

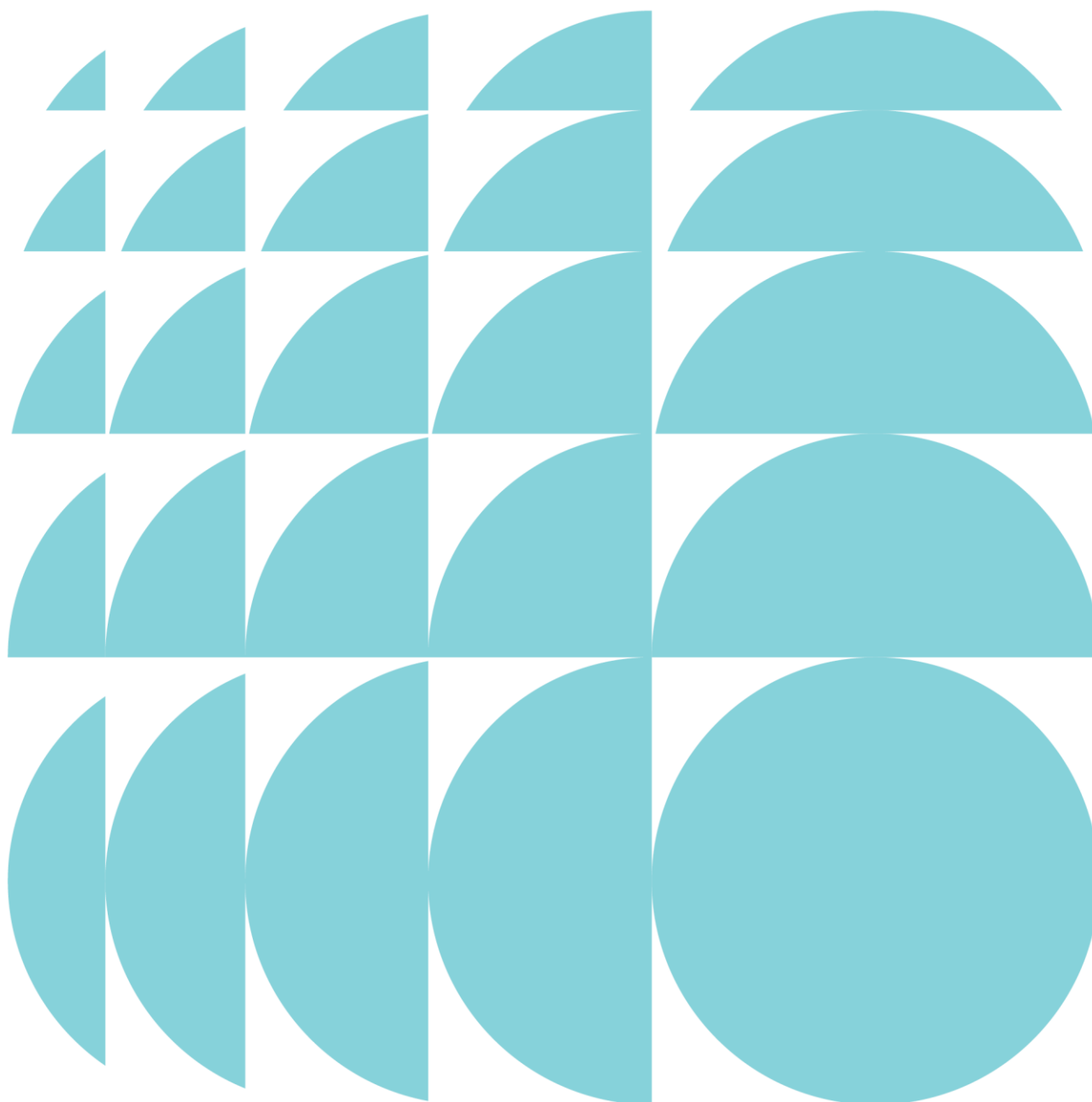
ETHOS URBAN

Blacksmith Operational Plan of Management

Bay 1 and Bay 2, Locomotive Workshop, South
Eveleigh

Submitted to Department of Planning and
Environment
On behalf of Eveleigh Works Blacksmith c/o
Mirvac Pty Ltd

11 April 2019 | 2190140



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1.0 Introduction

This Operational Plan of Management (OPoM) has been prepared by Ethos Urban on behalf of the Eveleigh Works Blacksmith and Mirvac Projects Pty Ltd (Mirvac). Eveleigh Works Blacksmith (Blacksmith) is located in Bay 1 and 2 of the Locomotive Workshops building within the northern portion of South Eveleigh (formerly the Australian Technology Park). The information contained within the OPoM has been provided to Ethos Urban by the Blacksmith and Mirvac.

1.1 Background

Historically, the broader South Eveleigh site was used for railway maintenance, storage and other associated industries. Use of the South Eveleigh site as marshaling yards and workshops formed part of a large railway-based precinct on both sides of the main railway line, dating from 1882 and growing in size until its closure in 1989. Since this time, the precinct has been progressively redeveloped and repurposed.

In 2014, the NSW Government resolved to offer development sites within South Eveleigh for sale through a selective tender process conducted by Urban Growth NSW Development Corporation (UGDC). In November 2015 Mirvac Projects Pty Ltd (Mirvac) was named as the successful party and ownership and development rights of the precinct were subsequently transferred.

The redevelopment of the Locomotive Workshop is also part of Mirvac's redevelopment strategy for South Eveleigh. Two State Significant Development Applications were approved by the Independent Planning Commission on 22 February 2019. SSD 8517 relates to Bays 1-4a and SSD 8449 relates to Bays 5-15.

1.2 Site Context

South Eveleigh is strategically located approximately 5km south of the Sydney CBD, 8km north of Sydney airport and within 200m of Redfern railway station. The site is located within the City of Sydney Local Government Area (LGA).

South Eveleigh is located on the south-eastern side of a major railway corridor and adjacent to Redfern railway station. Redfern is also one of Sydney's largest transport interchanges which provides direct access to numerous suburban and intercity lines feeding to Central and the City Circle.

South Eveleigh has an overall area of 13.2 hectares and is bound by one of Sydney's primary railway arteries to the north, railway workshops and yards to the north-west, government-owned community housing to the west, Henderson Road to the south and Garden & Cornwallis Streets to the east.

1.3 Heritage Context

The Locomotive Workshops are identified as having State heritage significance and are recognised on the NSW State Heritage Register as part of the former Eveleigh Railway Workshops (item No. 01140). The machinery and tool collection are also afforded statutory heritage protection (under the Heritage Act 1977), including examples of the machines and equipment installed in the workshops at the time that it closed. The collection is listed on the NSW State Heritage Register (No. 01141). Currently, the majority of the collection is housed in Bays 1 and 2.

The Eveleigh Locomotive Workshops Precinct, the Eveleigh Locomotive Workshops Machinery Collection and the Locomotive Workshops Building are also listed individually on the 'Australian Technology Park' S170 Heritage and Conservation Register.

1.3.1 Site Description

The Locomotive Workshop building is located within the northern portion of South Eveleigh. It is legally described as Lot 4000 in DP1194309, and has an area of 26,984m². The Blacksmith is located in the southern portion of Bays 1 and 2 as identified in **Figure 1**. Bays 1 and 2 have a footprint area of approximately 3,300m² and currently comprise the Blacksmith workshop and heritage interpretation space which houses the majority of the Eveleigh moveable heritage collection. An annex fronts Locomotive Street which is currently used for the storage of machinery and waste disposal bins.

The site is owned by Mirvac Projects (Retail and Commercial) Pty Limited as the Trustee of the Mirvac Locomotive Trust and is leased by Eveleigh Works Blacksmith.



- South Eveleigh
- Bays 1 and 2 of Locomotive Workshop

Figure 1 Site location context

Source: Nearmap / Ethos Urban

2.0 Description of Approved Development

The Independent Planning Commission approved development consent for SSD 8517 and SSD 8449 on 22 February 2019.

The development consent for SSD 8517 relates to Bays 1-4a within the Locomotive Workshops and provides for:

- Adaptive reuse of the Locomotive Workshops (Bays 1-4a) including:
 - a maximum of 11,662m² GFA for uses including retail premises, function centre, educational establishment, information and education facility, artisan food and drink industry, general industrial (retention of the Blacksmith) and recreation facility (indoor);
 - a loading dock and travelator;
 - associated heritage conservation works; and
 - public domain works, external illumination and signage.

Development consent for SSD 8449 relates to Bays 5-15 within the Locomotive Workshops and provides for:

- Adaptive reuse of the Locomotive Workshop (Bays 5-15) including:
 - a maximum 27,458m² GFA for commercial premises including 156m² for retail uses;
 - associated heritage conservation works; and
 - external illumination and signage.

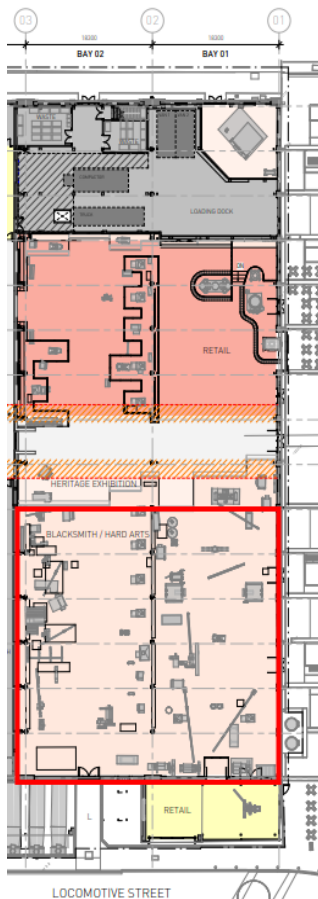
This OPoM has been prepared in accordance with condition B46 of SSD 8517 and condition B37 of SSD 8449 and provides information in regard to the current and ongoing operation of the Blacksmith. Certain operational practices may be modified during construction phase of the planned redevelopment and following completion of the proposed development.

Notwithstanding this, throughout the construction phase and once the other tenancies within the Locomotive Workshop are operational, in accordance with conditions B46 and F16 within SSD 8517 the Blacksmith is permitted to operate 24 hours a day, 7 days per week.

3.0 Purpose and Objectives

3.1 Purpose

This OPoM explains how the Blacksmith workshop within the southern portion of Bays 1 and 2 (see **Figure 1** below) of the Locomotive Workshop currently operates.



3.2 Objectives

The objectives of this OPoM are to:

- Ensure ongoing operation of the Blacksmith tenancy;
- Create an environment that is consistent with the vision of the precinct as a vibrant and successful destination that is recognised as a responsible and responsive part of the local community;
- Ensure the continued operation of the Blacksmith aligns with Mirvac’s management policies and other requirements as relevant to the broader precinct; and
- Minimise the impact of the operation of the Blacksmith on the surrounding community and respond to community concerns promptly and professionally.

3.3 Implementation

The Blacksmith will continue to operate in accordance with the current tenancy arrangements and this OPoM. The Blacksmith will adhere to the following rules of operation at all times:

- Comply with all relevant regulatory approvals;

- Comply with Mirvac's policies relevant to the South Eveleigh precinct; and
- Comply with the principles established in this OPoM.

During the detailed design phase of each tenancy within the other portions of the Locomotive Workshop development, i.e. Bays 1 and 2 north and Bays 3-4a, consideration will be given by the future tenant and its operation to the operational characteristics of the Blacksmith workshop. In this regard, each future tenancy will be designed to ensure that their operation does not conflict with the continued operation of the Blacksmith.

Accordingly, the tenant fit-out guidelines will ensure that the future tenants are aware of the ongoing operations of the Blacksmith and this OPoM.

4.0 Ownership and Management

4.1 The Blacksmith Operation

The Blacksmith is the largest and most technologically advanced workshop in the southern hemisphere. Bays 1 and 2 are the only intact operational Bays that remain within the Locomotive Workshop, since it was opened in 1887 by the NSW government for the maintenance and manufacturing of steam production.

The Blacksmith operation currently utilises a range of equipment, including gas, oil and coke furnaces, striking and traditional anvils, hammers, tongs and other tools.

The Blacksmith holds a number of workshops and courses, including self-guided projects and supervised sessions providing access to blacksmithing equipment. The staff also undertake commission-based work creating ironwork for a number of different clients.

4.2 Site Management Team

Mirvac employs a site management team, that are responsible for the entire South Eveleigh site, including Bays 1 and 2 in the Locomotive Workshop. Contact details of the relevant people are detailed in **Table 1** below.

Table 1 Contact details – site management

Name	Role	Contact details
Matt Mewburn	Eveleigh Works Blacksmith – Manager	Phone: 0499 986 899 Email: matt@eveleigh.works
Amanda Easton	Mirvac Asset Manager	Phone 0420 317 052 Email: amanda.easton@mirvac.com
Daniel Newman	Mirvac Senior Facility Manager	Phone: 0466 853 870 Email: daniel.newman@mirvac.com
Harley Imber	Mirvac Facility Manager	Phone: 0466 420 712 Email: harley.imber@mirvac.com

Once the redevelopment works in the Locomotive Workshops are complete, Mirvac’s Site Management offices will likely be located in Bay 15. However, during construction works, the site management offices are located in Building 3. The Site Management offices are staffed Monday to Friday between 8am and 5pm. Out of these hours, on-site security personnel will be the point of contact.

4.3 Site Security

Once the redevelopment works in the Locomotive Workshops are complete Mirvac’s Site Security office will likely be located in Bay 15, adjacent to the Site Management Team offices. However, during construction works, the Site Security is located in Building 3. Security personnel will be on-site 24hours, 7 days a week. Security personnel will be responsible for on-foot patrols of the Locomotive Workshop Building, both internally and externally. The exterior of the Locomotive Workshop will also be monitored by close-circuit television (CCTV).

CCTV systems will be installed throughout the Locomotive Workshop, in strategic places that may include:

- The northern (rear) access way, the eastern side of the building, Innovation Plaza and along Locomotive Street;
- Entry and exit points of the building;
- Fire stair doors;
- The travelator;
- Public areas; and
- Tenant areas (as necessary).

5.0 Operational Plan of Management

5.1 Hours of Operation

The Blacksmith is permitted to operate 24 hours, 7 days a week

5.2 Public Access

At present, public access to Bays 1 and 2 is permitted Monday to Friday 7am-6pm and access to the Blacksmith area in the southern portion of Bays 1 & 2 is restricted by a metal fence.

Public access is not permitted to Bays 1 & 2 on Saturdays and Sundays, but access to the Blacksmith tenancy (Bays 1 & 2 south) can be granted by Eveleigh Works, the Blacksmith operator.

Under the approved SSD 8517 of the Locomotive Workshops, public access to Bays 1-4a is permitted from 6am to midnight.

The Site Management team is able to grant access to contractors with prior consent from the Blacksmith.

External contractors are required to sign in / out of the Locomotive Workshop at the Site Management Office.

5.3 Blacksmith Staff

The number of staff within the Blacksmith operation varies between 5 to 10 depending on classes, workshops and projects.

6.0 Daily Operation

6.1 Waste Management

Waste generated by the Blacksmith will be classified under the following waste streams:

- Recycling (glass and plastic); and
- General waste.

Industrial waste and other forms of waste will be disposed of on a need's basis, at the discretion of the Blacksmith. Waste storage is currently located in the annex room fronting Locomotive Street, however an agreed temporary location on site will be provided by Mirvac during construction works.

Waste storage and disposal methods will continue under the current and temporary arrangements until storage and servicing in the future loading dock in the northern portion of Bays 1 and 2 is constructed and operational logistics are finalised.

6.1.1 Roles and Responsibilities

The Blacksmith is responsible for the separation of waste and location of bins within its space and is encouraged to undertake methods to reduce waste generation.

6.2 Deliveries and Loading

Deliveries, despatch and any movement of goods to and from the Blacksmith tenancy will continue to occur on Locomotive Street via the main Bay 2 entry doors adjacent to the annex room.

6.3 Noise

Given the work undertaken by the Blacksmith, noise generated from the operation is likely to have an effect on adjacent tenancies. Prior to the detailed design and fit out of tenancies, Mirvac will ensure that each surrounding tenancy is designed with appropriate noise attenuation measures, so as to allow the operation and viability of each space and continued operation of the Blacksmith.

6.4 Ventilation

Prior to the issuance of occupation certificates for surrounding tenancies, Mirvac will ensure adequate ventilation and compliance with the relevant standards and codes is achieved.

6.5 Parking

No designated car parking spaces are provided for Bays 1 and 2.

7.0 Events and Workshops

The Blacksmith is undertaking an increasing number of events and workshops. All events are booked online and are currently managed by an external contractor. Workshops run every weekend and during some weeknights, with varying numbers of participants and visitors (up to 50 people in workshops and occasionally up to 1000 visitors viewing Blacksmith work and operations).

It is expected that the number of events and workshops will increase with the redevelopment of the precinct. At the time that this is realised, Mirvac will manage this in accordance with the other tenancy arrangements and event management procedures.

8.0 Complaints Handling Procedure

8.1 Operation

All staff members and teachers will undergo complaints handling and training to ensure they can appropriately manage direct complaints and determine when they are required to be elevated to the Tenant Manager or Site Management.

As a basic course of procedure, if a complaint is made on-site, the following actions should be followed:

1. The Tenant Manager will be requested to address the concerns and take appropriate action to resolve the situation.
2. If the person making the complaint continues to behave in an unsatisfactory or threatening way, the person will be asked to leave the premises.
3. If the person refuses call security or at a last resort, call the police.
4. The incident or complaint would be required to be noted in the complaints register (refer **Appendix A**).

Direct complaints will be managed by on Site Management and the Blacksmith in Bay 1 and 2. The public and patrons will also have the opportunity to escalate issues to Site Management and Mirvac.

8.2 Incident Reporting and Complaints Register

Complaints from the community and between other tenants are to be noted in a Complaints Register. The register will be kept to identify any incidents that may have occurred or complaints that are considered to be worth noting, including the day, time, and details of the incident. This will also include the immediate actions taken to address the complaint as per the general public and tenant recording sheet in **Appendix A**.

The task of the Blacksmith and Site Management Teams is to ensure that all incidents or complaints are recorded, and management responses are documented. The register should be made available to all staff, Site Management and the Department of Planning upon request.

The complaint register will be provided to the Planning Secretary every 6 months.

The procedures detailed in this OPoM are designed to minimise complaints. The Blacksmith and Site Management Team is always to deal with empathy and respect to any person making a complaint.

Any operational issues that arise from surrounding tenants should be directly notified to Mirvac for their records. As the Site Manager, Mirvac will manage the operation of all tenancies within the Locomotive Workshops.

9.0 Emergency and Evacuation procedures

9.1 Obligations

Site Management and the Blacksmith will oversee the emergency response procedures and training within Bays 1 and 2. This process requires the cooperation of Site Management and the Blacksmith. The Blacksmith will nominate a representative who will be involved with safety training, the representatives(s) are required to liaise with Site Management who will guide tenant representatives through the emergency and evacuation training.

9.2 Wardens

Mirvac will appoint on-site personnel as Chief Fire Wardens for the Locomotive Workshop.

9.2.1 Building Chief Warden

The on-site security personnel will be appointed as the Chief Fire Wardens for the Locomotive Workshop Building. In the event of an emergency, the Chief Fire Wardens will wear a white hat.

9.2.2 Tenant Wardens

Tenant wardens will be responsible for coordinating staff and visitors of the Locomotive Workshop and communicating with the Chief Fire Wardens during emergency situations. Each tenancy is required to nominate a sufficient number of wardens to perform these duties. Individual tenancies will be responsible for recording the movement of persons in / out of the tenancy. This information will be required during evacuation procedures.

Matt Mewburn is the warden for the Blacksmith tenancy.

Tenant wardens will be required to attend Emergency Response Procedure Training every six months and any meeting organised by Site Management in relation to emergency response procedures.

In an event of an emergency, tenant wardens will be required to wear yellow hats provided by Site Management.

9.2.3 Evacuation Procedures

All personnel will be required to follow the direction of the Building Chief Wardens and Emergency Services personnel. In the event of an evacuation, staff and visitors will not be permitted to re-enter Bay 1 and 2 or the Locomotive Workshop Building until instructed by the Building Chief Warden.

The emergency evacuation assembly area is the Vice Chancellor's Oval.

9.3 Training

Mirvac will schedule and facilitate the relevant training for all nominated personnel, ensuring they are able to conduct their duties.

9.4 First Aid

All teachers and staff are first aid certified as funded by Eveleigh Works. Matt Mewburn is the Safety Officer for the Blacksmith operation. All Security personnel are first aid trained and are on site 24 hours, 7 days a week.

10.0 Amendments to this Plan

This OPoM will be reviewed and revised as necessary by the Blacksmith and Site Management. It will be reviewed and revised as necessary when the design of the Locomotive Workshop is finalised. Future neighbouring tenants will be provided a copy of this OPoM and will be notified of any amendments or revisions made.

11.0 Declaration

I, _____ of _____ (operator) acknowledge that I agree to the terms and understand my obligation in relation to this Operational Plan of Management.

Signed

Date

Appendix A

General Public and Tenant Concerns – Complaints Register

General Public Complaints Register	
Reference Number	
Date	
Time	
Recorded by (Employee Name)	
Visitor Name	
Visitor Address	
Visitor Concern	
Action Taken	
Action Complete	
Date	
Time	
By (Employee Name)	
Signature	

Tenant Complaints Register	
Reference Number	
Date	
Time	
Recorded by (Employee Name)	
Tenant Name	
Tenant Address / Bay	
Tenant Concern	
Action Taken	
Action Complete	
Date	
Time	
By (Employee Name)	
Signature	