the villages of Villers-Bretonneux and Fouilloy, 20 km from Amiens. The ANM is on a hilltop (Hill 104 in April 1918), adjacent to the Villers-Bretonneux war cemetery and surrounded by cultivated fields. It has no visitor facilities.



### 14 Scope of work

- 14.1 The SJMC comprises the following major elements:
- (a) an interpretive centre building of approximately 1600 m<sup>2</sup> (GFA);
  - (b) a fitout comprising a range of high-quality interactive, multimedia interpretive displays;
  - (c) an immersive gallery manufactured in Australia utilising Australian materials, expertise and technology;

- (d) a range of highly immersive and interactive multimedia content;
  - (e) an integrated building control system and leading-edge multi-language BYOD (Bring Your Own Device) interpretive experience;
  - (f) site access road works, including staff, coach and visitor parking;
  - (g) site infrastructure and grounds maintenance facility to support the operation of the SJMC;
  - (h) significant civil, horticultural and landscaping works; and
  - (i) feature lighting to the Australian National Memorial.
- 14.2 The visitor experience is not just achieved through the interpretive design within the building itself, but is developed through a gradual and progressive awareness that is communicated across the site, from the point of arrival, to the WFIC, and is reflected through the careful integration and journey through all the spaces on the site. The experience is therefore reflected in all aspects of the design, from car parks, the journey through the Gatehouses and Cemetery, to the use of landscaping and carefully selected building materials, to the external and internal design of the building, and most importantly, the interpretive displays within the SJMC.
- 14.3 The site planning proposal places the SJMC at the rear of the Memorial with three clear intentions:
- (a) retain the visual integrity of the existing site;
  - (b) create a single visitor experience by placing the interpretive centre in close proximity to the Memorial and tower to create a cohesive and unified experience; and
  - (c) retain the original visitor sequence established in the 1938 scheme whereby the visitor follows a linear pattern through the Entry, Cemetery, Memorial and Tower.
- 14.4 The SJMC will be a fully integrated building, allowing remote management and support of all building systems and multimedia displays and hardware.
- 14.5 The design will showcase Australian materials, culture and technology. The integration of these opportunities has been reflected in the use of Australian craftsmanship in detailed finishes, unique architectural design expression in the built structure such as the Australian Imperial Forces emblem embedded in the courtyard stairs, Australian crafted timber panelling to the Immersive Gallery's walls, and the use of Australian technology in the building and multimedia control systems.
- 14.6 The scope of the interpretive design is not limited to the dedicated internal display areas of the new SJMC building, but also extends to the other public areas of the building, including the main foyer and entry areas. Externally, the scope includes the requirement for interpretation of the ANM and Military Cemetery, the approaches to the building and the adjacent landscaped areas and parking facilities. The interpretive displays and visitor experience will be supported by the development of a smartphone application and website.

- 14.7 The duration of the visitor experience to the SJMC will be influenced by a number of factors including the degree to which the visitor can be engaged through the use of interpretive multimedia displays. The expected dwell time within the SJMC for the purpose of the design is to be 45 - 60 minutes.
- 14.8 Most significantly, the majority of the multimedia production exhibits of the SJMC will be developed in Australia, by leading-edge multimedia producers.
- 14.9 The interpretive design is to be primarily targeted toward international visitors of all nationalities, including Australians, tourist retirees (groups and individuals) and school groups (Australian, French, British and German). As such, the interpretive displays will communicate to visitors in three languages, English, French and German.
- 14.10 The central focus of the interpretive design scope above, is to create an 'Interpretive Experience' or in other words, to communicate the key points and ideas which visitors should comprehend through the interpretive design and display elements within the SJMC and across the ANM site.

## **15 Zoning and approvals**

- 15.1 The ANM site and the adjacent land acquired for the car parking is zoned "ND" which protects sites of cultural significance and prohibits construction. An application has been lodged for rezoning to "NDt" which permits the construction of cultural, sport or recreational facilities on the site. Rezoning approval is expected to be complete in August 2015.
- 15.2 The project will require a number of authority approvals including:
- (a) SPANC – An application for approval of the on-site sewerage treatment system.
  - (b) Building Permit – Building permit approval is required prior to the commencement of construction.

## **16 Land acquisition**

- 16.1 Australia was granted perpetual use of the ANM site (an area 200m x 200m) in the 1920s by the French Government.
- 16.2 The project has acquired two further parcels of land along the southern boundary of the Military Cemetery totaling approximately 15,000m<sup>2</sup> in order to provide additional vehicle parking and associated amenities necessary to support the expected increase in visitation. Funding for the acquisition was allocated in the 2014/15 budget, with acquisition completed on 8 April 2015.
- 16.3 DVA intends that in the longer term, the land will be transferred to the French Ministry of Defence to be held in perpetuity for use by the Australian Government under the terms of the 1938 and 1951 War Memorial Conventions. It is expected that this will be a three to four year process conducted in parallel with the SJMC Project.





**Site Ownership**

## **17 Codes and standards**

- 17.1 All works will be designed to comply with French and Australian codes and standards. Compliance with the more stringent standard will be applied.
- 17.2 The works will be delivered in accordance with the Disability Discrimination Act 1992 (DDA). Particular attention will be given to equality in access to premises and amenities.
- 17.3 Compliance certification of the SJMC will be undertaken to both Australian and French Codes.

## **18 Planning and design concepts**

### ***Design Overview***

- 18.1 The visitor's experience through the site is a consciously structured journey from the Stone of Remembrance beginning at the west of the site, through the Cemetery, past the Cross of Sacrifice, to the forecourt of the Memorial where the names of the Australians who died in France and have no known grave are inscribed. The path is a procession along the site's central axis, from west to east. The SJMC is both an extension and development of this procession.
- 18.2 In the forecourt of the ANM, the 'unbuilt paths' of the Lutyen's 1936 design will be constructed. From the forecourt visitors ascend the ANM Tower overlooking views of the Somme battlefields. After descending the ANM Tower visitors continue their journey through the ANM's side Pavilions to the trench-

like paths which gradually descend into the building's foyer. From the foyer, visitors are able to explore the large interpretive gallery with its immersive and interactive multimedia displays and then experience the other amenities offered in the building, including the café, bookshop and multi-purpose room which will be used to display temporary or travelling exhibitions.

- 18.3 Visitors exit the building towards the east into the light of the courtyard. The courtyard will be a place of reflection and contemplation—its broad terrace steps lead visitors toward the east where they experience views of Le Hamel, the site of Monash's signature victory.
- 18.4 Along the visitor journey described above, the interpretive design weaves a cohesive, integrated, site-wide interpretative experience which is respectful of the cultural, historic and architectural importance of the existing ANM and Military Cemetery.
- 18.5 Australian and international visitors will gain an understanding of the extraordinary service and sacrifice of Australians on the Western Front, and how that experience shaped the Australia of today.

### ***Architecture***

- 18.6 The ANM is a hallowed place. Therefore the overarching priority of the SJMC architecture is the retention of the existing heritage value of the ANM site through application of strict development constraints. The objective is for the ANM to remain 'alone' in the landscape as intended by its location and iconic design.
- 18.7 The form of the SJMC is derived from a perception of both its landscape setting and the geometry of the ANM. The open grassed field meadow surrounding the ANM appears 'lifted' and the Centre placed beneath. The 'roof' of the SJMC is treated as landscape, and in so doing the view down from the tower is embellished without disturbing the character of the site. The SJMC is placed and proportioned to 'sit within' the controlling geometry of the ANM.
- 18.8 The car and bus parking areas are likewise sunken so as to be out of sight from the cemetery and the top of the tower.
- 18.9 The connection of the ANM with the new SJMC is through the flanking pavilions, creating a new visitor journey downward into the ground and darkness. The paths terminate in a introspective foyer space. The foyer is organised around an oculus which frames a vista to the ANM tower and provides the primary source of daylighting. The foyer is a quiet and reflective space.
- 18.10 The immersive gallery is the central interpretative space within the SJMC. It is a timber structure referencing the chevron form of the rising sun motif, and constructed of Australian timbers which celebrate the diversity of our timber species as well as craftsmanship. Circulation into and out of the interpretive

gallery from the foyer is a circular clockwise procession 'around' the immersive gallery.

- 18.11 The west to east axial arrangement of the place is reinforced within the foyer via a vista through the exiting hall east toward the sunken courtyard. A further interpretation of the rising sun motif is rendered in glass and is the focus for the visitor on exiting the building into the light of the courtyard.
- 18.12 The functional spaces of café/bookshop and multipurpose room flank the exiting hall. The Centre's office is discretely located in a mezzanine while cloaking, toilets, plant and storage are located in the basement. All are accessed from the foyer space.
- 18.13 From the sunken courtyard, broad terrace steps lead out to the east and the view out to le Hamel. At each point the visitor finds carefully considered points of focus. Each of them references the existing memorial and key symbols of Australia. The courtyard is decidedly calm, a secure and light place. This deliberately makes for a positive and peaceful terminus of the journey. A quiet reflective walk through the landscape returns the visitor to the ANM terrace and the cemetery.
- 18.14 High quality materials and finishes will be used throughout the SJMC as befitting an international standard facility intended to be an enduring legacy of the First World War.

#### ***Geotechnical Investigations***

- 18.15 Geotechnical investigations have been undertaken and confirm the suitability of the ground conditions and have been used to inform the structural design. The geotechnical investigations identified:
- The site does not contain any significant geological risk. Fill, silt and organic material are only superficial to less than 1m.
  - The water table was not present in any testing.
  - The site is predominantly chalky stone with fissures in the rock providing excellent drainage.
  - The site is of Santonien chalk below 1m with excellent capacity resistance of 700kPa (0.7MPa). Minimal settling would be expected (<5mm).
  - The chalk is largely self-supporting so there is minimal horizontal Load on the retaining walls.
  - The site is free of contaminants.
- 18.16 No unexploded ordnance (UXO) was identified in the excavation pits undertaken in the investigations, although the discovery of UXO is not uncommon in the region. Accordingly, precautions applicable to a former battlefield for the presence of unexploded ordnance will still be taken during

construction. French authorities and construction firms are well practiced in these measures.

### ***Structure***

- 18.17 The new SJMC is half-buried in the ground behind the existing ANM. The building utilises a range of high-quality finishes, with exposed concrete being used to provide a high quality and longevity of finish and aesthetics.
- 18.18 The building consists of three levels. The structural components are as follows:
- (a) *Basement* – In situ concrete slab on grade with perimeter in situ retaining walls. A waterproof membrane is proposed to all basement areas.
  - (b) *Gallery Level* – In-situ concrete slab on grade across the majority of the site, with suspended slab over the basement.
  - (c) *Mezzanine* – Suspended in-situ slab supported by a combination of reinforced concrete walls and columns, with expressed steel hangers.
  - (d) *Diagrid Roof* – In-situ post-tensioned concrete ribbed slab with sculptural 30/60 degree diagrid soffit visible throughout the building. The roof is cast with no movement joints as a single spanning plate floating on perimeter columns above the gallery, foyer and café-bookshop/multipurpose spaces. The roof is constructed as a traditional Northern European flat roof with no falls and a membrane over with insulation above. Additionally the roof incorporates a planted matrix with egg-crate type substrate. This drains to a perimeter bronze nosing and gutter.
  - (e) *Courtyard* - The eastern end of the building incorporates a sunken courtyard to align with the gallery level space which is open to the sky. This box has both in-situ concrete slab and freestanding in situ concrete retaining walls with ramps and steps on grade.
  - (f) *Retaining wall* - The external retaining walls are reinforced concrete. These walls also support the floating roof slab to the entry tunnels.
  - (g) *Gallery walls and windows* - The perimeter walls to the gallery are cantilevered reinforced concrete walls from the gallery level slab.

### ***Systems Integration***

- 18.19 The SJMC will include a network solution which is:
- (a) fully-integrated so all pieces of technology forming the interpretive displays and the building systems are part of one converged network;
  - (b) fully-automated so the interpretive displays are able to launch and run content automatically without assistance by the staff;
  - (c) designed for full remote-access (including from Australia) for maintenance and updates or changes to the content; and
  - (d) designed for 'plug and play' replacement of IT hardware.

18.20 The benefits of a fully integrated system will:

- (a) enhance the experience of building users through intelligent building operating modes and sub-system interoperability (vertical and horizontal building intelligence);
- (b) provide an efficient mechanism for ongoing building management through centralised monitoring, control, scheduling and alarm management for all sub-systems;
- (c) reduce capital cost by sharing common infrastructure (communications network, server hardware and sensors) between individual sub-systems;
- (d) integrate all sub-systems via standard open protocol communications to provide a single 'window' into the entire system; and
- (e) allow sub-system interoperability for intelligent building control functions.

18.21 The following sub-systems will be integrated into a common server platform via a converged network:

- (a) Audio-Visual System (AV);
- (b) Direct Digital Controls (DDC);
- (c) Metering (electrical, water and gas);
- (d) Diesel Generators;
- (e) Security (CCTV, DVR, Access Control, Intruder Detection and Intercom);
- (f) Hydraulic Services;
- (g) Fire Services;
- (h) Lighting Control System;
- (i) Emergency Lighting System;
- (j) Vertical Transportation (VT); and
- (k) Information and Communications Technology (ICT).

18.22 Monitoring, control, scheduling, trending, alarms, events, historical data and real-time operation shall be made available for viewing on a range of devices (PCs, tablets and smartphones) via a secure web-based graphical user interface for supervisory control and monitoring.

18.23 Each sub-system will be capable of standalone operation without reliance on the integrated system should the integrated system be unavailable e.g. upon a loss of communications or server maintenance.

#### ***Mechanical Services***

18.24 The SJMC is a centre which mixes educational exhibition space with a peaceful place for reflection. It incorporates a mix of different functions and the

mechanical systems proposed match the needs of the different spaces whilst affording environmentally sensitive strategies.

- 18.25 The following systems and modes of operation are used in the building:
- (a) ground-source heat pumps for cooling and heating;
  - (b) underfloor displacement for heating and cooling;
  - (c) underfloor hydronic heating;
  - (d) fan coil unit systems ;
  - (e) mixed mode operation;
  - (f) night purge; and
  - (g) mechanical ventilation.
- 18.26 The interpretive gallery spaces are configured to enable night purge and mixed operation where external conditions allow. At night the high level windows open and purge the space to extend the periods of the year where the gallery can operate with no heating and cooling.
- 18.27 At the extremes of the year or parts of the day where external conditions require mechanical intervention for controlling temperature, the low level displacement systems operate to provide heating and cooling to the spaces from ground source heat pumps.
- 18.28 The foyer has a displacement system for cooling and uses a hydronic system for heating.
- 18.29 The offices, café and multipurpose are provided with overhead air systems for cooling and underfloor hydronic heating for heating. The air plant and heating systems are driven by ground-source heat pumps.
- 18.30 The basement toilet facilities and cloakroom are provided with supply and extract air systems to ventilate the spaces, the supply air ducting will be provided with a pre-heating coil.

### ***Electrical Services***

- 18.31 The SJMC electrical supply will be provided by a new 350kVA onsite substation which will be connected to the high voltage mains network at the main road. Investigations and consultation with local authorities have confirmed that sufficient capacity exists on the mains supply. The onsite substation will be configured in parallel with a standby generator which will support the building in times of power outage.
- 18.32 The low voltage supply is reticulated across the site into the main electrical room where it feeds a Main Switch Board
- 18.33 Essential services and mains cabling will be fire rated throughout or run in fire rated enclosures. The generator supports the site load however critical supplies such as IT and exhibition IT/AV will be supported from dedicated in rack UPS systems.

### ***Lighting***

- 18.34 The lighting within the building will utilise a mix of up and down lights to suit the proposed use of the various spaces. Generally no ceilings are being provided in the building and the luminaires will be primarily ceiling suspended or in-ground LED fittings. The fittings will be selected to align with the architectural layout and all cabling will be run via cast-in conduit.
- 18.35 All spaces are illuminated to a level commensurate with the function of the space. The following illumination levels will be adopted throughout the development;
- (a) Reception Areas – 200 lux
  - (b) Foyer and Gallery – 160 lux
  - (c) Offices- 300 lux ambient, 500 lux tasks
  - (d) Café/Bookshop – 160 lux
  - (e) Toilets – 100 lux
  - (f) Cloaking – 100 lux
  - (g) Plantrooms – 160 lux
- 18.36 With the exception of the interpretive display lighting, all building lighting will be on motion sensors to minimise energy consumption.
- 18.37 Exterior lighting will be provided to create an intimate environment and highlight important architectural features. As the Centre is only to be accessed during day time, code compliance circulation lighting will be provided for one pathway leading from the exit of the SJMC to the carpark.
- 18.38 Lighting has been integrated into the ANM to sensitively illuminate it consistent with its iconic status.

### ***Hydraulic, Sewerage and Stormwater Services***

- 18.39 The SJMC will incorporate the following hydraulic systems;
- (a) Mains water
  - (b) Hot water
  - (c) Sewer
  - (d) Rain water capture and reuse
  - (e) Dry hydrant mains
  - (f) Hose reels
  - (g) Extinguishers
  - (h) Fire alarm and detection

*Mains Water*

- 18.40 A new connection will be made to the street water main and this will be distributed to serve the buildings cold water requirements at mains pressure.

*Hot Water*

- 18.41 Hot water is provided with a circulating return system fed from a basement level water heat pump. Remote facilities such as the car park toilets will be provided with a local electric water heating.

*Sewer*

- 18.42 The drainage within the building and the car park facilities is collected in a sump and then pumped to the external gravity drainage system. The external gravity drainage system reticulates across the site to the packaged sewage treatment plant and thence into the ground via absorption trenches.

*Rainwater Capture and Reuse*

- 18.43 Rainwater from the planted green roof is captured and stored in external below ground tanks. Daily supplies of water are transferred from these tanks to day tanks in the building where the water is treated and redistributed for use in WCs and for irrigation.

***Communications System***

- 18.44 A main fibre optic communications backbone will be provided to the main control room via in-ground conduits.
- 18.45 The building will be provided with a fully integrated IT and structure cabling system enabling a virtual PABX and full VOIP telecommunications system.

***Fire Protection System***

- 18.46 A fire alarm and detection system will be provided throughout the building in compliance with Australian and French standards. The system incorporates break glass units on exits.
- 18.47 An on-site 50,000 litre storage tank will be provided to supply water to the fire brigade. Hydrant booster points are located at the rear of the building to allow the brigade to pressurise the dry mains within the fire stairs. The stairs contain landing valves to assist in fire-fighting provisions.
- 18.48 Hose reels for first response fire-fighting purposes are provided throughout the building served from the domestic cold water service.
- 18.49 Dry CO2 extinguishers will be provided adjacent to hose reels and at strategic locations in the building where hose reels are inappropriate such as electrical rooms.

***Security Works***

- 18.50 Security systems will be installed to protect the SJMC from damage, vandalism or theft of valuable multimedia technology. Security will comprise CCTV, access control and intruder detection systems, including;

- (a) cameras on entry and exit points;



- (b) cameras on public access areas including the car-parking;
  - (c) electronic access control on staff / public doors;
  - (d) alarms on exterior, gallery and staff office doors; and
  - (e) motion sensors for intruder detection.
- 18.51 CCTV and access control will be monitored and managed from the integrated control system.
- 18.52 Low level external and carpark lighting will be provided for staff and visitor safety at night.

***Lift services***

- 18.53 The building incorporates an electric lift for transport between all levels. The lift will be for public, staff and disabled movements in the building.
- 18.54 A lifting platform is provided outside in the courtyard to enable disabled access to the landscape.
- 18.55 All vertical transport elements will comply with local codes.
- 18.56 To provide for accessibility, each vertical transportation element affords internal spatial requirements for wheelchair access. Each unit shall be equipped with the following accessibility features:
- (a) automatic door operation;
  - (b) round handrails;
  - (c) operating buttons with braille & tactiles;
  - (d) control buttons with the height range of 900 – 1250 mm; and
  - (e) communication system with one button operation.

***Interpretive Design***

- 18.57 The interpretative design for the SJMC provides high impact audio visual presentations, utilising a variety of media and technologies to create an emotive and memorable visitor experience focussed on the Australian contribution on the Western Front.
- 18.58 The interpretative design is underpinned by:
- (a) a rigorous approach to historical accuracy and storytelling;
  - (b) a compelling visitor experience –the visitor experience will be unique, memorable and emotionally engaging, supported by a totally multimedia Centre;
  - (c) the use of innovative technologies which will translate an interpretive vision into contemporary realities.
- 18.59 The interpretative design employs the site, in concert with the new building and a wide variety of contemporary media to direct visitors on a journey leading to an

understanding of and emotional connection to Australia's involvement on the Western Front. The Villers-Bretonneux site and its context will be used as the basis for the journey and provide the framework within which the content of the interpretative centre are related and reinforced. The primary focus of the interpretative design will be located within the Centre but visitors will also be encouraged to explore the site and find information about individuals commemorated both within the ANM and Cemetery with the aid of the multi-lingual BYOD in the form of a site smart phone application.

- 18.60 Within the Centre immersive and other contemporary media techniques will provide visitors with interpretative information that will satisfy a range of audiences and learning styles. Those who arrive with a knowledge of the subject matter will be provided the opportunity to further deepen their understanding of military and personal stories woven together to provide a comprehensive experience.

***Content Development Program***

- 18.61 The interpretive gallery is broadly divided into the following four physical spaces.

- (a) The 'Australia in 1914' Gallery;
- (b) The 'Western Front Gallery';
- (c) The 'Immersive Gallery'; and the
- (d) The 'Impacts Gallery'.

- 18.62 These physical spaces contain nine historical narratives which have been developed specifically for the SJMC project to tell to an international audience about the Australia's contribution on the Western Front. The nine narratives represent a structured response to the Key Focus Questions endorsed by Government. The narratives, which will be developed as the project progresses, are entitled as follows.

- Nation and Empire – Describing what Australia was like in 1914 and why it entered the war.
- Australians in Action – Action prior to the Western Front. The Western Front battles and changes in the technologies and strategies of war.
- The Diggers' Experience of Trench War – Courage and terror. Conditions. Death and injury.
- Behind the Lines: Citizen Soldiers and Tourists – Experience of digger culture, soldiers on leave and relationships with local communities.
- Relationships and Identities – The distinctive character of the Australian Imperial Forces. Mateship and relations with allies.
- Loss and Grief – Loss and grief on the battlefields and at home.
- Remembrance and Commemoration – War graves and recovering the war dead. War memorials.

- Repatriation and Post- War Australia – Bringing the troops home and rebuilding lives.
- Legacies – Later Wars – Australian service since 1919.

- 18.63 The interpretive design within the SJMC has an interactive, high-impact multimedia focus complemented by the inclusion of a limited number of emblematic artefacts with high historic and cultural values. This design approach is anticipated to identify the SJMC as a unique destination on the Western Front which has the potential to change patterns of visitation in the region.
- 18.64 The journey through the Centre will be presented in a broad chronology so that visitors will gain an understanding of the progressive and optimistic nature of post-federation Australia prior to delving into the details of Australia's involvement in the war on the Western Front and the impact of the war on Australia following the armistice and repatriation.
- 18.65 The thematic groupings and the detailed stories underpinning them will be presented via a range of media and will lead the visitor through an orchestrated experience in which they can investigate the chronology, the overview and the detail of Australia's involvement on the Western Front. Visitors will be offered the opportunity to explore key battles in which Australia was involved, both as an overview and in detail, through the use of interactive maps and battle tables. Content will include first person experiences drawn from letters, diaries, official documents and histories to give a variety of perspectives and to provide visitors with an emotional first-hand connection to century old experiences. The narratives will be used to illuminate both the political and personal impacts of the war and to differentiate the Australian experience from other more universal experiences of the First World War.
- 18.66 By the time the visitor is ready to leave the Centre and visit the ART sites, or having come from those sites, they will have a greater appreciation of both the broad issues and personal narratives which will provide greater meaning to their visit.

### ***Multimedia***

- 18.67 The SJMC will utilise a range of leading edge multimedia technologies. Interpretative displays are overwhelmingly focussed on the implementation of digital media based interpretation devices based on predicted 2018 technology.
- 18.68 Multimedia within the Centre will be approachable and self-activated through the combined use of the visitors' BYOD's and low energy bluetooth (LEBT or 'beacon') technology. Beacons will sense visitors as they approach a display and 'invite' them to interact with the display by activating that element. In this way, visitors will be guided through the main galleries, according to their chosen thematic interests. Once the first level of exhibit has been activated by the visitor's presence or pre-selected area of interest further in-depth investigation and exploration may be initiated by the visitor through a touch screen interface.
- 18.69 Pre-selection of the preferred language on arrival at the site will allow for that language to be delivered to the visitor. The main displays themselves will be presented on

leading edge 4K resolution large format screens. Other technologies used for the presentation of and interaction with material in the main circulation galleries will include:

- (a) interactive walls and maps;
- (b) touch screens and touch tables;
- (c) gesture technology;
- (d) spatial technology.

- 18.70 While the gallery spaces will have a consistent treatment in terms of a suite of hardware, materials and finishes, the visitor will perceive a change in character as they enter each space, achieved by lighting, ambient sound, multi-media affects and tone.
- 18.71 Devices and effects will be seamlessly integrated using show control technology to provide each visitor with an affecting and educational experience.
- 18.72 The immersive gallery will periodically be used for impactful yet informative high level interpretations of the key focus questions. Two shows using high production values will alternate in this space. These shows will employ a full suite of contemporary cinematic hardware including laser projectors, high definition surround sound and i-glass screens to engage visitors in highly emotional theatrical experiences.
- 18.73 In its non-show state doors to the immersive gallery will open, providing a free flow between it and the Western Front Gallery. In this state visitors will be able to manipulate large scale 3D virtual objects such as tanks and artillery guns using gesture technology. Detailed battle tables employing touch technology will allow visitors to explore the movements and strategies employed during the key battles in which Australia was involved.

### ***Multimedia Production***

- 18.74 The SJMC will take advantage of innovative and leading-edge technology to enhance the visitor experience through interactive manipulation of information contained in databases by individual visitors, resulting in unique experiences for each visitor. The multimedia interpretative strategy predicts an inclusive multi-media multi-platform approach requiring significant equivalent presentations across platforms.
- 18.75 Didactic elements ensure that the visit is educational and that the contributions of Australians in this place are presented in the broader context. Chronological political and military histories will layer the thematic stories to help achieve this. The stories of individual people, told in the first person will connect the visitor to this very specific and meaningful memorial site on the Western Front. First person accounts may be presented in the form of narrative, excerpts from diaries and letters and official correspondence.
- 18.76 Multimedia production values throughout the Centre will be high. Video material will be created using a combination of archival images and footage, CGI and recreated narrative material filmed in ultra-high definition. The production values and techniques employed will provide visitors with a choice of high quality interpretative experiences

that will engage a range of audiences and learning styles. While much of the multimedia production will be purpose-made, where appropriate the Centre will utilise existing footage, film and multi-media displays that may have been made for other Australian institutions.

- 18.77 Selected object display will supplement and work in concert with the multimedia and will provide a potent message connected to the main historical programs. Objects will provide a tangible and immediate interaction with experience of history.

## **19 Sustainable design**

- 19.1 The SJMC ESD objective is to deliver a comfortable building that has smart, simple controls requiring minimum energy input. The key sustainability initiatives included in the building are as follows;

- (a) a semi-buried building providing thermal insulation;
- (b) a landscaped roof providing thermal insulation;
- (c) deep roof overhang protecting facades;
- (d) good daylight through glazing and skylight;
- (e) designed to enable night flush operation that can also be used in mixed mode;
- (f) design for low air leakage;
- (g) well insulated reverse mass construction;
- (h) triple glazing and thermal broken façade;
- (i) displacement conditioning with heat reclaim;
- (j) geothermal heat pump heating and cooling;
- (k) efficient lighting and equipment with show mode turn down;
- (l) low VOC materials and sustainable material use;
- (m) efficient water fixtures; and
- (n) local black water treatment plant.

- 19.2 This combination is energy efficient, water efficient and climate responsive.

## **20 Provision for people with disabilities**

- 20.1 The SJMC will be fully compliant with Australian and French codes and standards for people with disabilities. Access to the building will be through complaint access ramps.
- 20.2 Equal access will be provided across the site and in the Centre.

## **21 Child care provisions**

- 21.1 No child care facilities will be provided in the SJMC.

## **22 Work health and safety (WHS)**

- 22.1 The construction and operation of the SJMC will be undertaken in accordance with French health and safety laws.
- 22.2 DVA is required by French law to engage a French safety consultant (Bureau de Control) to inspect and ensure construction is undertaken in a safe and compliant manner.
- 22.3 The SJMC will be certified as compliant with Australian and French codes and at the completion of the project.

## **23 Project cost estimates**

- 23.1 The total project cost estimate is \$93.2 million (\$88.5 million capital and \$4.7 million operating costs).
- 23.2 Staffing, management and operation of the Centre will cost \$6.3 million from 2016/17 to 2018/19.

## **24 Project delivery system**

- 24.1 DVA will be responsible for the design and delivery of the project. DVA has the required experience in the delivery of interpretive centres and in the delivery of projects in an overseas environment. DVA has the ability to achieve the tight timeframes of the project and has an established project team with the resourcing required to maintain the project schedule.
- 24.2 A comprehensive Project Development and Procurement Strategy (PDPP) has been developed for the project. The PDPP has assessed the risk profile associated with the scope and complexity of the project including the construction industry capability, skills and current market conditions in France. Delivery of the project will be through a traditional design and head works contract approach.
- 24.3 The PDPP identifies that a range of contractors will be required to deliver the project including:
  - (a) A Head Works Contractor;
  - (b) An Interpretive Fitout Contractor;
  - (c) A Multimedia Hardware Contractor;
  - (d) Three to six Multimedia Production Contractors;
  - (e) A Specialist Fitout Contractor (required for the crafting of a high-quality Australian-made products to be installed in the building);
  - (f) A Publisher/Printing Contractor; and
  - (g) A French Compliance and a French Safety Consultant.
- 24.4 A range of minor additional services and consultants will also be required to assist in the management and implementation of the project. These will include such consultants as legal and probity advisors.

- 24.5 DVA has an established a Governance Plan which provides a structure of accountability and responsibility for the management of the project. The key executives and management groups provide a transparent mechanism for review and control of all major project issues, including stakeholder consultation and engagement, financial commitment and expenditure, project scope, design/ construction progress and construction safety.
- 24.6 A formal SJMC Project Board has been established and comprises senior representatives from DVA, the Department of Defence and Prime Minister and Cabinet providing broad Government oversight to this important project. The Project Board reports to the DVA Commemorations Project Board chaired by the DVA Secretary.

## 25 Development and Delivery Schedule

- 25.1 The key milestones and activities for the development and delivery of the project are:

Key Milestone	Milestones / Timeframe
<b>Stage 3 – Design Development and PWC</b>	
PWC Referral	May 2015
90% Design	June 2015
PWC Hearing	June 2015
Head Works Contractor Expression of Interest	June – August 2015
Establish Multimedia Production Panel	July - September 2015
Completion of Design	July 2015
PWC Approval (Stage 3 Boundary)	August 2015
<b>Stage 4 – Construction, Production and Commissioning</b>	
Head Works Contractor Request for Tender	September - December 2015
Construction Contract Award	December 2015
Site Establishment and Construction	January 2016
Interpretive Fitout Contractor Procurement	March – December 2016
Multimedia Production Procurement	March – June 2016
Multimedia Systems Procurement	August – December 2016
Multimedia Production	July 2016 – August 2017
Multimedia Programming	September – November 2017
Construction Completion	October 2017
Interpretive Fitout, Multimedia Systems Installation, Test and Commissioning	October 2017 - February 2018
Opening and Anzac Day Centenary Celebrations	24/25 April 2018

Key Milestone	Milestones / Timeframe
<b>Stage 5 – Defects Liability Period</b>	
Defects Liability Period	February 2019

## 26 Integration, Test and Commissioning

- 26.1 The test and commissioning of the SJMC building, the integration programming, the multimedia installations and the commissioning process will be critical to the success of the project. Accordingly, the project program includes a series of activities including the preparation of detailed test and commissioning plans and multimedia programming testing in advance of the completion date to ensure adequate time is available to complete technical integration of systems.

### *Operation, maintenance and warranties*

- 26.2 Operation and maintenance manuals will be developed to assist the on-site Facilities Manager in the ongoing maintenance of the Centre. The manuals will contain equipment data, supplier identification, specifications, recommended maintenance procedures and manufacturers manuals. As-built drawings and documentation will be incorporated into the Final Construction Completion Report.

## 27 Risk Management

- 27.1 DVA has established within the SJMC governance framework a Risk Management Plan that provides for the ongoing identification, mitigation and reporting of risks that have the potential to impact on the successful implementation of the project. The key risks include:

### *Delivery Timeframe*

- 27.2 The Australian Government objective is for DVA to establish the SJMC by 25 April 2018. This timeframe is considered tight but achievable with the availability of the appropriate resources and planning. DVA will implement a number of mitigation strategies including undertaking concurrent design, procurement and multimedia development activities.

### *Contractual Delivery Arrangements*

- 27.3 The complexity of French regulations and practices affecting the planning and delivery, and the requirement to work remotely and in two languages, accrues a higher risk to the project owner than would occur in Australia. DVA has engaged legal services in France to provide advice and review of procurement and contracting activities to ensure a robust legal framework. DVA has experience with construction and contracting methodologies in France and is able to effectively manage this risk.

### *Design Risk*

- 27.4 The interpretive design requires the development of detailed multimedia hardware and multimedia production, with seamless integration across the leading-edge interactive



technology and multimedia platforms. Mitigation of the risk will include the engagement of a number of specialist integration and programming contractors. The development of the multimedia content will be informed by the historical narrative prepared for the project by Australia's leading First World War historians.

#### *Multimedia Production*

- 27.5 The primary method of interpretation in the SJMC will be multimedia, which will necessitate the production of media (e.g. films, digital animation, interactive touch screen programming etc). The media will be displayed through a range of high-technology solutions. The development of the required media is a complex process and will be undertaken by specialist producers with detailed oversight from the interpretive designer.

### **28 Centre Establishment and Training**

- 28.1 Commencing in mid-2017, twelve months prior to the opening, DVA will commence preparing the Centre to move from construction and fitout, to full operational mode. The key activities involved in this transition will include:

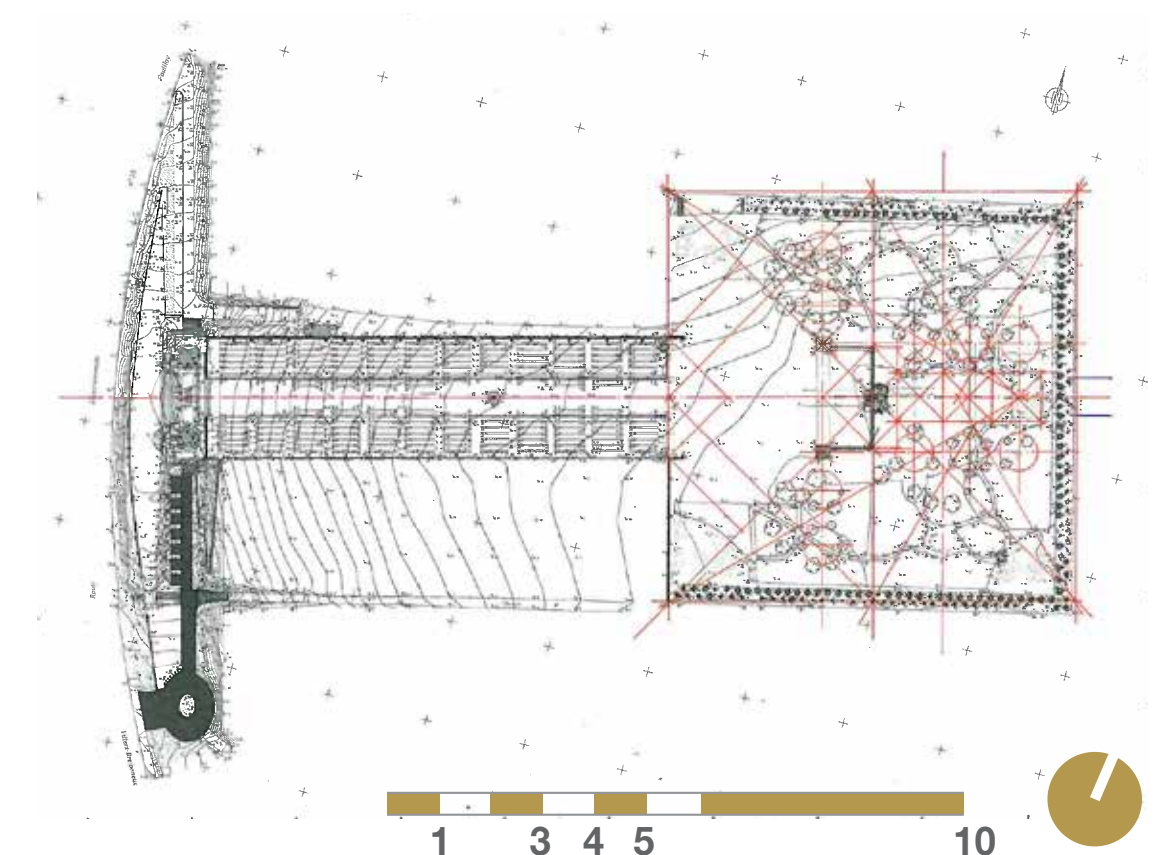
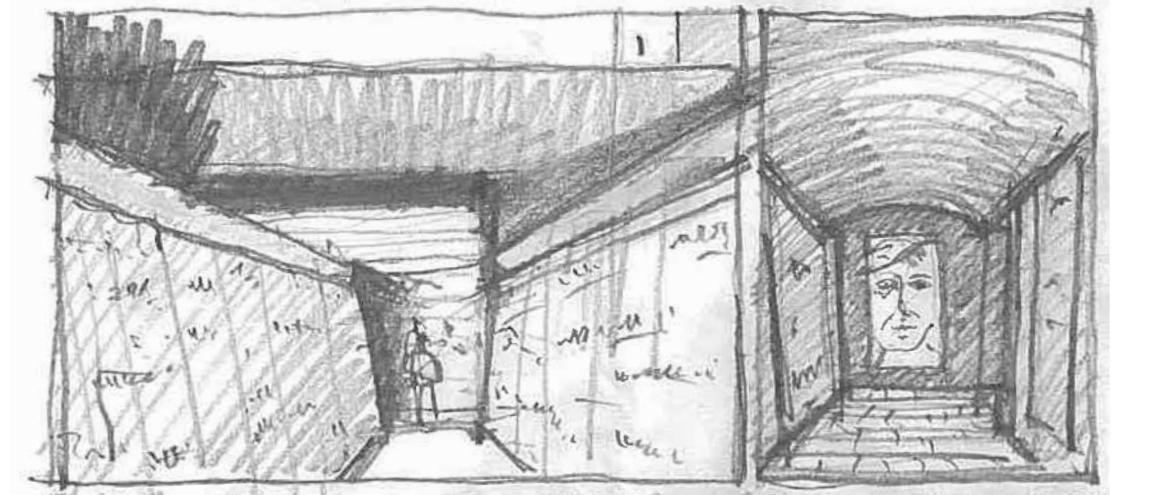
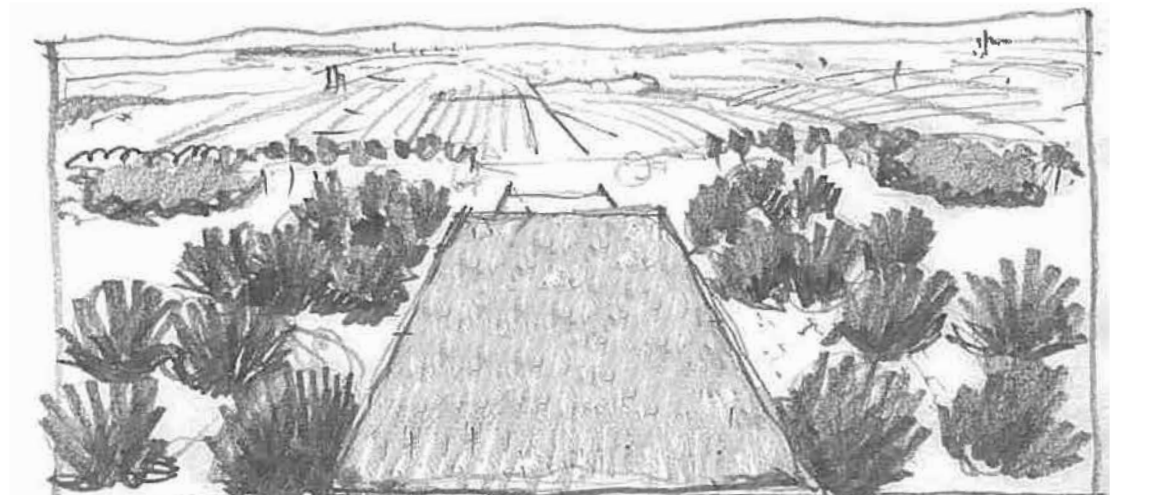
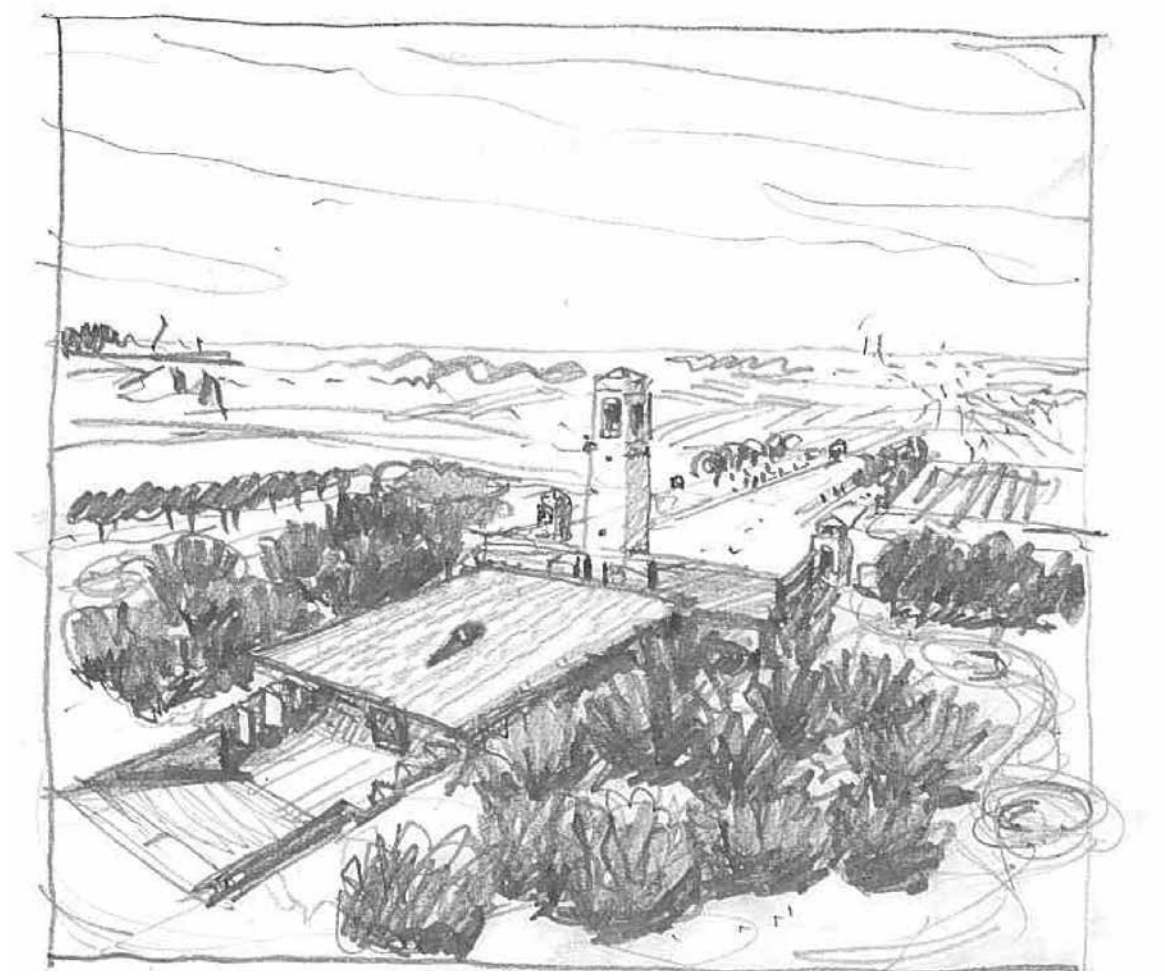
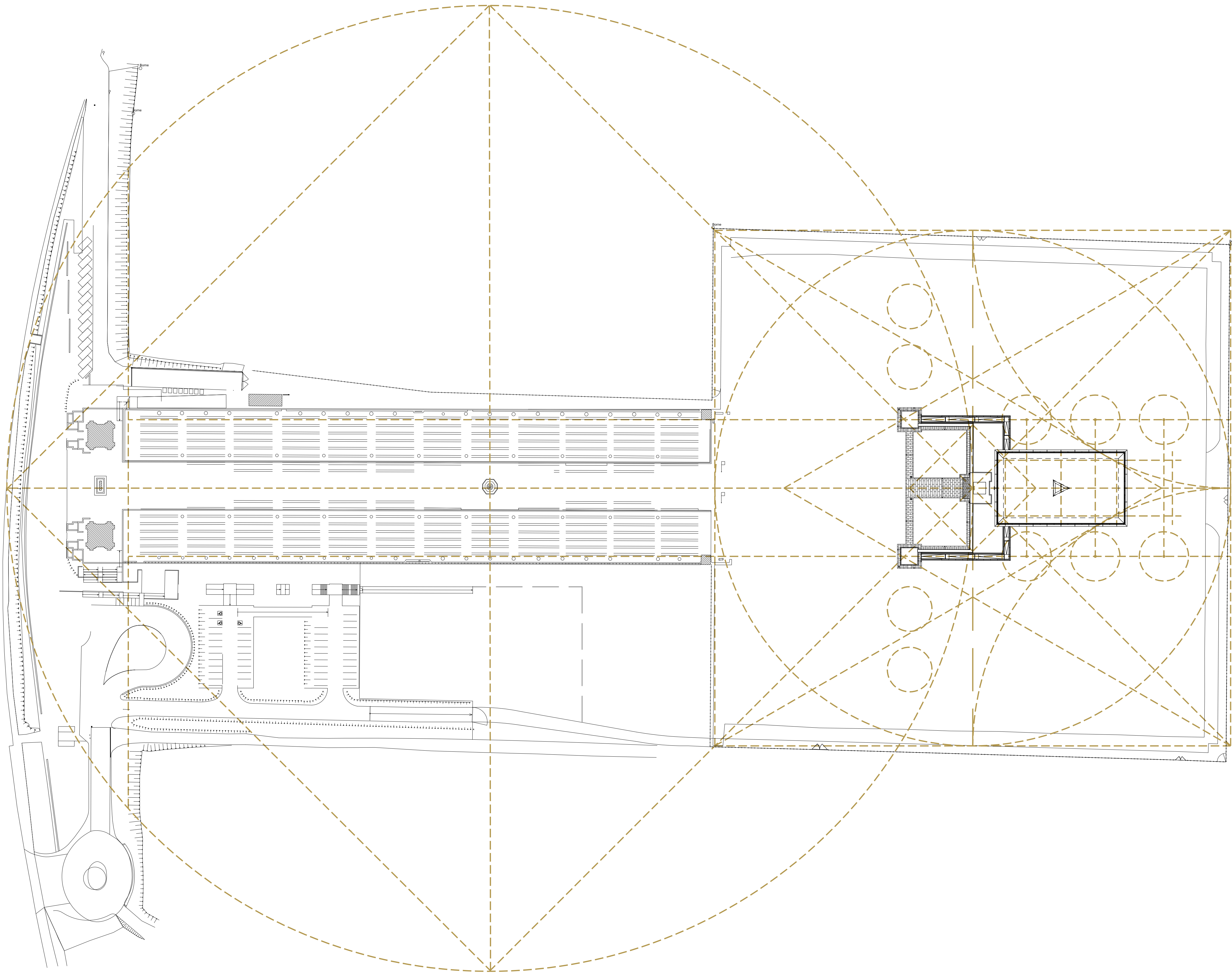
- recruitment of Centre Staff;
- establishment of Facilities Maintenance, cleaning and café operation contracts;
- familiarisation of Centre staff with the design of the building, multimedia and IT systems;
- establishment of a multimedia management and maintenance contract;
- preparation of staff training material and conduct of training in the integrated systems control;
- preparation of a Centre Operating Manual.

### **29 Associated sketch design drawings**

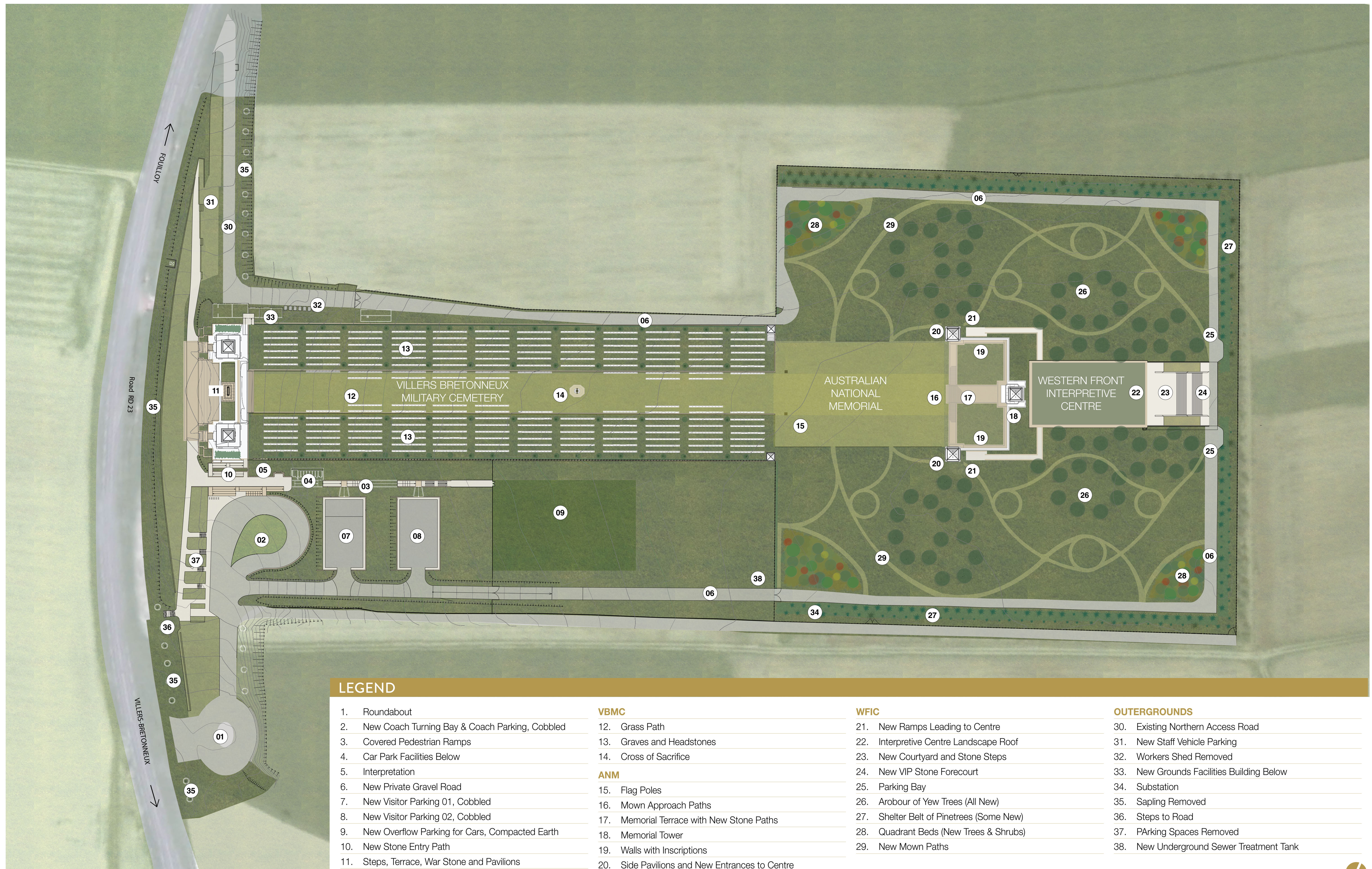
- 29.1 The following drawings have been prepared to illustrate and define the proposal:

- (a) Site Geometry
- (b) Site Master Plan
- (c) "Lifted Landscape" Roof Design
- (d) Building Plans (three levels)
- (e) Carpark Plan
- (f) External and Internal Renderings
- (g) Site Journey Layout

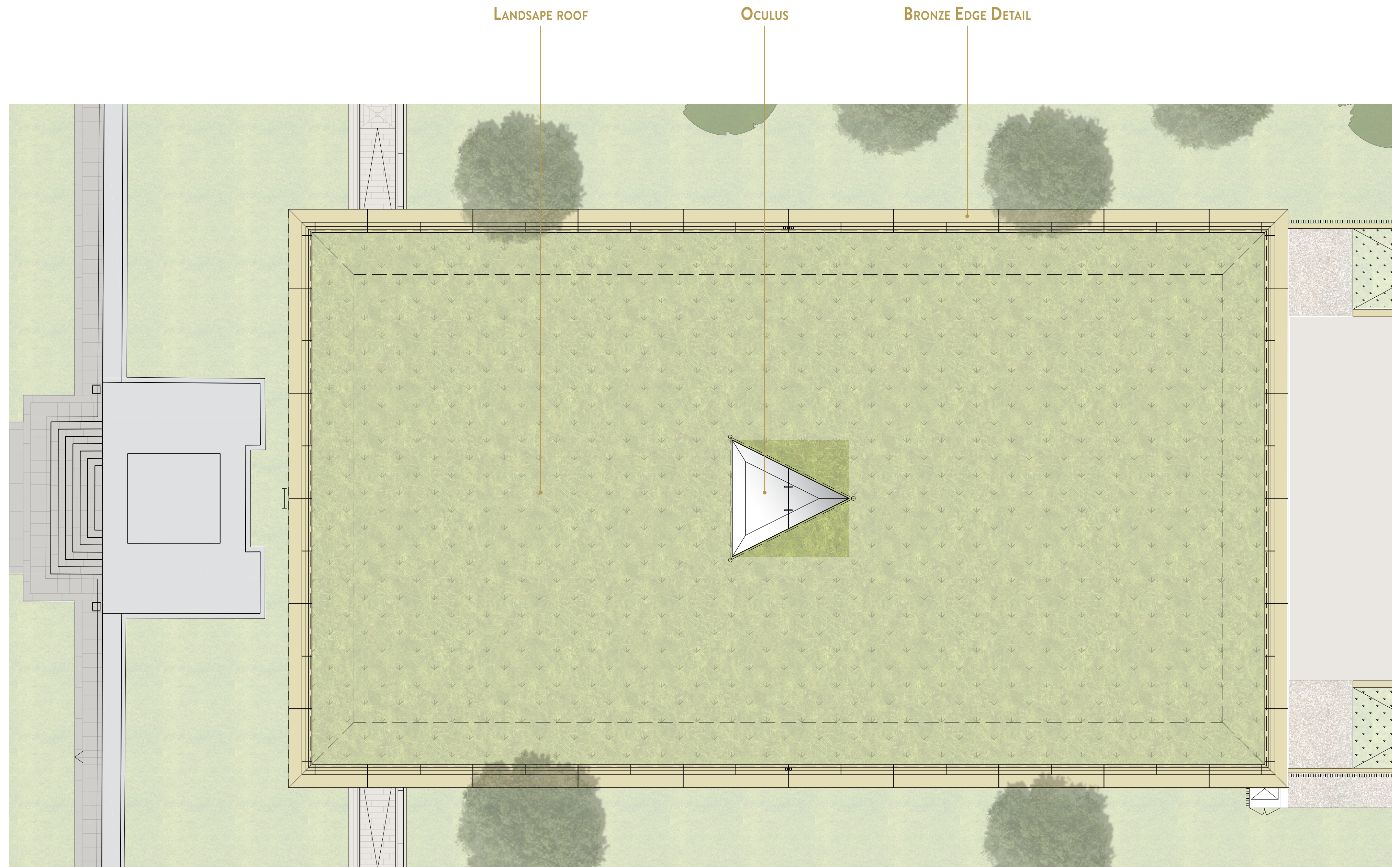












## ROOF PLAN

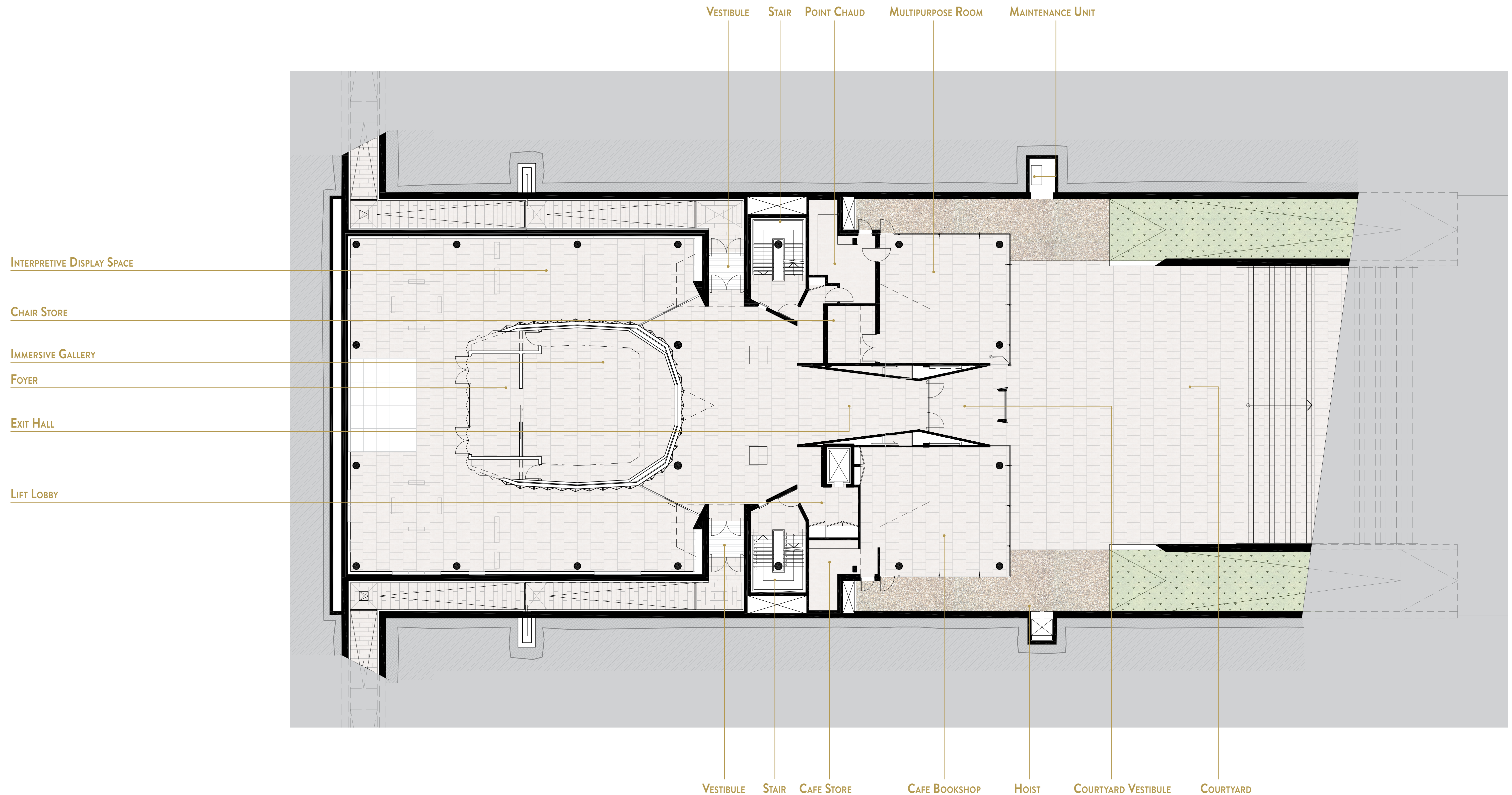
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## GALLERY PLAN

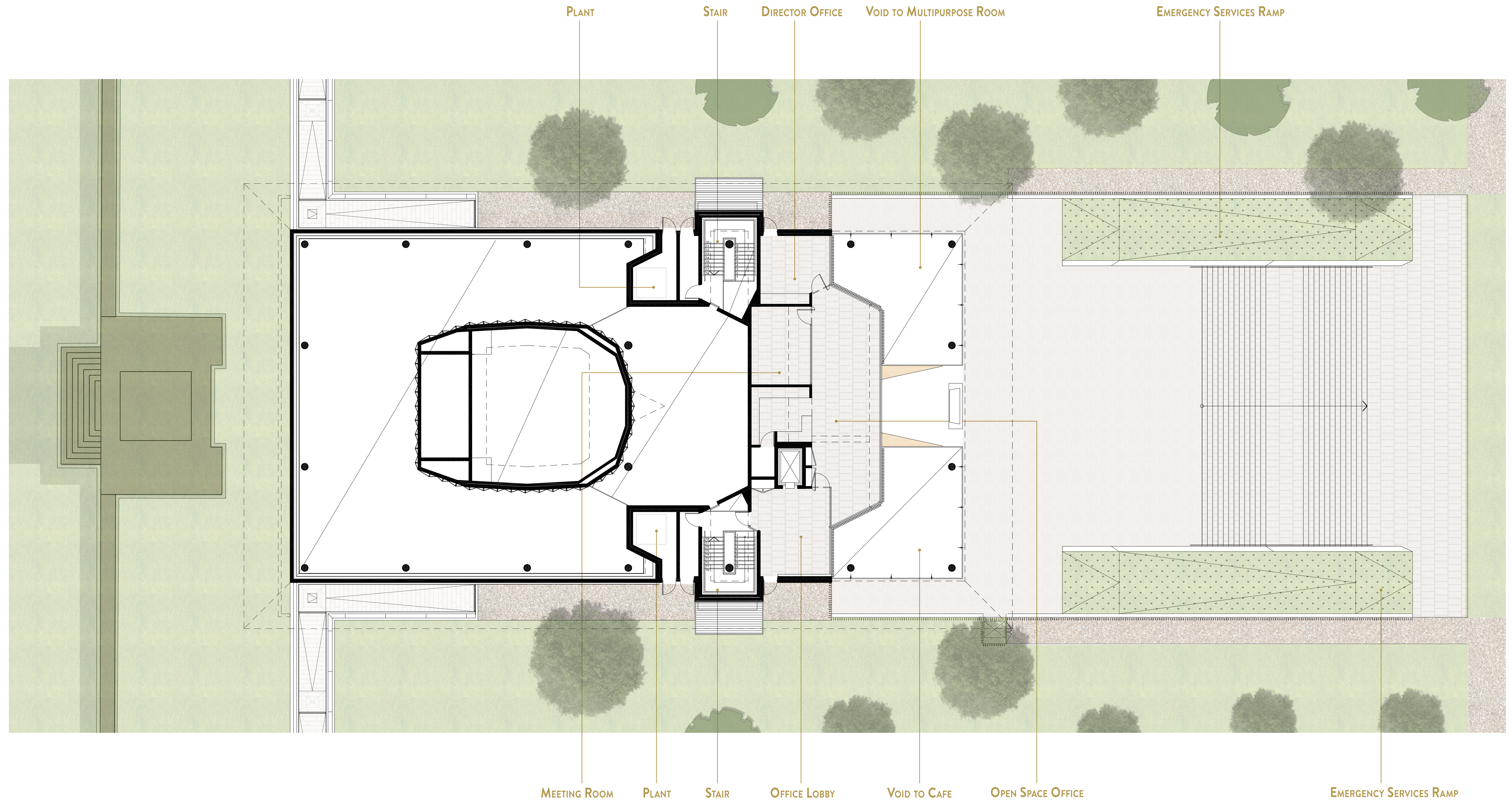
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## MEZZANINE PLANS

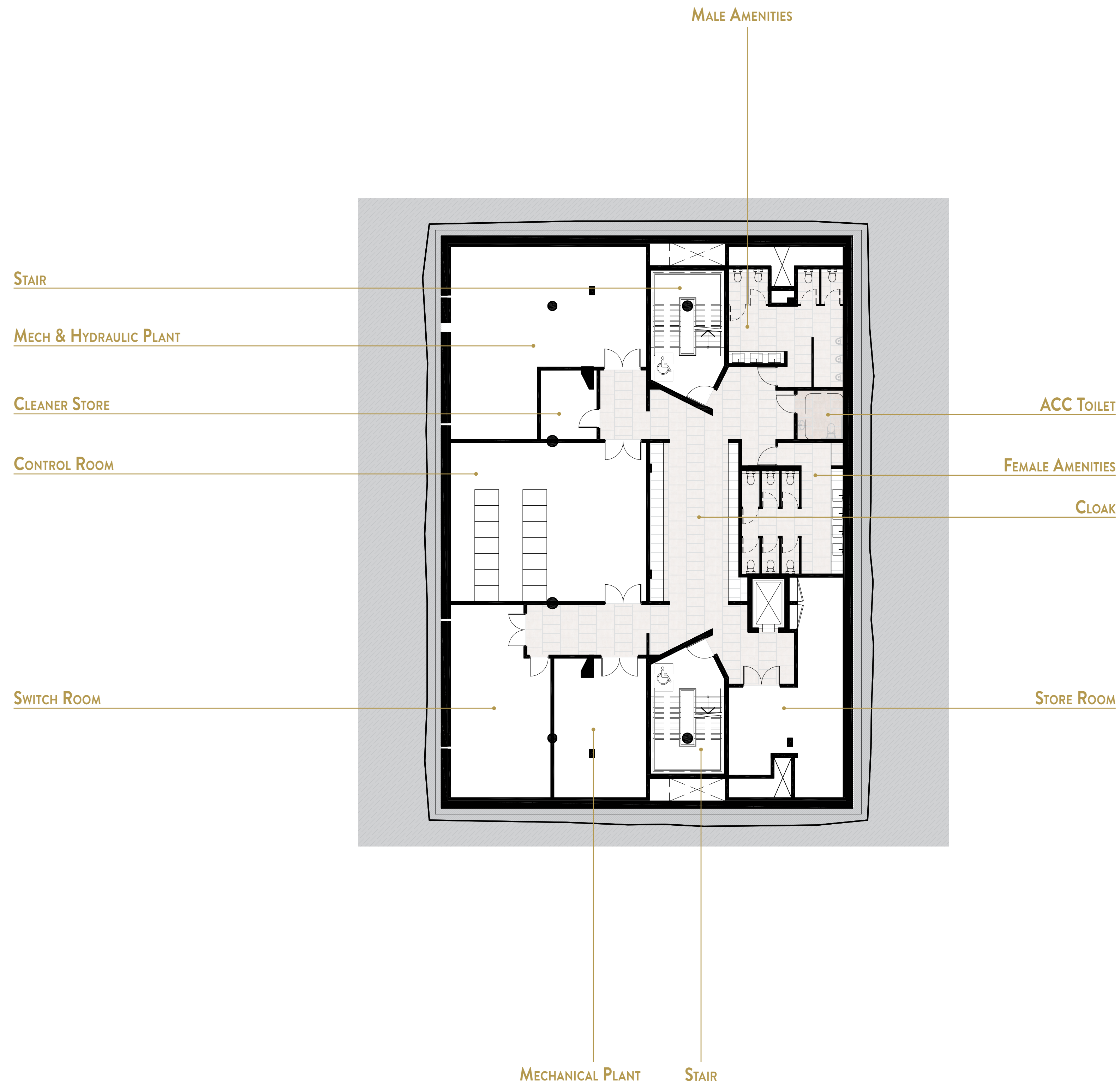
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## BASEMENT PLAN

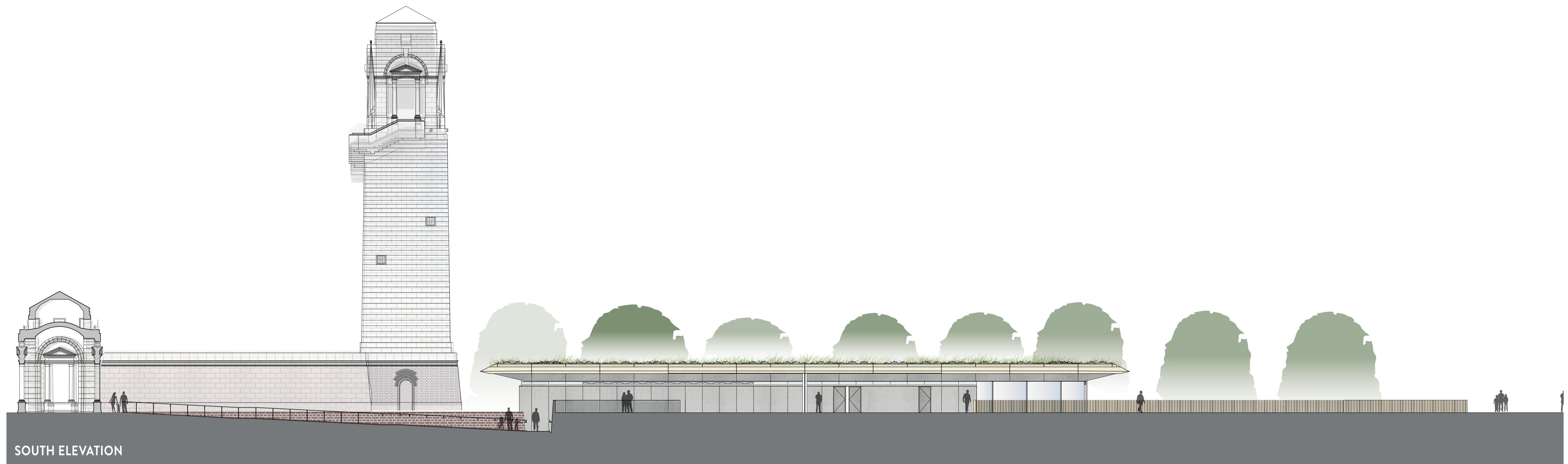
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## SECTION & ELEVATION

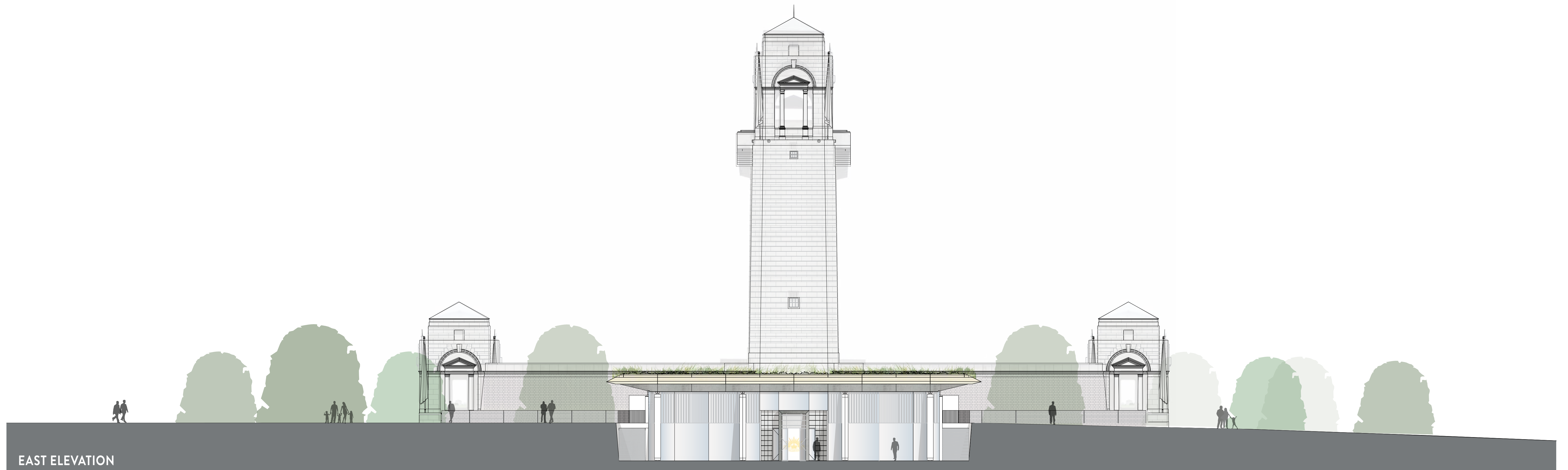
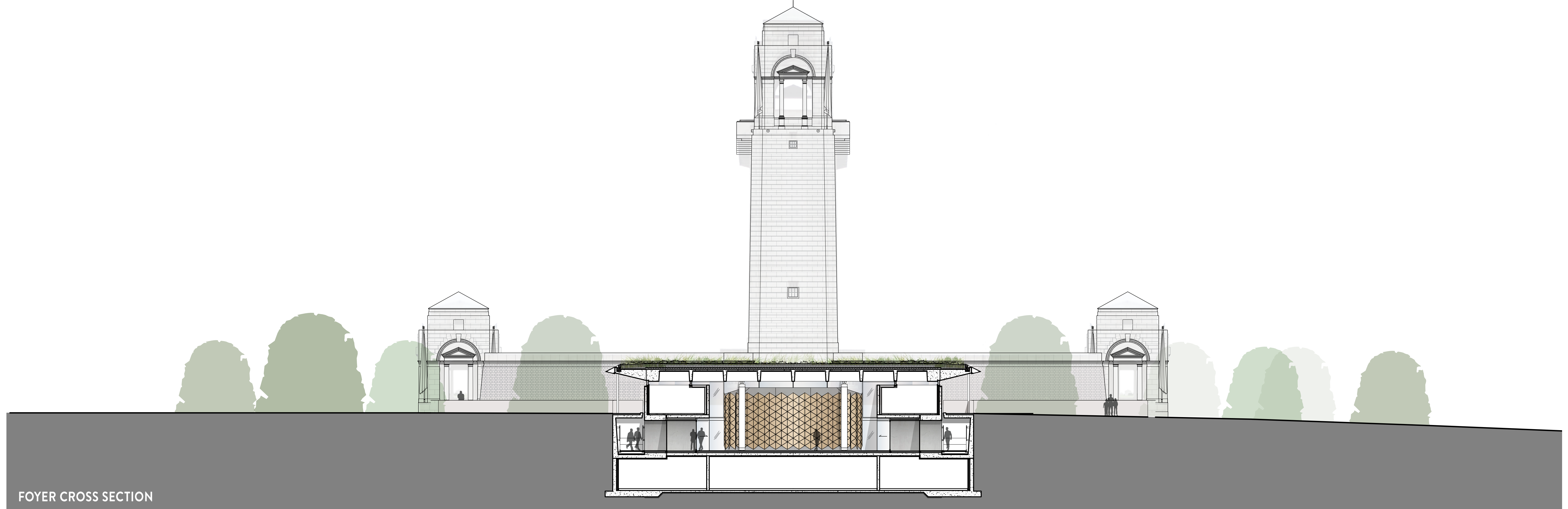
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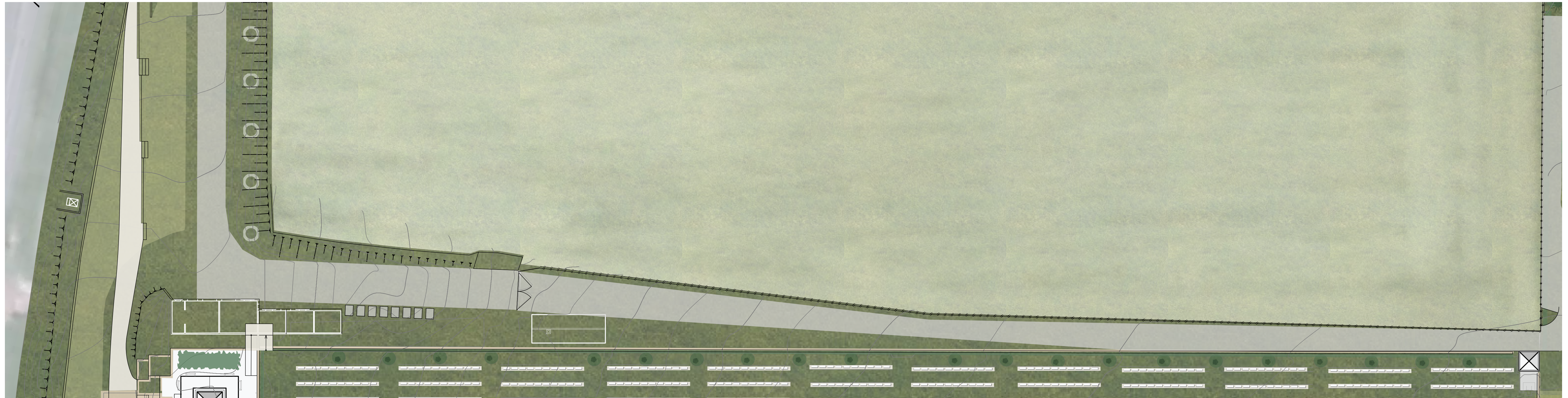
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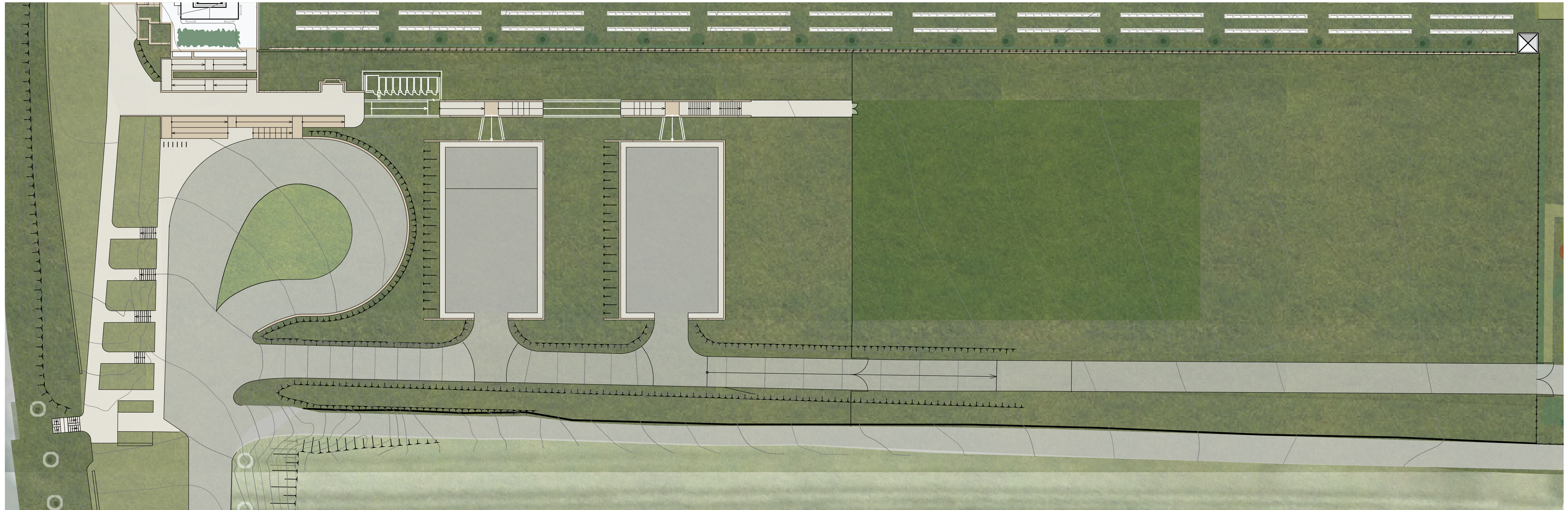
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STAFF CAR PARK GROUNDS FACILITIES



VISITOR BUS DROP OFF AND CAR PARK

# CAR PARK FACILITIES

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