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**Stakeholder Engagement - Phase One**  
**-Final Report-**  
**April 2013**



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for the  
MAP Team

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## Executive Summary

The ABC Melbourne Accommodation Project (MAP) is focused on consolidating the ABC's Melbourne base by providing one centralised media complex for all ABC staff. This will be achieved through the proposed development of the site at 102-118 Sturt St, immediately adjacent to the existing ABC Southbank complex.

Since the inception of MAP, the ABC has pursued rigorous processes of concept design, preparation for planning approvals, and development of documentation for a Public Works Committee (PWC) Inquiry.

Integral to all of these processes, has been a targeted stakeholder engagement process, focusing on individuals and organisations with potential to be impacted by the development.

The stakeholder engagement process, which ran from May 2012 to April 2013, attracted a core of 15 neighbouring residents who were actively involved both in meetings and by acting as "messengers" to inform their broader Body Corporates.

Through this engagement process, information was presented, over 50 questions were fielded and the responses minuted; and in excess of 25 comments were posted on a 'Neighbourhood Poster Wall'; set up as the project's 'graffiti wall' for comments.

All of the issues raised have been resolved to the satisfaction of the stakeholders involved; many of the comments made have been used to inform the concept designs. This process has generated good information, good issue identification, and goodwill.

## 1. Project Background

1.1 Overview of the project: The ABC has, for some time, been considering consolidating its base in Melbourne by providing one centralised media complex for all ABC staff. To realise this, the ABC, through the Melbourne Accommodation Project (MAP), proposes to develop a site in Sturt St immediately adjacent to the existing Southbank complex.

Key elements of the new building would include a suite of studios, including one 800m<sup>2</sup> production facility, plus smaller studios for television production. The existing radio studio facilities would remain.

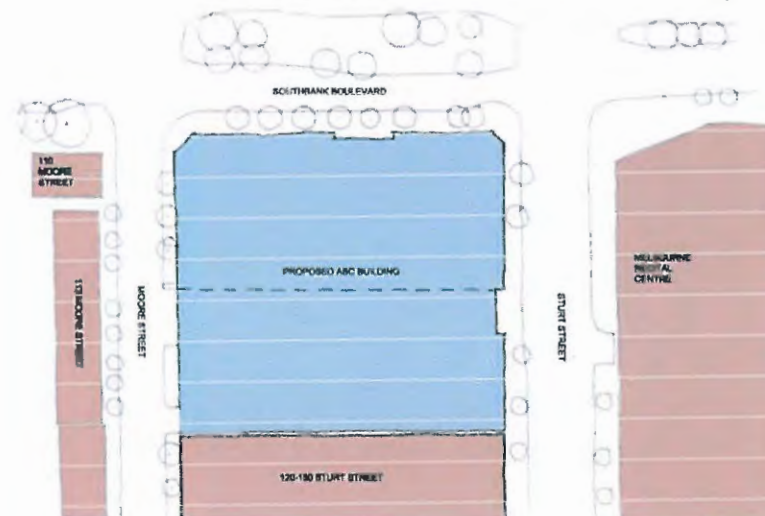
MAP development site 102-118 Sturt St, Southbank



Existing ABC site 120 Southbank Boulevard, Southbank



Proposed ABC development (in blue)





1.2 Founding principles for the new facility: The development of the new facility is grounded in a number of key principles, including the provision of:

- facilities for ABC staff to promote excellence in media output
- strong connections between the ABC, its neighbours and patrons, through collaborative design, street activation and improved access to facilities such as the Iwaki Auditorium
- a high level of environmental sustainability.

1.3 Key elements of the development process: Since the inception of MAP, the ABC has pursued a rigorous process involving concept design, preparation for planning approvals and development of documentation for a Public Works Committee (PWC) Inquiry.

As a means to inform all of these processes, the ABC has undertaken a targeted stakeholder engagement process, focusing on individuals and organisations with potential to be impacted by the development. Neighbouring community, corporate, and government interests were invited to participate in the process.

The stakeholder engagement, the issues raised, and the management of these issues, is the subject of this Stakeholder Engagement Final Report.

## 2. Stakeholder Engagement

2.1 Overview: The MAP Team resolved to run a stakeholder engagement process focusing on 'neighbourhood' stakeholders, and using an independent facilitator, Ken Northwood, Director Northwood Blyth & Associates Pty Ltd.<sup>1</sup>

In brief, the process involved:

- three facilitated 'neighbourhood information' sessions based on an iterative process aimed to inform, respond and resolve<sup>2</sup>
- written invitations to key neighbourhood stakeholders, as listed below:

Stakeholder:	Address:
All Residents - Body Corp Sutherland Place	120 Sturt St, Southbank
All Residents - Body Corp Southside Gardens	106 Southbank Blvd, Southbank
ABC and Defence Childcare	236 - 310 St Kilda Rd, Southbank
Coroner's Court	57-83 Kavanagh St, Southbank
State Emergency Services	168 Sturt St, Southbank
CUB Fosters	77 Southbank Blvd, Southbank

- preparation and distribution of a Stakeholder Newsletter to provide background information
- facilitation of meetings with presentations, Q&A, Poster Wall, and comprehensive minutes distributed to all invitees.

<sup>1</sup> Ken Northwood has had extensive involvement in stakeholder engagement for major infrastructure projects such as the Gosch's Paddock redevelopment; AAMI Stadium; Melbourne Park; MCC Yarra Park; and the Southbank Plan.

<sup>2</sup> These were held on 25<sup>th</sup> May 2012; 14<sup>th</sup> June 2012; and 3<sup>rd</sup> April 2013.

**2.2 Objectives:** The specific objectives of the Neighbourhood Information Sessions were to:

- Engage... with local stakeholders regarding the ABC MAP development
- Clarify... the key aspects and implications for the precinct
- Provide... opportunity for Q & A and noting issues for response
- Establish... ongoing processes for communication and engagement.

These objectives were agreed to unanimously by the neighbourhood groups.

**2.3 Agenda:** Although the meetings were held in an informal style to encourage interaction, a formal agenda was prepared for each session and agreed to by all participants. This ensured an effective process for engagement, enquiry, and response.

#### Welcome and workshop objectives

- ☞ Randal Mathieson, ABC State Director Victoria
- ☞ Ken Northwood, Independent Facilitator

#### Presentation/Follow-up on issues

- ☞ Jonathan Gardiner, Cox Architects, and other MAP Team members
- ☞ Questions and discussion

#### Neighbourhood Poster Wall

- ☞ Noting issues on the 'Poster Wall'
- ☞ Where to from here?

Forum ends/Informal discussion with MAP Team.

**2.4 Participants:** Whilst the invitees to the sessions included diverse community, corporate, and government interests, as expected the main interest was from neighbouring residents, especially 120 Sturt St. In all 15 neighbouring residents attended the sessions. In attending, each participant also accepted a broader responsibility to inform their neighbours and Body Corporate of issues raised. Attendees for the neighbourhood information sessions were:

- Geoff Brewer 120 Sturt St<sup>3</sup>
- Karl Hunting 120 Sturt St
- Ian McGillivray 120 Sturt St
- Evelyn Loh 120 Sturt St
- Nathan Zhivov 120 Sturt St
- Dr John Renney 120 Sturt St
- Karen Jemison 120 Sturt St
- Carlo Toniato 120 Sturt St
- Davina Carlile 120 Sturt St
- Mark Geels 120 Sturt St
- Steve Booth 120 Sturt St
- Jo Booth 120 Sturt St
- Geoff Howard 120 Sturt St
- Joanne Ventura Kavanagh St
- Laurence Peck 152 Sturt St

In addition MAP members and consultants attended to present and provide information; including the ABC, Cox Architecture Pty Ltd, Case Meallin & Associates Pty Ltd, Probuild Constructions (Aust) Pty Ltd, Meredith Withers & Assocs Pty Ltd, and Northwood Blyth & Associates.

<sup>3</sup> Specific addresses have been withheld, upon request, to respect privacy.



### 3. Issues Raised in Session 1

At the first neighbourhood information session on 25<sup>th</sup> May 2012, following a presentation from the project team, participants raised 19 questions and eight comments on the 'Neighbourhood Poster Wall'. These questions focused on the following issues, some of which were resolved at the meeting, and others referred to the next information session.

Issue	Response	Status
Number of additional staff to be generated	Increase from 450 currently, to 700-750	Resolved. Information only
PWC process and timelines	Further clarification in session 2	Refer session 2
Is extent of the proposed stepped setback on the south side resolved?	Not fully resolved. Objective is to meet ABC's spatial needs whilst reducing negative impact to neighbours and promoting positive impacts	Refer session 2
General support was expressed for the building to go higher, if necessary, and to 'push' the development North (away from the interface with 120 Sturt St).		
Impact of broadcast vans on site	There will be no broadcast vehicles on site.	Resolved Information only Cont...

Issue	Response	Status
Impact of electrical emissions	There will be no additional transmission from the site.	Resolved
Impact of additional traffic generated on the site	The development will reduce the number of vehicles on site by 50%.	Resolved
Visitor transport to the site. Need to develop guidelines to encourage positive visitor behaviours ie catching public transport; respecting neighbours when arriving and departing etc.	Visitors to the site will be encouraged to use public transport; or to use adjacent public carparking.	Refer session 2
Demolition process for 102-118 Sturt St	Taken on notice, further information at next meeting.	Refer session 2
Shadow diagrams to be provided	Taken on notice, further information at next meeting.	Refer session 2
Wind tunnel analysis to be provided	Taken on notice, further information at next meeting.	Refer session 2
Facades need to be aesthetically pleasing	Further information at next meeting.	Refer session 2

#### 4. Issues Raised in Session 2

Following the first meeting, there were still a number of 'live' issues for further clarification and development. At the beginning of Session 2 held on 14<sup>th</sup> June 2012, Randal Mathieson, ABC State Director Victoria, acknowledged that there were six key areas which were of vital interest to residential neighbours, and which would form the basis of presentations and discussion at Session 2. These are outlined below, with a summary of the issues raised, information presented and the status of the outcome.

**4.1. The PWC submissions process: Issues raised - information** regarding the notification process; length of time to respond; the PWC Hearing process.

**Information presented:** A revised PWC timetable which included estimated dates for the following steps

- ABC referral to PWC
- PWC advertises the hearing process 4-6 weeks
- Date for PWC hearing
- Federal Parliament expediency motion
- Potential to commence demolition
- Base building construction complete
- Further details of the PWC process are available from the PWC's website [www.aph.gov.au/house/committee/pwc](http://www.aph.gov.au/house/committee/pwc)

#### Final Status:

The PWC process has been clearly outlined, and participants were encouraged to make submissions, if they so desired. Refer Pp12-13.

**4.2. Interface with apartments on the South side: Issues raised -** More detail on the stepped design, especially relating to shadow, wind and over sighting impacts.

#### Information presented:

- An outline of the key elements of the building was presented:

#### Aerial perspective of key elements of the MAP development



- From a 'layered' perspective the proposed developed comprises:
  - ⇒ Basement: single level car park (ABC standard operational vehicles); water tanks and building services
  - ⇒ Level 1: integrate new and existing developments
  - ⇒ Level 2: three storey void in TV studio. Building setback 7m from south boundary
  - ⇒ Level 3: void continues; retain existing radio studios



- ⇒ Level 4: further setback from the south
- ⇒ Level 5: expanded plant room; setback from the south; potential rooftop garden.
- In addition, information was presented on the neighbourhood impacts of the proposed development:
  - ⇒ Stepped design, showing interface with 120 Sturt St: A cross-section of the proposed building profile was presented for discussion.

#### Existing section



120 Sturt St. 102-118 Sturt St. Existing ABC building

#### Proposed section



120 Sturt St. Proposed ABC. Existing ABC building

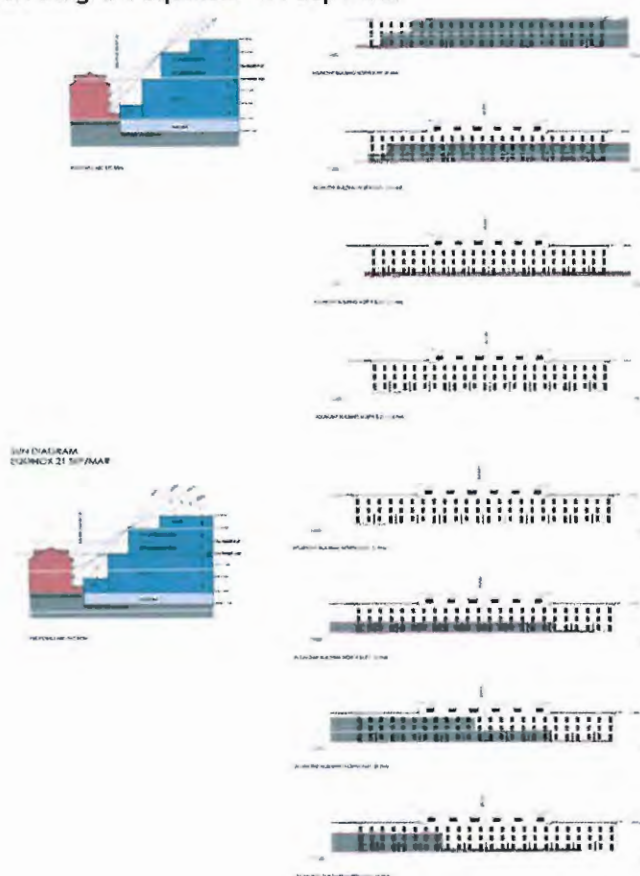
The concept of the stepped design was welcomed by participants; however, issues still remained regarding shading, wind impact, and potential over sighting.

In this regard, the comment expressed on the 'poster wall' by one resident may be indicative of the broader view, "...we need to see

*the worst case scenario. We are sure we will lose some light, but it's way better than a 20 floor apartment building"*

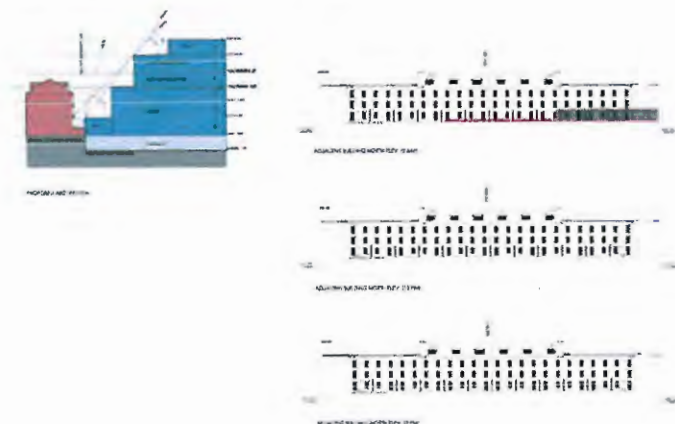
- ⇒ Sunlight impacts: As requested sun diagrams were presented for various periods:

#### Sun Diagram Equinox - 21 Sep / Mar





### Sun Diagram Summer - 21 Dec



In addition to the information presented, there was a further request to provide winter solstice diagrams. These were presented to the 3<sup>rd</sup> neighbourhood information session, and are reproduced in Section 5 “Issues Raised in Session 3” (P11).

⇒ **Wind impacts:** An Environmental Wind Assessment was undertaken for the project by Wind Engineering Consultants, MEL Consultants Pty Ltd. The conclusion reached by the consultant is that: *“The location of the apartments and balconies immediately to the south is such that they are relatively well sheltered from direct wind flows and this situation would not be expected to change significantly with the proposed ABC Building. ...it is concluded that wind conditions along the northern side of the apartments of 120 Sturt Street would*

*currently be relatively moderate and that they would not be expected to change significantly with the proposed ABC Melbourne Accommodation Building.”*

- ⇒ **Aesthetic impacts:** An overview of the treatment of the main elevations was presented:
- North elevation: entrance cut in; veiling effect on façade
  - East elevation: transparent and active edge to Sturt St
  - South elevation: Aspirations for architectural relief and use of screening and environmental techniques. The south wall will be less than 1m higher than current south wall.

In regard to this, the main focus of the participants related to the visual appearance of the South wall of the new building. Constructive discussions took place regarding options to allow appropriate natural light into the ABC building whilst limiting overlooking.

In essence, it was agreed that the ABC and its neighbours had the same objective in relation to overlooking; that is to protect privacy both for residents and for the occupiers of the ABC building.

#### **Final Status:**

The proposed ‘step’ design was considered by participants to be a sensitive interface with the new development. Concern expressed from one resident regarding the height of the south wall was allayed in Session 3 when it was stated that the new parapet wall on the south boundary was only 860mm higher than the existing parapet wall.

4.3. Public Interaction on the Ground Plane: Issues raised - How will public interaction be encouraged? How active will the site be on weekends?

**Information presented:**

- There is a proposed new entrance from Sturt St, entering into the atrium
- Also a revised entry into the Iwaki Auditorium
- The ABC is keen to have its activities on 'display', so consideration is being made about what can be presented publicly ie live breakfast broadcast from the foyer etc
- The ABC is also keen to promote as much activation as possible; this will be supported by the transparent and open design
- The turnstiles for security will be North of the proposed new lift wells
- There is potential for retail to be provided, in the new development dependant on the market demand. The plan allows for a café which will be open to the public and potential retail
- During the week the operating hours will be generally 7:00am - 6:00pm. There will be some later afternoon and early evening visitors for TV productions
- Subject to commercial considerations, it is envisaged that the café would operate from around 7:00am - 10:00pm /11:00pm.

**Final Status:**

The information relating to public interaction and operating hours was noted and the issue is resolved.

4.4. Car Parking and Traffic Management: Issues raised - Encouragement of staff and visitors to use public transport. Encouraging use of existing car parks within the precinct.

**Information presented:**

- Approximately 70 ABC operational vehicles will use the carpark provided in the development
- Staff will be encouraged to use public transport; to ride to work (100 bike spaces to be provided); or use existing public car parks
- Melbourne City Council is currently undertaking a traffic and carparking study for the whole precinct. This will inform the transport options for the ABC development
- A new public car park in Sturt St at the south end, adjacent to the MTC, is under consideration.
- The proposed car park at the Melbourne Recital Centre appears not viable and is unlikely to proceed
- There is potential for a super tram stop in Sturt St.

**Final Status:**

The intent of the MAP development is to provide car parking for operational vehicles only, and to encourage alternative transport means for staff and visitors. This is considered by the participants to be an appropriate response.



**4.5. Protecting residential amenity: Issues raised - Request for ABC to develop guidelines to encourage positive behaviours from visitors ie respecting neighbours privacy and amenity when arriving and departing; catching public transport.**

**Information presented:**

- Information regarding complaints from neighbours in relation to ABC visitors to Gordon St Elsternwick (current ABC TV studio), shows that in eight years there have been no complaints regarding public behaviour (involving some 150-200 people weekly)
- When tickets are issued to attend the recording of shows, guidelines on expected behaviours, and public transport availability, is also provided by the ABC. This has meant very low impact on the local neighbourhood
- These guidelines will continue. Given this, and the general demographic of ABC patrons, there is no reason for the ABC to expect any greater impact of this development on the Southbank local community.

**Final Status:**

The information relating to protecting residential amenity was noted. It is most likely that the maximum number of people on the premises at any time and the hours of operation will be addressed in any planning approval for the project.

**4.6. Demolition of the existing building: Issues raised - How long will the existing building (102 -118 Sturt St) take to demolish? What is the process for this to protect residential amenity and prevent structural damage?**

**Information presented:**

- The demolition will take about 4 weeks (1 week for set up and 3 weeks to pull down)
- The hours of demolition, will comply with the City of Melbourne's requirements
- There is potential to apply for out of hours work in special circumstances (eg there may be a need for set-up work on a Sunday to avoid weekday traffic interruption). The MCC would need to approve this
- This is considered a relatively simple demolition. The building is not a concrete reinforced structure
- There is a Protection Works Notice process to ensure protection of public and private assets; including a specific responsibility to ensure dust control during demolition
- The Protection Works Notice requires the need to notify all adjoining property owners about safe practices, insurances, hours of operation et al
- An existing conditions survey (Dilapidation Survey) must also be undertaken for adjoining properties
- A copy of the Dilapidation Survey will be available to all residents for whom a Dilapidation Report was undertaken. If there are issues with the conditions noted, then these will be further discussed

**Final Status:**

The information relating to demolition procedures was noted. The process for undertaking the Dilapidation Surveys will be followed through with individual residents and where necessary Body Corporates. The contractor is required to comply with the Protection Works Notice issued under the Building Act.

**5. Issues Raised in Session 3**

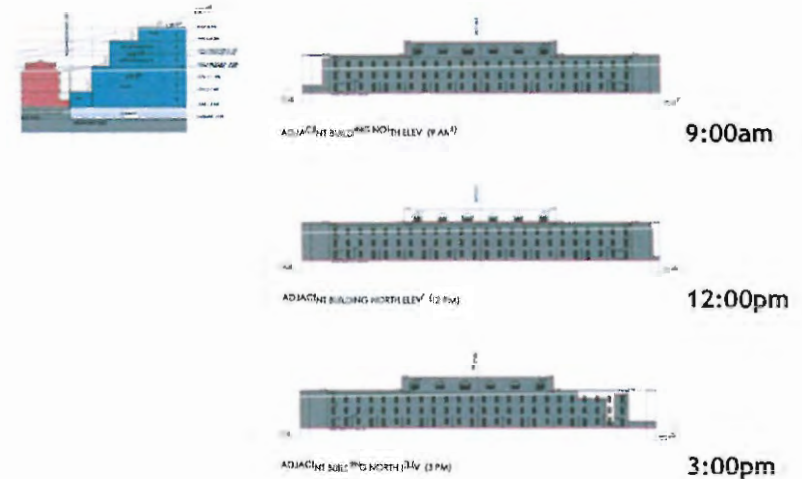
At the beginning of Session 3, Randal Mathieson, ABC State Director Victoria, provided an overview of the stakeholder engagement process to date and the issues raised and resolved. He acknowledged that many of the comments raised at the neighbourhood sessions had been used to inform the concept designs, and the key issues raised had been resolved; including: wind impact assessment; traffic management; public access and integration on the ground plane; noise and residential amenity; and the demolition process.

He also raised two further issues noted for follow-up in Session 3:

- ❑ Sun diagrams for the proposed conditions for the winter solstice (21st June); and
- ❑ The interface between the proposed ABC building and its southern neighbours (especially 120 Sturt St) and the aesthetics of this.

**5.1 Sun diagrams for winter solstice:** Jonathan Gardiner, from Cox Architects, presented information and diagrams for the Winter solstice (21<sup>st</sup> June) at 9:00am; Midday; 3:00pm. These diagrams are Presented over.

**Sun Diagram proposed section, Winter - 21 June**



**Final Status:**

Having presented and discussed the above diagrams, there were no further questions or clarification sought. The information was noted and the issue is resolved.

**5.2 Interface and aesthetics - ABC building and southern neighbours:** in relation to the interface and aesthetics between the proposed ABC building and its southern neighbours (120 Sturt St), Jonathan Gardiner stated that in essence, the ABC and its neighbours have the same objective, relating to a building which is aesthetically pleasing; whilst protecting privacy for residents and occupiers of the ABC building.



He outlined a number of broad design principles and screening treatments to promote these shared objectives, and presented elevations from various perspectives. Those of most interest to the participants (south façade, Sturt St, and Moore St) are reproduced below:

### South Elevation



### East Elevation / Sturt Street



### West Elevation / Moore Street



These were discussed in the meeting and clarification sought on the heights of various walls; proposed treatments to limit the noise from the building's plant; and impact from any lighting spill. Each of these issues was dealt with to the satisfactions of all participants and the specific responses were minuted and circulated.

#### Final Status:

Having presented the elevations and responded to questions raised, there was no further clarification required. The information was noted and the issue resolved.

#### 5.3 The Public Works Committee (PWC) process:

The final issue raised, for information only, was in relation to the PWC process. Randal Mathieson provided the PWC website address where the ABC submission could be viewed ([www.aph.gov.au/pwc](http://www.aph.gov.au/pwc)); the closing date for submissions to the PWC (18<sup>th</sup> April 2013); the PWC hearing date and the location (30<sup>th</sup> April 2013 in the Iwaki Auditorium, ABC Southbank). He stated that the hearing was open to the public and invited participation in the process.

Some specific questions were raised regarding the logistics of the PWC process. Each of these issues was dealt with to the satisfaction of all participants and the specific responses were minuted and circulated.

#### Final Status:

Having noted key dates and responded to specific questions, there were no further clarification required. The information was noted and the issue resolved.

#### 5.4 Neighbourhood Poster Wall:

As with all previous meetings, participants were invited to post key messages on a 'Neighbourhood Poster' Wall; essentially the project's graffiti wall for comments. Two additional messages were posted, adding to the 20+ messages posted in previous sessions. The additional messages are included in the next section.

## 6. Stakeholder Comments on the Engagement Process

Whilst the neighbourhood information sessions have provided an opportunity for local residents to raise issues, concerns, and clarify questions, the process also generated statements of support regarding the MAP project itself, and the stakeholder engagement process.

These were captured through the 'Neighbourhood Poster' Wall mentioned above. Some unsolicited participant comments posted on this wall included:

### ABC Southbank Development Neighbourhood Poster Wall

#### Expressions of support for the development:

- "Very supportive of revitalising the site"
- "Happy with your overall objective"
- "Generally supporting; if you keep providing info and taking our views into account we will be happy to support you".

#### Expressions of support for the stakeholder engagement process:

- "Thank you for engaging so well and taking our views into account"
- "I like the depth of consultation approach with residents. Please continue with this"
- "The Neighbourhood Information sessions have been very informative and have permitted two-way communication between residents and the ABC Project Team"
- "All questions raised by residents were addressed by the ABC Project Team"
- "I am pleased with level of information provided".



## 7. Conclusion

At the conclusion to the three meeting stakeholder engagement process, Ken Northwood, the independent facilitator for the Neighbourhood Information Sessions, congratulated all neighbour, ABC and MAP Team participants for their involvement over the 12 month duration. He acknowledged the active participation of a solid group of residents who sought clarification, received information, and provided valuable insights to the project development. He also thanked the ABC and the MAP Team for their willingness to follow-up and present on information sought in an open and transparent manner. Ken described this process as a very good model of participatory urban planning.

Through the provision of an independent, open, and well informed process, residents have been able to gain accurate information about the development proposal, clarify issues, provide input to design elements, and most importantly, allay their major concerns regarding the impact of the development.

Similarly, the ABC MAP Team is now better informed regarding potential contentious issues, and has useful input to key development matters. In addition, all of the major the issues raised have now been resolved. At each session ABC undertook to continue dialogue with Neighborhood Stakeholders during the demolition and construction phases.

The stakeholder engagement process has generated good information, good issue identification, and most important, goodwill.

A handwritten signature in blue ink, appearing to be 'JK'.



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- Notes -