

Heritage Asset Management Strategy 2013-2018

Australian Technology Park Sydney Limited ('ATPSL') is a NSW Government corporation responsible for the management of part of the former Eveleigh Locomotive Workshops in Sydney's Inner West. ATPSL is a subsidiary entity of UrbanGrowth NSW Development Corporation (UGDC). On a day-to-day basis, ATPSL operates as an independent entity with significant responsibility for managing the heritage assets within the Australian Technology Park.

The Australian Technology Park had its genesis in the mid-1990s, with a coalition of the University of Sydney, the University of NSW and the University of Technology Sydney coming together to develop the former Locomotive Workshops precinct at Eveleigh into a venue for incubating high technology businesses and research enterprises. This vision has grown to encompass a thriving business park, focused on information technology and research, as well as the media industry, defence and government administration. The Park is also a venue for major trade exhibitions and entertainment events. The Australian Technology Park incorporates three major heritage buildings and a range of new office buildings. According to the ATP Masterplan, upon completion of the redevelopment, the site will have over 226,000 m² of commercial office space and a population of approximately 10,000 workers.

Heritage is a major theme at the Australian Technology Park, with three showcase heritage buildings: the Locomotive Workshops, the National Innovation Centre (in the former Engine Shop) and the International Business Centre (in the former Works Manager's Office) as well as a large collection of historic industrial machinery from the era of steam locomotion. These buildings contribute significantly to the aesthetic of the site, and their landmark qualities dominate a number of views¹. ATPSL is responsible for the management, maintenance and celebration of these assets within the context of a growing major commercial hub².

Historically the Australian Technology Park had links to the Eveleigh Carriage Workshops and North Eveleigh Precinct, to the north of the railway line, as well as to the Large Erecting Shop and the railway maintenance area further west of the present Park boundaries. While these areas are now outside of the area of responsibility of ATPSL, opportunities may exist in future to develop linkages with these sites, to improve the interpretation and promotion of the railway heritage of this important precinct³. There is also opportunity to research and develop the relationships of the precinct with the local Aboriginal community, which are of historical and contemporary importance⁴.

¹ These qualities should be conserved and enhanced, as specified in the *ATP Conservation Management Plan* (2013), p.102

² Refer to the *ATP Conservation Management Plan* (2013), p.115-116, for policy on the ongoing custodianship and evolution of the site to both retain and add heritage, social and economic value

³ As specified in the *ATP Conservation Management Plan* (2013), p.101

⁴ As specified in the *ATP Conservation Management Plan* (2013), p.103

Australian Technology Park Precinct Management Ltd has prepared this *Heritage Asset Management Strategy* (HAMS) in compliance with the requirements of the *State Agency Heritage Guide*, issued under Section 170A of the NSW *Heritage Act 1977*. This HAMS sets out a range of ongoing heritage management responsibilities as well as specific projects required to enhance the site's heritage values and ensure they are appropriately managed into the future. ATP will use this document to provide input to future business planning and budgeting processes.

The ATP HAMS is set out with a five-year horizon and should be referred to annually for business planning purposes. The Strategy will be reviewed no less than once every five years. This document represents a revision of the second ATPSL HAMS prepared in 2010.

Heritage Achievements 2008-2013

In the five years since the production of the initial ATPSL HAMS document in 2008, ATP has spent over four million dollars on the maintenance, restoration and conservation of the site's historic buildings and moveable heritage, as well as on a large number of specific heritage-focussed projects. The works and projects that have been completed or implemented in the period between 2008 and 2013 are listed below:

2008

- Section 170 Heritage and Conservation Register endorsed by the Heritage Council
- Heritage Assessment Management Strategy endorsed by the Heritage Council

2009

- Pivot Crane restoration
- Steam Crane restoration
- Adaptive reuse of historic iron beams in Innovation Plaza
- All remaining moveable heritage items and machinery located under cover

2010

- Movable heritage items tagged
- Structural repairs to Bays 1 and 2 walls
- Restoration and recertification of all existing overhead cranes
- Water Tower painted
- Integration of S170 Register with Asset Management System
- Establishment of the Heritage Volunteers Program
- Pattern Rack Conservation and Cataloguing
- Laying of new compacted flooring in Bay 1 South
- Structural repairs to Water Tower support structure

2011

- Machinery maintenance procedures established

2012

- Review of Conservation Management Plan (CMP) commenced
- Façade repairs to the Locomotive Workshops and repainting of external metalwork
- New glass bi-parting doors and entrance vestibule to airlock in Bay 1
- Accumulators outside Bay 4 painted and repaired
- Pump Room Interpretation Plan Prepared
- Heritage Film Festival
- Heritage Open Day
- Interpretive Signage
- Skylight replacement to Bays 1 and 2
- Repair and restoration of Roof Lanterns to Bays 3 to 9
- Bays 1 and 2 North Interpretive Walkway Established
- Cyclical Maintenance Plan for Locomotive Workshop Façade prepared

2013

- Bay 1 North Lift Door bird proofing
- Forge and 2CWT hammer remediation works
- Volunteer program cleaning works to machines in Bay 3-8 and the Biomed foyer
- Conservation of timber floor to the Pump Room floor
- Volunteer program cleaning of the Steam Pump in the Pump Room
- Sorting and disposal of waste stored in Pump Room



The Pivot Crane from the former Wheel Shop was re-erected as an interpretive reconstruction in 2011, within Innovation Plaza.

An approximate breakdown of the funding spent on heritage works and projects from 2008 to 2013 is outlined below:

Works/Project	Approximate Expenditure
Bays 1 & 2 repairs & maintenance	\$300,000
Structural works Bays 1 & 2	\$400,000
Façade repairs and restoration	\$2,000,000
Cranes restoration	\$100,000
Bays 1 & 2 Skylights	\$100,000
Bays 3 -9 Skylights	\$940,000
Bay 1 South flooring	\$50,000
Forge & 2 CWT Hammer Repairs	\$30,000
Doors Bays 1 & 2 and Bays3/4 Airlock	\$80,000
Water Tower repainting	\$20,000
Water Tower foundations repair	\$70,000
Accumulator painting and repairs	\$100,000
Innovation Plaza	\$100,000
Heritage painting and repairs	\$100,000
Heritage Volunteer program	\$10,000
Total (approx.)	\$4,400,000

Responsible heritage management by state agencies

The aim of the *State Agency Heritage Guide* is to ensure the numerous heritage assets owned and managed by State government agencies follow 'best practice' to make sure their heritage assets are properly identified, well cared for, and if possible, kept in use.

The NSW Government has adopted a position that the community expects the public sector to set the standards in the management of heritage assets as a model for the private sector. Incorporating a number of principles and guidelines, the *State Agency Heritage Guide* aims to get these agencies to use their heritage assets wisely, to maintain them in a sustainable manner and to have them recognised and included within the corporate planning and budgetary processes.



The former Works Manager's Office was the first building adapted for a new use at the ATP, in the mid 1990s. It is now the International Business Centre.

State Owned Heritage Management Principals

ATPSL endorses the following key principles, as outlined within the *State Agency Heritage Guide*, for the ongoing management of its heritage assets:

1. The physical remains of the railway uses of the Australian Technology Park are acknowledged as highly significant. These items enhance the Park and provide it with the special character that makes it a desirable place for businesses, workers and visitors.
2. Heritage assets within the Park will be maintained and interpreted in a manner compatible with their heritage significance.
3. Heritage requirements shall be considered in risk-based maintenance prioritisation.
4. State significant heritage assets shall be maintained in accordance with the Minimum Standards of Maintenance and Repair as a baseline.
5. Corporate information systems will be updated and integrated to include heritage and asset management information.
6. Opportunities will be explored to enhance the understanding and interpretation of the site's history.

Challenges in managing the heritage of the Australian Technology Park

Compliance

ATPSL acknowledges its responsibilities to manage and maintain the heritage values of the Eveleigh Locomotive Workshops Precinct in accordance with heritage requirements⁵. ATPSL will work, through the program set out in the HAMS, to ensure all matters comply with the heritage requirements, as a minimum. Wherever possible, ATPSL will strive to go beyond minimum compliance, to enhance the value of the site for visitors, workers and the people of NSW⁶.

Asset protection and maintenance

ATPSL has significant responsibilities to protect the assets in its care, control and management. This needs to be done within the context of a relatively small site which is heavily developed and in constant use as a commercial business precinct. The heritage assets on the site make a major contribution to the character of the place and enhance its value to tenants and visitors. This makes the Park significantly different from a business park on a greenfields site, and ATPSL recognises the need to capitalise on the heritage values of the place to make it an interesting and attractive venue for business and events. To this end, ATPSL will ensure heritage assets are protected and maintained to preserve the special character of the precinct.

While ATPSL has overall responsibility in regard to its statutory obligations for asset protection and maintenance, opportunities can be explored through leasing processes to make ongoing maintenance and conservation works to significant components a requirement of new lessees.⁷

Presentation

⁵ Outlined in greater detail in the *ATP Conservation Management Plan* (2013), p.115

⁶ As specified in the *ATP Conservation Management Plan* (2013), p.116

⁷ As identified in Policy 7.2 in the *ATP Conservation Management Plan* (2013), p.126



The Locomotive Workshops Precinct has a rich history which is of interest to the general population. The site also has a large population of workers and visitors to the site, all of who serve as potential audiences for the interpretation and presentation of the site's history. ATPSL will work to harness community interest and enthusiasm⁸ and enhance the presentation of the site's history, particularly the social history and the story of the railway workers, which can be easily overlooked in the story of the site's technological history.

Collections management

The Eveleigh Locomotive Workshops maintain a large collection of *in situ* historic machinery, which demonstrates the range of processes which were used on site in the manufacture of locomotives. The items present many opportunities to interpret the history of the workshops⁹. This collection is unique in Australia and ATPSL will explore potential partnerships with cultural institutions which may be able to assist in the management, presentation and conservation of this collection.



The Loco Workshops (top-previous page) and National Innovation Centre (in the former Engine Shop) are dramatic reuses of industrial buildings for commercial purposes.

Both contain significant remnants of the machinery and equipment originally used in the workshops.

⁸ As specified in the *ATP Conservation Management Plan* (2013), p.102-103

⁹ As specified in the *ATP Conservation Management Plan* (2013), p.102

The Heritage Asset Management Strategy (HAMS)

ATP commits to the successful management of its heritage assets through its *Heritage Asset Management Strategy* using the five-stage planning process, as outlined within the *State Agency Heritage Guide*.

1. Identify
2. Plan
3. Manage
4. Implement
5. Monitor & Report

ATPSL's heritage asset portfolio consists of the following items:

- The Locomotive Workshops
- The National Innovation Centre (former Engine Shop)
- The International Business Centre (former Works Manager's Office)
- An historic water tower
- The Heritage Machinery Collection (mainly housed in the Locomotive Workshops)

The ATPSL Section 170 Heritage and Conservation Register was endorsed by the Heritage Council in August 2008.

An update and review of the Register is being undertaken in 2013.

The proposed Heritage Asset Management Strategy is set out on the following pages:



Bays 1 and 2 of the Loco Workshops are largely unchanged from the period the Workshops were in operation and include significant assemblages of tools and machinery from the Blacksmiths Shop. An Interpretive Walkway and lighting was installed in 2012.

HERITAGE ASSET MANAGEMENT STRATEGY

	Action	Target	Timing
1.0 IDENTIFY	Heritage and Conservation Registers <i>Required under the Heritage Asset Management Guidelines (Heritage Act s170A)</i>		
	1.1 Establish and keep a <i>Heritage and Conservation Register</i> ¹⁰	Update as required	Endorsed August 2008 Currently under review June 2013
	1.2 Integrate Moveable Heritage into S170 Register ¹¹	Incorporated into S170 Register	Endorsed August 2008 Currently under review June 2013
	1.3 Integrate S170 Register with ATP Asset Management System (AMS)	Update as required	Completed 2008 Review ongoing
	1.4 Establish a tagging/tracking system for moveable heritage	All moveable heritage items in S170 Register tagged & tracked within the Asset Management System	Completed 2011 Review ongoing
	1.5 Disposal/cleanup of non-significant material & accumulated rubbish	All non-significant material to be disposed of, to allow better opportunities to interpret the site. Items with residual heritage value, not related to Eveleigh, will be offered to other collecting institutions.	Accumulated rubbish has now been removed. Disposal process part of a separate Board Paper approval in 2013.

¹⁰ Required under *Heritage Act*, S170

¹¹ Required under *Heritage Act*, S170

	Action	Target	Timing
2.0 PLAN	Management Action Plan <i>Required under the Heritage Asset Management Guidelines (Heritage Act s170A)</i>		
	2.1 Review Conservation Management Plan every five years	Review the site Conservation Management Plan (CMP)	Completed and endorsed October 2013 ¹²
	2.2 Undertake budget planning based on identified priorities and risks within the Asset Management System 2.3 Budgets for heritage maintenance incorporated into overall budget process.	Budget bids for next five years based on prioritised works program. See list of identified projects in the following section.	Last completed March 2013, reviewed annually. Annual review for inclusion in Capital Works Maintenance Programs.
	2.4 Prepare Interpretation Strategy for the ATP site	Plan will: <ul style="list-style-type: none"> • Review existing interpretation • Identify audience/visitors to the site • Identify gaps in existing interpretation • Explore interpretive opportunities on site • Examine methods for renewing interpretation of Bays 1 & 2 • Set out recommendations for on- and off-site (e.g. web-based) interpretation • Help to maintain and enhance the connection between separate site elements¹³ 	Subject to finalisation of the CMP (2014)

¹² In accordance with Policy 1.1 and 1.4 in the *ATP Conservation Management Plan* (2013), p.117-118

¹³ As specified in the *ATP Conservation Management Plan* (2013), p.101, 102

2.0 PLAN	2.5 Prepare Standard Exemptions	Identify and list the Exemptions specific to the State Significant ATP site as identified under the <i>Heritage Act 1977 S57(2)</i> and as discussed in the ATP CMP.	2014
		Submit site specific Standard Exemptions to Heritage Council for endorsement	2014
	2.6 Review SHR Listed Curtilage	Review and rationalise the currently identified curtilage for the site and update the listing information accordingly	2014
	2.7 Prepare Moveable Heritage and Machinery Management Plan	Plan will identify and manage tools and small equipment throughout the site, which has only been catalogued at a group level previously.	2014-15

	Action	Target	Timing
3.0 IMPLEMENT	Asset Maintenance Plan <i>Required under the Minimum Standards of Maintenance and Repair (Heritage Act s118)</i>		
	3.1 Ensure all State significant assets meet the Minimum Standards of Maintenance and Repair ¹⁴	Identified remedial works completed (primarily weatherproofing & structural repairs to Bays 1 & 2) Façade of the entire Locomotive Workshop repointed, repaired A building conservation specialist should be engaged to assess structural conservation works already undertaken and identify any further works needed ¹⁵	Structural repairs completed 2010, façade repairs completed 2012 Weather proofing completed 2012/13 2014
	3.2 Enter a project in the National Trust Heritage Awards	Identify a suitable heritage project for entry in the National Trust heritage Awards, to raise the ATP's heritage profile in line with policies in the ATP CMP (2012: p.101-103, 115-116) Conservation Works to Bays 1 & 2 and the water tower identified as potential projects for the Awards	The Water Tower and Pump room have been identified for entry I the 2014 Heritage Awards
	3.3 Implement Cyclic Maintenance Program	Implement ongoing maintenance through Cyclical Maintenance Plans and organise a specific program of works to ensure all maintenance items are kept up-to-date, as specified in the ATP CMP. This program should align with the establishment of a regular inspection program. ¹⁶	2013-14 2013 Ongoing annually

¹⁴ Required under *Heritage Act*, s118

¹⁵ As specified in the *ATP Conservation Management Plan* (2013), p.123

¹⁶ In accordance with Policy 4.7 in the *ATP Conservation Management Plan* (2013), p.123

	Action	Target	Timing
3.0 IMPLEMENT	Identified Conservation Projects		
	3.4 Structural conservation generally	Engage a building conservation specialist to audit structural conservation works already undertaken and identify any further works needed ¹⁷	2014
	3.5 Wheel Press, Flange Press, Traverser & other equipment	Conserve Wheel Press, Flange Press, Traverser and other equipment. Conservation projects involving these items and other equipment in the movable heritage collection should be undertaken by conservation or suitably skilled specialists.	Relocated 2012, 2014-2018
	3.6 Cranes	Annually inspect for structural soundness and required maintenance and undertake any identified conservation or repair works	Ongoing annually
	3.7 Bays 1 & 2 North	Functional reorganisation of items within the area to assist conservation and interpretation	2013 (depends partially on results of interpretation plan, currently being prepared)
	3.8 Billet Holder Racks for Bay 1	As part of the functional reorganisation of items within the area, design and commission holding rack for the Billets to be displayed and interpreted in Bay 1 North	Documented and proposed commissioning anticipated for 2014
	3.9 Sub-foreman's Shed Bay 2 Conservation/Interpretation	Decontaminated As part of the functional reorganisation of items within the area, develop scope and costing for essential maintenance, conservation and presentation interpretation of the Sub-foreman's Shed	2013 2014

¹⁷ In accordance with Policy 4.4 in the *ATP Conservation Management Plan* (2013), p.123

	Action	Target	Timing
	3.10 Pump Room Interpretation	Implement interpretation plan for the Pump Room and install signage	Documented 2012, anticipated for 2013
	3.11 Bay 15 Entry	Design sympathetic new entry for Bay 15 to replace existing poor quality entry	2014
	3.12 Air Conditioning Plant and West end of Façade	Overhaul the air conditioning plant and undertake repair and conservation works to the west end of the Locomotive Workshops façade	2015-16
	3.13 International Business Centre Restoration	Develop scope and costing for essential maintenance, restoration and conservation of the International Business Centre Undertake works as specified	2015 2016
	3.14 International Business Centre Belltower	Repair and conserve bell as component of above restoration and make operational	2013
	3.15 ATP Website	Introduce a heritage section to the ATP website detailing the history of the site and the ways ATP is working to conserve and promote its heritage	2016
	3.16 Heritage Interpretation 'App'	Develop an 'App' (digital application) for smartphones and tablet computers to be used in conjunction with existing and proposed heritage interpretation methods and material at ATP	2014 (subject to results of current draft interpretation plan)
	3.17 Lighting of Heritage Items	Develop scope, design and costing for specific lighting of heritage items throughout the ATP precinct Install lighting as specified to remaining heritage items subject to availability of Capital Works Funds	Both Steam and Pivot Cranes in Innovation Plaza have had lighting installed. Remainder 2013 -18

3.0 IMPLEMENT	3.18 Australian Heritage Week	Organise and run an event at ATP for Australian Heritage Week, to raise ATP's heritage profile in line with policies in the ATP CMP (2012: p.101-103, 115-116). Potentially align with the National Trust Heritage Awards	April 2014
	3.19 Media Stories	Make use of local and state media resources to present stories on the history, heritage and conservation of ATP to a wider audience, to raise ATP's heritage profile in line with policies in the ATPSL CMP (2012: p.101-103, 115-116).	Ongoing, to be implemented 2014
	3.20 Oral History Research ¹⁸	Research and record the oral histories for the site to preserve this facet of the historical record before it disappears. Produce a documentation of the oral history recording	2013-2015 2013-2015

¹⁸ In accordance with Policy 10.4 in the *ATP Conservation Management Plan* (2013), p.129

	Action	Target	Timing
4.0 MONITOR AND REPORT	Heritage Register Maintenance		
	4.1 Maintain <i>S170 Heritage & Conservation Register</i> ¹⁹	Register and linkages to the Asset Management System (Pinnacle) updated and maintained	Ongoing
	Performance Reporting		
	4.2 Undertake audit of heritage items ²⁰	Inspect collection/buildings annually for essential maintenance	2014
	4.3 Review interpretation & Interpretive Media	Review site interpretation in accordance with the provisions of the Conservation Management Plan	2014
4.4 Provide a bi-annual heritage report to the ATPSL Board. (The bi-annual report should also be provided to the Heritage Council of NSW for their information.)	The Heritage Report will include: <ul style="list-style-type: none"> • progress of the HAMS projects and project development • amendments to the S170 Register • funding arrangements and expenditure • matters that have required Heritage Office approval 	Bi-annual	

Glossary of Abbreviations:

CMP	Conservation Management Plan
CMS	Conservation Management Strategy
Curtilage	Area of land that is covered by the heritage listing
HAMS	Heritage Asset Management Strategy
SHR	State Heritage Register

¹⁹ Required under *Heritage Act*, s170

²⁰ Required to ensure compliance with Minimum Standards of Maintenance and Repair, *Heritage Act* s118; also specified in the *ATP Conservation Management Plan*.