4.5 SIGNIFICANT VIEWS

Several key views of heritage significance have been identified for the Powerhouse site in relation to external heritage items and landscape character that influence, enhance, and contribute to the significance of the heritage items contained within the site, as well as the site in its wider heritage context in Ultimo. These key views are identified as:

1. Views from Darling Harbour
2. Views to the site from Harris and William Henry Streets
3. Views from William Henry Street Bridge
4. Views from The Goods Line
5. Views and Access from Darling Drive, Exhibition light Rail Station, and Hay Street

4.5.1 Views from Darling Harbour

Historically, the main view line of the Ultimo Power House was from Darling Harbour, although the chimneys were a dominant element within the wider Ultimo skyline from many directions. The 2003 Architectural Projects CMP described an opportunity to enhance the view of the Power House buildings from Darling Harbour,[7] however recent development in Darling Harbour and adjacent to the subject site, most notably the 2016 development of the high rise Urbanest student accommodation, has significantly reduced the ability for views from Darling Harbour to the site.

The impact of the construction of the Urbanest development on view lines between Darling Harbour and the Powerhouse site was noted in the 2013 Statement of Heritage Impact for the Urbanest Development (TKD Architects), concluding:

> Views to the Powerhouse Museum will be affected by the two residential blocks in the Haymarket Precinct situated within the Rail Corridor, which will also be impacted. However, the principal views to the Powerhouse Museum are available from Harris Street and will not be affected by the proposed development, while views to the building are of secondary importance. Also, the presence of the residential blocks will have no impact on the physical fabric of the Darling Harbour Rail Corridor because the area of the Corridor on which they stand was modified in the recent past with the formation of Darling Drive. There will be little impact on appreciation of the Corridor or interpreting it – apart from the loading dock associated with the proposed Exhibition Centre (see above), there are other no impacts on the Rail Corridor resulting from development on the SICEEP site.[8]

Other eastern view lines to the site, such as from Darling Drive and Hay Street are discussed below.

4.5.2 Views from Harris and William Henry Streets

While historically the Ultimo Power House did not have a frontage to Harris Street, the former Power House buildings are highly visible from the intersection of Harris and William Henry Streets. Views to both the former Power House buildings as well as Ultimo Post Office from the corner of Harris and William Henry Streets is important to maintain. The green and red lattice fencing on the Harris Street frontage currently obstructs the view lines to the buildings. The views from these frontages could be improved significantly through updated fencing which allows visibility whilst ensuring the security of the corner, which has a history of car-related accidents penetrating the site. There is an opportunity to re-establish the visual connection between the small scale, former Ultimo Post Office and the large scale Power House buildings.

Figure 4.3 View of the Powerhouse Museum from the western side of Harris Street

Figure 4.4 View of the Powerhouse Museum looking towards the Ultimo Post Office from the sidewalk adjacent to Harris Street

Figure 4.5 View of the Ultimo Post Office from the western side of Harris Street

Figure 4.6 View of the Ultimo Powerhouse Museum complex from the opposite corner of the intersection of Harris and William Henry Street

Figure 4.7 A close-up view of the Ultimo Powerhouse Museum complex from the opposite corner of the intersection of Harris and William Henry Street

Figure 4.8 View of the Ultimo Powerhouse Museum complex from the opposite side of William Henry Street

4.5.3 Views from William Henry Street Bridge

While the construction of the William Henry Street overbridge resulted in a significant visual impact to the Power House buildings from this elevation, obscuring the lower sections of the northern façade of the North Annex and Boiler House, the upper sections of the Federation brick buildings remain a dominant feature from this road approach—a view that is important to retain. The bridge provides excellent views to the northern and eastern facades of the Boiler House and the northern façade of the North Annex. The pedestrian walkway along the William Henry Street Bridge affords the only publicly accessible location from which the remains of the former Pump House (demolished during construction of the overbridge) is visible.

Figure 4.9 View of the Ultimo Powerhouse Museum complex from the opposite side of William Henry Street Bridge

Figure 4.10 View of the Ultimo Powerhouse Museum complex from the opposite side of William Henry Street Bridge

Figure 4.11 View of the Ultimo Powerhouse Museum complex from the opposite side of William Henry Street Bridge

Figure 4.12 View of the North Annex from the adjacent side of William Henry Street Bridge pedestrian walkway adjacent

Figure 4.13 View of the Boiler House from the adjacent side the William Henry Street Bridge pedestrian walkway

Figure 4.14 View of the Boiler House from the William Henry Street Bridge pedestrian walkway

4.5.4 Views from The Goods Line

The Powerhouse site is visible on approach from The Goods Line to the east. There is an opportunity to enhance the accessibility and visibility of the Powerhouse Museum from the Powerhouse end of The Goods Line encouraging future foot traffic through this area, particularly considering the recent revitalisation and development of this area as a pedestrian and cycleway connection from Central station to Darling Harbour. At present the view of the Power House heritage buildings east from The Goods Line is obscured and hindered by the presence of the boxy, rectangular café in the Level 1 courtyard and the brightly coloured lift shafts adjoining the southern façade of the Boiler House. There is an opportunity to enhance views to the site from the Goods Line.

Figure 4.15 View of the Powerhouse Museum complex from the stairway access to the Goods Line

Figure 4.16 View of the Powerhouse Museum complex from the stairway access to the Goods Line

Figure 4.17 View of the Powerhouse Museum complex from the pedestrian platform of the Goods Line

4.5.5 Views and Access from Darling Drive, Exhibition Light Rail Station, and Hay Street

While the construction of intervening development over the past decade has hindered the ability for the Powerhouse site to be viewed from Darling Harbour, the site is still visible from closer locations in the east, notably from Darling Drive, the Exhibition Light Rail Station, and Hay Street. The visibility of the Powerhouse site from these eastern locations presents an opportunity for introduction of effective heritage interpretation and wayfinding elements to encourage foot traffic from Exhibition Light Rail Station, Darling Drive, and Hay Street. Museum signage is presently visible on the southern and eastern façades of the Level 1 Courtyard café.

Figure 4.18 View of the Powerhouse Museum complex from 41 Darling Drive

Figure 4.19 View of the Powerhouse Museum complex from 41 Darling Drive

Figure 4.20 View of the Powerhouse Museum complex from 41 Darling Drive

Figure 4.21 View of the Powerhouse Museum complex from Darling Drive near the Goods Line stairway access

Figure 4.22 The former Ultimo Power House buildings are visible from the Light Rail Exhibition Station platform

Figure 4.23 View of the Powerhouse Museum complex from the Light Rail Exhibition Station platform

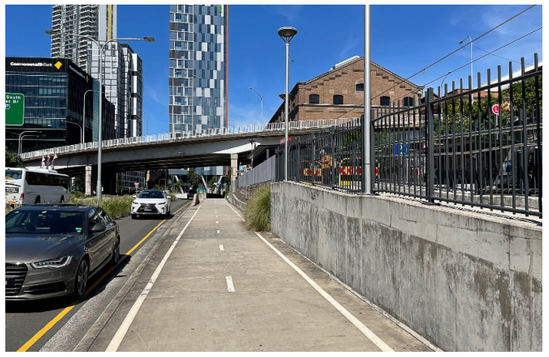


Figure 4.24 View of the Powerhouse Museum complex from the sidewalk in front of the Light Rail Exhibition Station

Figure 4.25 View of the Boiler House Building from the sidewalk going towards 41 Darling Drive

Figure 4.26 View from the sidewalk going towards the Light Rail Exhibition Station from 41 Darling Drive

Figure 4.27 View of the Powerhouse Museum complex from Hay Street

Figure 4.28 View of the Powerhouse Museum complex from the Goods Line access along Darling Drive

Figure 4.29 View from the sidewalk adjacent to the Goods Line along Darling Drive

4.6 GRADINGS OF SIGNIFICANT COMPONENTS

In order to develop a holistic understanding of the significance of the wider Powerhouse site, it is important to assess the level of heritage significance of the individual elements that compose the historical fabric of the existing buildings, with relation to their contribution to the overall heritage values of the place. Some individual heritage elements of a place may contribute to a greater or lesser degree than others to the overall heritage values of a place, as well as possessing varying distinct levels of intactness and integrity depending on the development history and condition of each element.

The assessment of significance for each built elements of the site, as well as the individual elements of each heritage building, has been ranked in accordance with the Heritage NSW criteria, as defined by the NSW Heritage Manual (2001), and summarised in Table 4.1.

This section presents an overall summary of the key elements of the Powerhouse site as a whole, and their relevant heritage significance. Grading of significant components of which each individual heritage item is composed have been provided in the individual section for each building in Part C of this CMP.

4.6.1 Overall Site Elements

Table 4.2 presents the gradings of significance for the key built elements of the Powerhouse site. These gradings are depicted in Figure 4.30. Gradings of significant fabric of each of the individual site elements have been detailed in the relevant individual item sections in Part C of this CMP.

Table 4.1 Gradings of Significant Components (After Heritage NSW guidelines)

GRADING	JUSTIFICATION	RECOMMENDATION	STATUS
● EXCEPTIONAL	Rare or outstanding element directly contributing to an item's local or State significance	Retain, conserve (restore/reconstruct) and maintain. Intrusive elements and fabric should be removed. Sensitive adaptation of heritage items of exceptional significance may be appropriate provided that it is in accordance with Burra Charter principles and with the specific guidance provided in this CMP.	Fulfils criteria for local or State Listing
● HIGH	High degree of original fabric. Demonstrates a key element of the item's significance. Alterations do not detract from significance.	Retain, conserve (restore/reconstruct) and maintain. Intrusive elements and fabric should be removed. Adaptation is appropriate provided that it is in accordance with Burra Charter principles and with the specific guidelines provided in this CMP.	Fulfils criteria for local or State Listing
● MODERATE	Altered or modified elements. Elements with little heritage value, but which contribute to the overall significance of the item.	Retain, adapt and maintain. Demolition/removal may be acceptable provided that there is no adverse impact on the significance of the place. Retention in some cases may depend on factors other than assessed values, including physical condition and functionality.	Fulfils criteria for local or State Listing
● LITTLE	Alterations detract from significance. Difficult to interpret.	Retain, alter or demolish/remove as required provided that there are no adverse impacts on the heritage significance of the place. Sensitive alteration or demolition/removal may assist with enhancing the heritage significance of components of greater heritage significance.	Does not fulfil criteria for local or State listing
● INTRUSIVE	Damaging to the item's heritage significance.	Demolish/remove when the opportunity arises while ensuring there are no adverse impacts on the significance of other more significant components. Components that are actively contributing to the physical deterioration of components of higher significance should be removed as a matter of priority.	Does not fulfil criteria for local or State listing

Table 4.2 Grading of Significant Components of Powerhouse Site

GRADING	ELEMENTS
● EXCEPTIONAL	– North Annex – Engine House – Turbine House – Boiler House – Switch House – Ultimo Post Office (excluding 1980s extension) – Water Cooling System and Manifold – Goods Line (section of track located within site boundary)
● HIGH	– Harwood Building – Former Pump House (remains)
● MODERATE	– Wran Building
● LITTLE	– Harris Street Forecourt – Modern shade sails/structures in Level 1 courtyard – 1980s extension to Post Office
● INTRUSIVE	– Level 1 Café – Covered Walkways (Rear yard of Post Office, between Boiler House and Harwood Building) – Lattice security fence (Harris Street) – Coloured vertical coverings over modern lifts and stairs along southern façade of Boiler House

Figure 4.30 Gradings of Significance of Powerhouse site elements (Source: Curio 2021)

4.7 MOVEABLE HERITAGE

Heritage assessments conducted in the early 1980s prior to the redevelopment of the site as the Powerhouse Museum, recommended the retention of extant moveable heritage within the former Ultimo Power House. However, it is understood that a large proportion of the moveable heritage collection associated with the Ultimo Power House were removed and/or destroyed during the 1980s demolition and development works, as indicated by the following quote from Godden et al 1984:

> All electrical gear on the western gallery has been taken, even the brass covers and toggles from the electric light switches have been salvaged. But the salvage was not done with precision. Engines were smashed form their beds, slate panels broken to retrieve the last remaining pieces of copper, balustrades and railings torn out to allow easy access for demolition equipment.[9]

The Powerhouse Museum has retained a small moveable heritage collection of items specifically related to the former Power House and Tram Shed in their collection. A list of these items is provided at Appendix F. This list includes:

- Original plans and drawings, and microfilms of drawings, plans etc. relating to the Ultimo Power Station (P3251)
- Pressure gauge, portable recording, used at Ultimo and White Bay Power Stations (99/20/1)
- Light globe made by General Electric Company Ltd, used at the Ultimo Power Station (2007/206/1)
- 'First Aid to the Injured' book used by Lloyd Birdsall at the Ultimo Power Station (2000/26/1)

The Powerhouse Museum Collection does not form part of this CMP. The Museum Collection is subject to its own independent management plan and provisions managed under the Museum of Applied Arts and Sciences. The Collection of the Powerhouse Museum has been moved multiple times over the years with the first use of the Ultimo site not even 60 years ago. As noted by Cracknell and Longeran with respect to the Museum Collection and the Ultimo site: "...the collection has moved as it has grown, suggesting the intangibility to specific sites, and rather, more linked to the socio-cultural history than a particular place."[10]

4.8 COMPARATIVE ANALYSIS

The following section identifies similar sites to the Powerhouse site, within NSW, Australia, and internationally, to consider the Powerhouse site's relative significance in terms of cultural heritage values.

Figure 4.31 QV MAG (Source: Kspilling, Wikimedia Commons, CC by 3.0)

4.8.1 QV MAG, Launceston, TAS

The Queen Victoria Museum and Art Gallery (QV MAG) opened on the site of the former Launceston railway yards in Inveresk in 2001. The Museum and Art Gallery has a long history in Tasmania dating back to 1897.[11] The Launceston Railway Yards are one of Tasmania's largest industrial complexes and one of Tasmania's most significant industrial heritage sites.[12] From 1998, the museum developed other sites for its collections, including the Launceston railway yards in Inveresk (natural sciences and history), which allowed for the original museum at Royal Park to be dedicated to being an Art Gallery.[13]

Statement of Significance

The Launceston Railway Workshops is of historic cultural heritage significance as one of the state's most significant industrial complexes. Spanning over a century, the site has witnessed the evolution and advances in rail technology, technological innovation specific to the site and the employment of thousands of workers often including multiple generations of families. The Launceston Railway Workshops and adjacent Tramway buildings, are a rare example of an intact industrial site, still exhibiting internal and external characteristics of rail-related technology and operations. The site has the potential to reveal information on the operations of the workshops, including subsurface remains and cultural deposits, which may provide further information not available in the written record. The Launceston Railway Workshops are an example of technical and creative achievement, particularly in relation to the use of diesel locomotives, pioneering employment of concrete, and war-time production of munitions. The site has meaning for the Launceston community since for over a century it provided employment, recreational and social opportunities on a scale not comparable in Tasmania. Many lifelong friendships and relationships were formed by employees and their families. The site has a special association with pioneering engineer Edward Stone (1876-1947) responsible for the main workshops building, now known as the Stone Building. The Launceston Railway Workshops is a particularly fine example of an industrial aesthetic in Tasmania, where its form, scale, setting, materials and new buildings combine to create a visually distinctive site. Other elements of the complex such as the Blacksmith Shop have a strong sensory impact from the sight, smell and sounds of a once dirty and hot workplace.'[14]

Figure 4.32 The Casula Powerhouse (Source: Ben Williams)

4.8.2 Casula Powerhouse, Casula NSW

The Casula Powerhouse (known as the Liverpool Powerhouse at the time of construction) was built by the NSW Electricity Commission in 1951. In 1955, the four chimneys that were in place were replaced by a 250 ft stack that is now situated on the site due to the complaints of excessive smoke production in the area. The Powerhouse was closed by 1976 and over the next decade became significantly neglected, before the suggestion of converting it into an arts centre by 1987. From 2006-2008, the centre went through a significant refurbishment to update and improve its facilities as an exhibition space.[15]

Statement of Significance

'The Powerhouse Regional Arts Centre demonstrates the development of Casula during a period when economic conditions of industrial expansion and residential growth in the region required a interim local generating capacity and power supply facility. The complex in its design, construction and use as a Power Station indicates a level of technical achievement and traces the evolution of the technologies used in the generation and supply of electricity since the 1950s. The complex is representative of the power station constructed immediately after World War II and represents the end of the transition from steam to electricity as a major power source.

Aesthetically the scale of the powerhouse and adjacent chimney stack and its prominent sitting on a ridge along the banks of the Georges River, adds a landmark quality to the complex. Socially the complex is now a Arts Centre and the grounds of the complex are part of the "Liverpool Peace Park" dedicated to various groups effected by nuclear testing in South Australia. There is the potential to gain more information on the complex from further architectural, archaeological and documentary research"[16]

Figure 4.33 Brisbane Powerhouse (Source: Brisbane City Council, Flickr, CC by 2.0)

4.8.3 Brisbane Powerhouse, Brisbane, QLD

The Brisbane Powerhouse is the arts and cultural precinct located in the former New Farm Power House, positioned on the northern bank of the Brisbane River. Constructed in stages between 1926 and 1940, the New Farm Power House was Brisbane's the first council-operated power station (earlier Brisbane power stations had been operated by private companies), and supplied electricity to the entire tramway system of Brisbane as well as power and lighting loads for surrounding suburbs.

After decommissioning in 1971, the Brisbane Power House building was used variously as a works depot, a chemical store and military exercises by the Australian Defense Force becoming increasingly run down and derelict between the 1970s and 1990s. In 1989, Brisbane City Council again acquired ownership of the building, and architect Peter Roy was commissioned to design the adaptive reuse of the Power House as an arts venue. The redeveloped Brisbane Power House opened in 2000, and remains today as a Brisbane hub for creativity, art and cultural innovation.[17]

Statement of Significance

This is a place of local heritage significance and meets one or more of the local heritage criteria under the Heritage planning scheme policy of the Brisbane City Plan 2014. It is significant because:

- as evidence of the scale of the former Tramways network.
- as a powerhouse structure that retains the robust form of the original buildings and allows remnant structures and equipment to evoke its past functions.
- as an important element in the historic urban landscape of the New Farm peninsula.
- for the evidence it provides, along with the Tramway substation network, of the architectural work of R.R. Ogg.[18]

Figure 4.34 Fremantle Arts Centre (Source: David Stanley, Flickr, CC by 2.0)

4.8.4 Fremantle Arts Centre, Fremantle, WA

The Fremantle Arts Centre is situated in an Australian gothic building that was built by convicts in the early 1860s, and was originally used as a Lunatic Asylum and invalid depot for criminal offenders. In 1909 and until 1941, the asylum was converted into a Poor House for the poor and elderly women. After WWII, the building was turned into a Technical School.

The building was threatened with demolition in 1958 yet was saved and restored by Sir Frederick Samson (the Mayor of Fremantle) who hoped to convert the site into a Mariner's Museum and Arts Centre, which was completed by 1970 and named the Fremantle Arts Centre.[19]

Statement of Significance

The Fremantle Museum and Arts Centre complex has cultural significance for the following reasons:

- it has historic significance as a major demonstration of the building program undertaken in the colony during the convict era,
- it has strong associations with the treatment of mental health and women in 19th century colonial society,
- it is an outstanding local example of colonial gothic architecture, demonstrating the design capabilities of E.Y.W. Henderson and George Temple Poole,
- it has social significance as the first major restoration project in Western Australia,
- and the place is held in high regard for its colonial architecture and its more recent use as a focal point for cultural activities in Fremantle[20]

Figure 4.35 Carriageworks (Source: Adobe Stock)

4.8.5 Carriageworks, Eveleigh, NSW

Carriageworks is Australia's largest multi-arts centre.[21] The Carriageworks were constructed between 1880-1889 as part of the Eveleigh Railway Workshops precinct. The railways provided thousands of jobs opportunities for the community and played a huge part in shaping the development of Sydney and its transport to what it is today. In 2007, the Carriageworks was redeveloped as part of the larger cultural precinct scheme for the site and has become one of the most prominent multi-arts centre in Australia.[22]

Statement of Significance

The largest intact, high quality workshops site that survive from the steam era in Australia. The Carriageworks represent the prestige of the New South Wales Railways at its peak and its fabric tracks the changes and eventual decline of the industry until its closure in 1988. In contrast to the railways of other nations, the NSW Railways, hence Eveleigh, were a government enterprise rather than privately owned. The main workshops building is a rare surviving example of the work of George Cowdery and the high level of technological innovation and design undertaken by local industries and builders. It is also associated with John Whitton, who was instrumental in establishing the NSW Railways. Many of the buildings retain a high level of integrity and authenticity along with some of their ancillary structures, including the line shafting that powered machinery, rails and cranes.

An historical landmark in the area. Viewed from the train line, with the Locomotive Workshops on the other side, the Eveleigh Railway Complex is a gateway into and out of the southern end of the city. It is also from the main line that the industrial scale and proportions of the site can be appreciated. A place of high potential for industrial archaeology and interpretability. Underfloor components include rails and pits exist in some bays. The high retention many of the site's buildings and systems have the potential to demonstrate the former industrial processes.

The contribution that the place made to the development of the surrounding suburbs and associated community, state and nation is immense. Eveleigh was seminal in many major industrial strikes, the ramifications of which were felt throughout the nation. It is of national significance for its part as one of the biggest employers of migrant labour and for its history in the employment of women starting with World War II. The place is held in high esteem by former workers and the surrounding community, confirmed by the their ongoing interest and engagement.[23]

Figure 4.36 Tate Modern (Source: cceliaphoto - stock.adobe.com)

4.8.6 Tate Modern, London, UK

The Tate Modern gallery is housed by the former Bankside Power Station, which was built in two separate phases between 1947 and 1963, before closing in 1981. The Station features a turbine hall that is 35 metres in height and 152 metres long, a boiler house that runs alongside the hall and a central chimney. The building framework mainly consists of steel structures and brickwork, the original features still remain today after its conversion into a gallery in May 2000.

Statement of Significance

In December 1992 the Tate Trustees announced their intention to create a separate gallery for international modern and contemporary art in London.

The former Bankside Power Station was selected as the new gallery site in 1994. The following year, Swiss architects Herzog & de Meuron were appointed to convert the building into a gallery. That their proposal retained much of the original character of the building was a key factor in this decision.

The iconic power station, built in two phases between 1947 and 1963, was designed by Sir Giles Gilbert Scott. It consisted of a stunning turbine hall, 35 metres high and 152 metres long, with the boiler house alongside it and a single central chimney. However, apart from a remaining operational London Electricity sub-station the site had been redundant since 1981.

In 1996 the design plans were unveiled and, following a £12 million grant from the English Partnerships regeneration agency, the site was purchased and work began. The huge machinery was removed and the building was stripped back to its original steel structure and brickwork. The turbine hall became a dramatic entrance and display area and the boiler house became the galleries.

In 2009 Tate embarked on a major project to develop Tate Modern. Working again with Herzog & de Meuron, the transformed Tate Modern makes use of the power station's spectacular redundant oil tanks, increasing gallery space and providing much improved visitor facilities.[24]

4.9 ENDNOTES

1 State Heritage Inventory, NSW Office of Environment & Heritage, *Ultimo Power House* (State).
2 State Heritage Inventory, NSW Office of Environment & Heritage, *Powerhouse Museum Former Warehouse Buildings, including interiors* (Local).
3 State Heritage Inventory, NSW Office of Environment & Heritage, *Former Ultimo Post Office Including Interior* (Local).
4 Sydney Harbour Foreshore Authority (Property NSW), Section 170 Register, *Water Cooling System and Manifold*.
5 Sydney Harbour Foreshore Authority (Property NSW) Section 170 Register, Darling Harbour Rail Corridor.
6 Aurecon, 2022. *Powerhouse Ultimo – Conservation Management Plan Engagement*, p. 24.
7 Architectural Projects, 2003, p. 104.
8 KD Architects 2015.
9 Godden 1984 p. 15-16.
10 Cracknell & Longeran 2020, p. 6.
11 QVMAG, *QVMAG* (website), accessed February 2021 <https://www.qvmag.tas.gov.au/About/History>
12 Tasmanian Heritage Register Datasheet, *Launceston Railway Complex*, accessed May 2021, https://heritage.tas.gov.au/Documents/Tasmanian%20Heritage%20Register%20Entry_Launceston%20Railway%20Complex.pdf
13 QVMAG, *QVMAG* (website).
14 Tasmanian Heritage Register Datasheet, *Launceston Railway Complex*
15 Casula Powerhouse, *Casula Powerhouse* (website), accessed February 2021 <https://www.casulapowerhouse.com/about/the-building>
16 State Heritage Inventory, *Casula Powerhouse (Former Power Station)*.
17 Brisbane Powerhouse, *About* (webpage), accessed May 2021, <https://brisbanepowerhouse.org/discover/about/>
18 Brisbane City Council, *New Farm Powerhouse*, accessed May 2021, <https://heritage.brisbane.qld.gov.au/heritage-places/1163>
19 *Fremantle Arts Centre: Our History* (webpage), City of Fremantle, accessed January 2021, <https://www.fac.org.au/about/our-history/>
20 ibid.
21 Heritage Council of Western Australia, *Register of Heritage Places*, 'Museum and Arts Centre, Fremantle'.
22 *Carriageworks: Our History* (webpage), Carriageworks, accessed January 2021, <https://carriageworks.com.au/about/>
23 ibid.
24 Cserhalmi, O. & Partners, *Eveleigh Carriageworks Conservation Management Plan*, Volume 1, 2002, p. 250

5 OPPORTUNITIES AND CONSTRAINTS

The Burra Charter Process for development of conservation policy is underpinned by opportunities and constraints arising from several key factors including: the heritage significance of the site; owner and user requirements/resources and/or feasible uses; physical condition; and other external factors.[1]

This section therefore outlines the opportunities and constraints relevant to the Powerhouse site discussed as relevant to those arising from:

- Relevant heritage legislation and listings (Section 5.1);
- Cultural Heritage Significance (Section 5.2);
- Owner and User Requirements, including Site Management and Structure (Section 5.3);
- Physical Condition (Section 5.4); and
- Heritage Interpretation (Section 5.5).

The following section outlines the overarching opportunities and constraints for the Powerhouse site as a whole. Specific opportunities and constraints that relate specifically to individual buildings and site elements are included within the relevant sections in Part C of this CMP.

5.1 HERITAGE LEGISLATION AND LISTINGS

Heritage legislation and listings are a practical way in which the heritage values and significance of sites and their elements can be preserved and protected. The following section presents and discusses the relevant heritage listings that apply to the Powerhouse site with specific reference to the relevant legislation or statutory requirements, discussing the opportunities and constraints that such heritage listings may present to the site. Approvals for works to the site may be required under the EP&A Act, the Heritage Act (pending the outcome of the SHR listing) and/or NPW Act in accordance to the heritage listings that apply to the site and its individual elements. Table 5.1 lists the relevant statutory and non-statutory registers, listings and orders, and identifies those relevant to the Powerhouse site.

5.1.1 Heritage Act (NSW) 1977

Heritage items are afforded statutory protection in NSW under the NSW Heritage Act 1977 (Heritage Act). Heritage places and items of particular importance to the people of New South Wales are listed on the NSW State Heritage Register (SHR). The Heritage Act defines a heritage item as a 'place, building, work, relic, moveable object or precinct'. The Heritage Act is responsible for the conservation and regulation of impacts on items of State Heritage Significance. State Heritage Significance is defined as being of 'significance to the state in relation to the historical, scientific, cultural, social, archaeological, architectural, natural or aesthetic value of the item'.

The NSW Heritage Council is the approval authority under the Heritage Act for works to an item on the SHR. Section 57(1) of the Heritage Act requires Heritage Council approval if the work involves the following tasks:

a. Demolishing the building or work
b. Damaging or despoiling the place, precinct or land, or any part of the place, precinct or land
c. Moving, damaging or destroying the relic or moveable object
d. Excavating any land for the purpose of exposing or moving the relic
e. Carrying out any development in relation to the land on which the building, work or relic is situated, the land that comprises the place, or land within the precinct
f. Altering the building, work, relic or moveable object
g. Displaying any notice or advertisement on the place, building, work, relic, moveable object or land, or in the precinct
h. Damaging or destroying any tree or other vegetation on or remove any tree or other vegetation from the place, precinct or land.

Application for approval in accordance with Section 57(1) is undertaken by submission of a Section 60 Application to NSW Heritage Division. Section 60 applications also apply to any archaeological relics located within the curtilage of an SHR site.

Table 5.1 Summary Table of Heritage Listings and Registers

REGISTER/LISTING	DETAILS	LISTING NO.	STATUTORY IMPLICATIONS
National Heritage List	Not listed		N/A
Commonwealth Heritage List	Not listed		N/A
State Heritage Register	Ultimo Power House[2]	02045	Y
	Ultimo Post Office	00502	Y
City of Sydney LEP	Powerhouse Museum Former Warehouse Buildings, including interiors	I2031	Y
	Former Ultimo Post Office including interior	I2030	Y
Section 170 Heritage Register	Water Cooling System and Manifold	Section 170	Y
	The Darling Harbour Rail Corridor	Section 170	Y
Register of the National Estate	Ultimo Post Office	N/A	N
	The Powerhouse Museum Stage One (Harwood Building) and Stage Two (Power House)	N/A	N
Register of the National Trust (NSW)	Ultimo Power House	S11648	N
	Former Ultimo Depot Tram Shed (Powerhouse Museum)	S10611	N
	Ultimo Post Office	S9302	N

State Heritage Register

Heritage listing on the SHR is a way that communities can preserve and protect their most special places. The listing provides recognition of, and protection for, identified heritage items. Any proposed change to a listed place can be assessed for approval. Minor works, repairs and maintenance rarely need approval as they usually qualify as exempt development. A listing may also allow a broader range of uses than the current zoning would otherwise permit.

Listing of an asset on the SHR requires the Powerhouse to notify the Heritage Council and seek approval for any proposed works to items within the heritage curtilages as specified under the Heritage Act, unless exempt under standard or specific exemptions (summarised in the relevant section below).

Additionally, the Powerhouse must manage its heritage assets listed on the SHR in accordance with the minimum standards specified under s118 of the Heritage Act and Part 3 of the Heritage Regulation 2005.

The minimum standards of maintenance and repair of a listed item relate to the following:

i. the protection of the listed item from damage or deterioration due to weather.
j. the prevention of and the protection of the listed item from damage or destruction by fire.
k. security (including fencing and surveillance measures) to prevent vandalism; and
l. essential maintenance and repair (being maintenance and repair necessary to prevent serious or irreparable damage or destruction).

This CMP should be used as a management tool to conserve significance while balancing operational, functional and safety requirements when carrying out minimum standards of maintenance.

The following SHR listings are located within the Powerhouse site:

– Ultimo Post Office (SHR 00502)
– Ultimo Power House (SHR 02045) (including the Water Cooling System and Manifold).

Exemptions

Standard exemptions have been gazetted that apply to all SHR sites, the purpose of which is to streamline the approvals process, particularly where works are minor or have little impact on significance.

From 1 December 2020, Heritage NSW revised the Standard Exemptions for SHR listed items making the exemptions more specific to works that 'have little to no impact on an item's significance and support the item's management'. A streamlined approval pathway was also introduced for works that have (or have the potential to have) a minor impact on the heritage significance of State heritage items. The fast-track pathway offers landholders and/or owners a simplified process and determination of applications within 21 days of acceptance.

Where proposed works can be demonstrated to meet the criteria for one of the standard exemptions, the works are exempt from requiring Heritage NSW approval under Section 60. For further details of the standard exemptions, refer to the Heritage NSW website.

Site-specific exemptions relate specifically to an individual SHR item and can only be for works which have no potential to materially affect the item. Site-specific exemptions must be specifically identified as exemptions in a CMP endorsed by the Heritage Council or its delegate and use wording agreed upon prior to Heritage Council endorsement.

Excavation Permits

In addition to the general heritage protection of the Heritage Act, historical archaeological remains in NSW are provided additional protection from being moved or excavated via the operation of the 'relics' provisions under the NSW Heritage Act. These provisions protect unidentified 'relics' which may form part of the State's environmental heritage, but which have not been listed on the SHR or protected by an Interim Heritage Order. An archaeological site is defined as an area of land which is the location of one or more archaeological 'relics'.

Since amendments were made to the Heritage Act in 2009, a 'relic' has been defined as:

> any deposit, artefact, object or material evidence that:
>
> a. Relates to the settlement of the area that comprises New South Wales, not being Aboriginal settlement
> b. Is of State or local heritage significance.

Division 9 of the Heritage Act governs the 'Protection of certain relics', with Section 139 stating that:

> a person must not disturb or excavate any land knowing or having reasonable cause to suspect that the disturbance or excavation will or is likely to result in a relic being discovered, exposed, moved, damaged or destroyed unless the disturbance or excavation is carried out in accordance with an excavation permit.

Such permits are issued under Sections 140 and 141 of the Act, or under Sections 60 and 63 of the Act, in cases where 'relics' are situated within sites or places listed on the SHR. An excavation permit is also required if a relic is discovered in the course of an excavation undertaken without a permit (s139(2)).

If an excavation permit is required by s139 of the Heritage Act, an application is made under Section 140 of the Act (a Section 140 Application). To obtain an excavation permit an Archaeological Assessment and Research Design must be prepared in accordance with the relevant Heritage NSW guidelines, including Historical Archaeological Sites and the Historical Archaeology Code of Practice. For further details of these guidelines, refer to the Heritage NSW website.

In addition, Section 146 of the Heritage Act relates to the requirement to report the discovery of relics to the Heritage Council, stating:

> 146 Notification of discovery of a relic
>
> A person, who is aware or believes that he or she has discovered or located a relic (in any circumstances, and whether or not the person has been issued with a permit) must:
>
> a. within a reasonable time after he or she first becomes aware or believes that he or she has discovered or located that relic notify the Heritage Council of the location of the relic, unless he or she believes on reasonable grounds that the Heritage Council is aware of the location of the relic, and
> b. within the period required by the Heritage Council furnish the Heritage Council with such information concerning the relic as the Heritage Council may reasonably require.

In accordance with s146 of the Heritage Act, the discovery of relics is reported to Heritage NSW as a post-excavation report or similar, depending on the circumstances in which the discovery was made- and in accordance with any requirements of the Minister.

Section 170 Registers

Under Section 170 of the Heritage Act, government instrumentalities must keep a S170 Heritage and Conservation Register which contains items under the control or ownership of the agency and which are or could be listed as heritage items (of State or local significance).

Listing of a heritage asset on a heritage and conservation register does not in itself create an obligation to obtain the Heritage Council's approval for works. (The Heritage Council's approval will only be required for assets listed on the SHR, or subject to an interim heritage order under the Heritage Act). It does, however, require that not less than 14 days written notification to be provided to the Heritage Council of the intention to (a) remove any item from its register, (b) transfer ownership of any item entered in its register, or c) cease to occupy or demolish any listed place.

Property NSW maintains a section 170 register of its assets. This was formerly under the management of SHFA.

The following heritage item within the Powerhouse site are currently listed on Property NSW's (formerly SHFA) Section 170 Register:

– The Water Cooling System and Manifold
– The Darling Harbour Rail Corridor

5.1.2 NSW National Parks and Wildlife Act 1974

The NSW National Parks and Wildlife Act 1974 (NPW Act), administered by the Aboriginal Heritage Regulation Section of Heritage NSW (under NSW Department of Premier and Cabinet) (formerly referred to as part of the Office of Environment and Heritage (OEH), is the primary legislation that provides statutory protection for all 'Aboriginal objects' (Part 6, Section 90) and 'Aboriginal places' (Part 6, Section 84) within NSW.

An Aboriginal object is defined through the NPW Act as:

> any deposit, object or material evidence (not being a handicraft made for sale) relating to the Aboriginal habitation of the area that comprises New South Wales, being habitation before or concurrent with (or both) the occupation of that area by persons of non-Aboriginal extraction, and includes Aboriginal remains.

The NPW Act defines 'harm' to Aboriginal objects and places as:

> ...any act or omission that:
>
> a. destroys, defaces or damages the object or place, or
> b. in relation to an object-moves the object from the land on which it had been situated, or
> c. is specified by the regulations, or
> d. causes or permits the object or place to be harmed in a manner referred to in paragraph (a), (b) or (c), (NPW Act 1974)

The NPW Act also establishes penalties for 'harm' to Aboriginal objects and declared Aboriginal places, as well as defences and exemptions for harm. One of the main defences against the harming of Aboriginal objects and cultural material is to seek an Aboriginal Heritage Impact Permit (AHIP) under Section 90 of the NPW Act, under which disturbance to Aboriginal objects could be undertaken, in accordance with the requirements of an approved AHIP.

NSW DPIE maintains a database of Aboriginal objects and places (Aboriginal Heritage Information Management System- AHIMS) which includes 'information about Aboriginal objects that have been reported to the Director-General of Department of Premier and Cabinet; information about Aboriginal places which have been declared by the Minister for the Environment to have special significance with respect to Aboriginal culture; and archaeological reports'.

There are currently no registered Aboriginal archaeological sites within the Powerhouse site.

However, three registered Aboriginal archaeological sites are located in close proximity, and may suggest potential for subsurface sites within the site (discussed in Section 3.4.1).

5.1.3 Environment Protection & Biodiversity Conservation Act (Cmw) 1999

The Environment Protection and Biodiversity Conservation Act (EP&BC Act) established the Australian Heritage Council (formerly the Australian Heritage Commission) and provides for the protection of cultural heritage at a National level and for items owned or managed by the Commonwealth. The EP&BC Act has established two heritage registers:

- Commonwealth Heritage List (CHL): significant items owned or managed by Commonwealth Government agencies
- National Heritage List (NHL): for items assessed as being of National cultural significance.

Australian Heritage Council approval is required for works to an item on either of these lists which would impact on its significance.

No heritage items within the Powerhouse site are listed on the Commonwealth or National Heritage Lists.

5.1.4 Environmental Planning & Assessment Act 1979

An Environmental Planning Instrument (EPI) is made under the Environmental Planning and Assessment Act, 1979 (EP&A Act). An EPI can be a Local Environmental Plan (LEP), a Regional Environmental Plan (REP), or a State Environmental Planning Policy (SEPP). The applicable EPIs in this instance are as follows:

- City of Sydney Local Environmental Plan 2012 (LEP 2012)
- City of Sydney Development Control Plan 2012 (DCP 2012)

Sydney Local Environmental Plan 2012

Clause 5.10 of the Sydney Local Environmental Plan 2012 (LEP) sets out objectives and planning controls for the conservation of heritage in the City of Sydney.

The LEP states that development consent is required for works that will involve:

> a. demolishing or moving any of the following or altering the exterior of any of the following (including, in the case of a building, making changes to its detail, fabric, finish or appearance)—
> i. a heritage item,
> ii. an Aboriginal object,
> iii. a building, work, relic or tree within a heritage conservation area,
>
> b. altering a heritage item that is a building by making structural changes to its interior or by making changes to anything inside the item that is specified in Schedule 5 in relation to the item,
> c. disturbing or excavating an archaeological site while knowing, or having reasonable cause to suspect, that the disturbance or excavation will or is likely to result in a relic being discovered, exposed, moved, damaged or destroyed,
> d. erecting a building on land—
> i. on which a heritage item is located or that is within a heritage conservation area, or
> ii. on which an Aboriginal object is located or that is within an Aboriginal place of heritage significance,

Clause 5.10(7) specifically relates to the management of archaeological sites:

> The consent authority must, before granting consent under this clause to the carrying out of development on an archaeological site (other than land listed on the State Heritage Register or to which an interim heritage order under the Heritage Act 1977 applies):
>
> a. (a)notify the Heritage Council of its intention to grant consent, and
> b. (b)take into consideration any response received from the Heritage Council within 28 days after the notice is sent.

Schedule 5, Part 1 of the Sydney LEP establishes locally listed heritage items.

The following heritage items within the Powerhouse site are listed on the Sydney LEP:

- "Powerhouse Museum Former Warehouse Buildings, including interiors" (I2031)
- "Former Ultimo Post Office Including Interior" (I2030)

The Powerhouse site is also located adjacent to the Harris Street Conservation Area (C67), which also includes a number of individually listed items.

Harwood Building (former Ultimo Tram Shed)

In March 2020, the National Trust submitted a nomination to Heritage NSW to list the former Ultimo Tramshed (Harwood Building) on the NSW SHR. This nomination was presented at the NSW Heritage Council meeting on Wednesday 30th September 2020, at which the Heritage Council determined that the Harwood Building does not meet the heritage criteria for State significance and determined to close the nomination. Minutes from this meeting on this topic (Item 5.2 Powerhouse Museum Matters; Resolution 2020-87) included an invitation to City of Sydney Council to consider local listing of the Harwood Building.

As at April 2022, the Harwood Building remains unlisted on the Sydney LEP. Non-Statutory Heritage Registers

A number of organisations maintain registers of buildings or sites which they have assessed as having cultural heritage significance. These registers have no statutory authority; however, the inclusion of a place on a non-statutory register suggests a certain degree of community esteem and appreciation. Non-statutory registers include the National Trust (NSW) Register, the NSW National Trust Industrial Archaeology Sites List, the RAIA 20th Century Register of Significant Buildings and the Art Deco Society of NSW's Art Deco Building Register.

Register of the National Estate

The Australian Heritage Council is also responsible for keeping the Register of the National Estate (RNE). The RNE can no longer be added to, and for Commonwealth properties, has been superseded by the Commonwealth and National Heritage Lists. The RNE is now an indicative list of significant places with no statutory controls, except for properties owned by the Commonwealth.

The following items within the Powerhouse site were previously listed on the (now defunct) RNE:

- Ultimo Post Office (Listing 2381, 27 March 1984)
- Powerhouse Museum (Stage One) (former Ultimo Tram Depot/Harwood Building) (Listing 100691, 27 Oct 1998)
- Powerhouse Museum (Stage Two) (Listing 100690, 27 Oct 1998)

National Trust of Australia (NSW)

The National Trust (NSW) Register was established in 1949, and maintains a 'register of landscapes, townscapes, buildings, industrial sites, cemeteries and other items or places which the Trust determines have cultural significance and are worthy of conservation'. While the Register does not have statutory authority, it does fill the role of raising public awareness of heritage issues.

The following items within the Powerhouse site are listed on the National Trust of Australia (NSW) Register:

- Ultimo Post Office (S9302, 28 June 1982)
- Former Ultimo Depot Tramshed (Harwood Building) (S10611, 30 July 1997)
- Ultimo Power House (Former Turbine Hall, Boiler Houses and Switch House) (S11648, 24 June 2015). NB. This listing does not include the 1988 additions.

Australian Institute of Architects (AIA) Register of Significant Buildings (NSW)
Since 1949 the NSW AIA has maintained a register of significant architecture in NSW, focusing on 20th Century heritage

The following item within the Powerhouse site is included in the AIA Register of Significant Buildings (NSW):

- The Powerhouse Museum 1983-1988 construction, by Lionel Glendenning (#4701884).

5.2 COMMUNITY CONSULTATION TO INFORM DRAFT CMP

5.2.1 Stakeholder and Community Consultation

Stakeholder and community consultation for the development of this draft Conservation Management Plan took place in March 2022, the results of which have been published in Aurecon's Powerhouse Ultimo Conservation Management Plan Engagement Consultation Report, March 2022.[3]

Advertising, social media and email reached an estimated audience of 17,000 people.[4] Community engagement included online surveys in addition to an open weekend that was held at the Powerhouse on March 19-20, 2022. 762 people completed the online survey and over 3,500 people attended the open weekend with 300 people attending facilitated workshops and Q&A sessions.[5]

The report highlighted that 94% of people engaged with viewed the Ultimo Powerhouse as being important or very important. Key elements of the Powerhouse that were seen as highly valued included the exhibitions, collections and the history of the building, with the most memorable exhibition being the Boulton and Watt Steam Engine.[6]

Areas that were seen as working well included the exhibitions, heritage conservation and customer service, yet, along with maintenance, heritage conservation and wayfinding were also noted as the main things that could be improved.[7] Almost 88% of respondents noted that wayfinding signage within the museum was important due to the difficulty navigating the museum once inside[8].

During the live consultation sessions, some of the opportunities suggested for the buildings and facilities were 'Keep the brick work exposed', 'Reinstate painted historical signage', 'Grass outdoor area'[9]. There were also suggestions to open the Museum at night and to have a focus on community within the museum.[10]

The feedback from these engagements has assisted in identifying opportunities and constraints and guide conservation policies for the Powerhouse site (Section 6).

5.2.2 Aboriginal Community Consultation

Aboriginal community consultation for the Conservation Management Plan took place in March 2022 as part of Conservation Management Plan engagement.[11]

A First Nations session[12] was hosted by the Museum's First Nations Directorate and facilitated by Terri Janke.[13] The questions raised explored memories of the Powerhouse, valuing and visiting the Powerhouse, what stories First Nations communities want to tell and how the Powerhouse can reflect First Nations Values.[14]

The importance of First Nation's representation in the Museum was highlighted. This included artwork and design that reflects First Nation's culture, in addition to the inclusion of Aboriginal history, contributions and notable individuals in the exhibition content. It was noted that there was a desire for community involvement in Museum events including night markets and stalls.[15]

Suggestions to improve visitation to the Powerhouse were:

- Inclusion of indigenous engineers, sciences and STEM.
- Appreciate the involvement of indigenous people during the early inventions.
- Celebrate the entirety of the history including the British arrival, indigenous resilience and the arrival of the multi-cultural brother and sisters.
- Having something that is First Nations outside clearly front and centre would draw people.
- Indigenous performances during school holiday[16]

Suggestions for how the Powerhouse Ultimo can reflect First Nations cultural values were:

- Value the space between the inside and outside.
- Indication of country – have markers on the history of the place.
- Invest First Nation Values.
- Include the First Nation experience of living in Urban environments and how they can invite non-indigenous peoples to see and learn.
- Focus on contemporary aboriginality and what that means.
- Think beyond the Museum as a cultural space but more about culture itself.
- Include night markets and stalls from First Nation creators.[17]

The feedback from this session has helped to identify opportunities for the Powerhouse site and has guided the draft Aboriginal Cultural Heritage Policies proposed (Section 6, Policy 8).

5.3 CULTURAL HERITAGE SIGNIFICANCE

The Powerhouse site contains a number of heritage listed items of both local and State significance. The opportunities and constraints that arise from the Cultural Significance are mainly related to the need to conserve the significant values and fabric of the heritage items within the site in accordance with accepted best-practice conservation principles, including *The Australia ICOMOS Charter for Places of Cultural Significance, The Burra Charter* (2013). The Burra Charter is widely accepted across Australia as an underlying methodology by which all works to sites/buildings that have been identified as having heritage significance may be undertaken.

Significance should not be considered as exclusively a constraint to development, as there are many opportunities available to retain and enhance heritage values and fabric, which would be beneficial to the future use, and future development of the site.

5.3.1 Opportunities

The opportunities arising from the cultural heritage significance of the place include:

- Retaining, conserving and enhancing the heritage significance of the place including spaces, elements and fabric of significant buildings and structures.
- Ensuring that new works, such as alterations and additions, and new buildings, retain the heritage significance of the Powerhouse site.
- Opportunities to communicate the significance of the heritage items and wider Powerhouse site through programmatic interpretation (see Section 5.5- Heritage Interpretation, below) and appropriate ongoing and future use.
- The 1988 adaptive re-use of the Power House Buildings into the Powerhouse Museum, including the construction of the Wran Building, further obscured rather than enhanced the industrial history of the site. Future use of the site should seek to identify any opportunities to re-connect with and explore the industrial history of the site, possibly via future development choices, heritage interpretation initiatives etc. The industrial context of the site is particularly apparent when viewed from the Goods Line entry to the site, where the industrial buildings are more prominent.
- There are opportunities for unsympathetic modifications made to the Wran Building in 2003-2005 and 2011-2013 to be removed and the building's original fabric and form reinstated or changed and adapted to complement the heritage-listed portion of the site's historic character and buildings, and to ensure the future success and sustainability of the cultural and museuology functions of the precinct (site) on par with the International contemporary museum practice.
- Opportunities to consider through built form clearer separation between back of house and front of house operation.
- Opportunities to celebrate and communicate design philosophies of the 1980s adaptive reuse through interpretation, adaptations or additions.
- Museum has opportunity to radically rethink what a museum is through the Renewal process in the same way this opportunity was provided in the 1988 renewal
- Opportunities to reintroduce communication and recognition of the industrial and historical context of the site (mostly lost during the 1980s redevelopment), including accentuation of technological innovation that took place at the site during its function as the Power House, and evolution to a science and technology museum.
- Reinstate and enhance the architectural integrity of original Power Station, including reinstating integrity and grandeur of turbine halls
- Opportunities to engage and enhance the social history of the site through further community engagement, oral histories and First Nations story telling.
- Where possible, enhancing and/or re-establishing view lines between the State significant buildings (i.e. Power House buildings, Post Office) present opportunities to enhance the visual and historical connections between the site's significant buildings.
- Opportunities to engage in local First Nations community consultation to identify and explore Aboriginal and Torres Strait Islander cultural heritage values associated with the Powerhouse site and surrounds.
- The use of the site by the First Nations communities and its importance for the community is presently under-represented across the site. There is an opportunity to address and explore this through an indication of Country, in addition to future development, interpretation and museum programming.[18]
- There is an opportunity to ensure the representation of First Nations people through the use of art and design across the Powerhouse site.[19]
- Removal and/or replacement of intrusive site elements could present a positive impact to the overall cultural heritage significance of the site, for example removal of the existing café in the Level 1 Courtyard, and replacement with more transparent element/boundary fence could allow for improved view lines to the former Power House buildings and overall site from eastern site entry points and approaches.
- As part of the redevelopment of the site for the Powerhouse Museum in the 1980s, the majority of the former Power House and Tram equipment, machinery, and moveable heritage etc was removed from the site. If any of this removed movable heritage is able to be located at other sites, there is an opportunity to return these items to the Powerhouse and to interpret them in their original setting.
- When the Powerhouse Museum opened in 1988 there were a small number of interpretation panels which explored the history of the site, however these have long since been removed, with the only small acknowledgements of the site's history remaining present in exhibits such as the tram display in the Boiler House and the steam exhibits in the Engine Room. While the Turbine Hall and Boiler House have housed numerous exhibitions over the last 30 years of the museum's operation at the Ultimo site, these exhibits are almost always removed from the history of the site. As a functioning museum, there is an opportunity for the Powerhouse to create interpretation exploring the history of the Powerhouse site and its buildings.
- There is also an opportunity to develop programming in consideration of the architectural spaces and features of the heritage buildings, particularly those in the Engine House and Boiler House, to allow the immensity and impressiveness of the interior spaces to be read, in addition to the focus of any gallery exhibition.

The heritage significance the Powerhouse site does not preclude changes to the place that can enhance its uses and viability. The ongoing use of a place is the best way to ensure its conservation into the future.

5.3.2 Constraints

The constraints that arise from the cultural significance of the place include the following.

- Significant physical heritage elements and associated values of the Powerhouse site should be retained and conserved, to be repaired and restored where necessary/ required (including the former Power House buildings, Harwood Building, Ultimo Post Office, Goods Line, and Water System and Manifold).
- Need to conserve and enhance the landmark qualities of the site.
- While the Wran Building forms part of the adaptive reuse of the Ultimo site for the Powerhouse Museum, and was architecturally innovative and significant at the time of construction as a purpose-built museum space, it must also be acknowledged that this building presents a constraint in its physical location, and the significant contrast it presents to the Power House buildings and industrial history of the site, both in relation to architectural design and to physical presence. This is discussed further in the following subsection.

Constraint—Wran Building
The Wran Building was architecturally innovative at its time of construction as part of the adaptive reuse of the original Power House buildings, the combination of which won the 1988 AIA Sulman Award to the site for its adaptive reuse as the Powerhouse Museum. However, the construction of the Wran Building in 1988 also resulted in visually impacting the former Ultimo Power House buildings making it difficult to appreciate both the scale of the buildings and the site's industrial history. The size and fabric of the Wran Building has impacted the visibility of and view lines to the State Heritage listed buildings on the site. The former visual connection, highlighting the scale of the small Ultimo Post Office to the immense Power Station buildings is no longer accessible when the site is viewed from Harris Street.

For this reason, the constraints of the Wran Building with respect to the conservation and communication of the site's industrial history are appropriate to acknowledge in this section of the CMP, further explored in the following notes.

- The Wran Building, as part of the 1980s additions to the site, conceal much of the former Power House buildings which, makes it difficult to appropriately interpret and appreciate the heritage buildings.
- The Wran Building has been subject to numerous design changes over the years, limiting the ability for the building in its current iteration to convey the original design intent of the 1980s adaptive reuse of the site.
- The location and presence of the Wran Building impacts on the readability and interpretation of the earlier, State Heritage listed items and associated history of the site.
- Consideration should be given to the destruction of and alteration to the earlier, highly significant industrial landscape as part of the broader 1980s 'Bicentennial' vision building program in and around Darling Harbour which saw many clean, bright buildings such as the Wran Building, constructed to conceal the industrial heritage of the area. The facades of the Engine and Turbine Halls have been obstructed by the Wran Building, now only visible from within the Wran Building, The position of the Wran Building has blocked the former connection of the Ultimo Post Office to the original Power House buildings. Most notably with the Post Office, it has impacted its readability and presence on site and provided an obstacle in establishing a more appropriate extended curtilage for the SHR listed Post Office Unsympathetic relationship to Harris Street and the public domain of Ultimo and utilisation limitations with forecourt.

Figure 5.1 View of the Wran Building from Harris Street, mostly obscuring views to the facades of the former Power House buildings

Figure 5.2 Ultimo Post Office along William Henry Street, with Wran Building as dominant background context, obscuring visual connection between the Post Office and former Power House buildings

Figure 5.3 Setting of the Post Office on the corner of William Henry and Harris Streets. The position of the Ultimo Post Office provides a visual link between the predominantly two storey residential Victorian buildings in Pyrmont, and the larger form, scale and function of the industrial buildings of the Ultimo Power House

5.4 OWNER AND USER REQUIREMENTS

Practical and effective policies for the heritage conservation of the Powerhouse site need to consider opportunities and constraints arising from the needs of the Powerhouse for museum and program utilisation, visitor experience and precinct operations.

5.4.1 Site Use, Management and Structure

The Powerhouse site will remain in use as a museum and creative industries precinct. Opportunities and constraints in relation to this utilisation are:

Opportunities

- Museum practice has changed significantly since the opening of Stage One (1981) and Stage Two (1988). The ongoing function and adaptive re-use of the former Ultimo Power House site needs to be developed concurrently with the expectations and requirements of contemporary museum practice and programming.
- Ongoing use of the site presents an opportunity to enhance and improve the Museum's position within the context of surrounding development that has occurred since the Museum's establishment on site in the 1980s. Future renewal and development on the site should consider and take advantage of increased pedestrian traffic from surrounding development and public domain areas such as the redeveloped Darling Harbour, The Goods Line and the Light Rail.
- The existing site forecourts/courtyards are currently underutilised and therefore have potential for revitalisation and utilisation for museum programming:
  - The Level 1 forecourt area (adjacent to the Boiler House) also has potential for larger scale utilisation, connecting the site to the wider Ultimo/Darling Harbour precinct
- There is an opportunity to utilise the non-heritage forecourt brick wall facing Macarthur Street for wayfinding, interpretive or promotional signage.
- There is an opportunity to explore options for the adaptive re-use of the Ultimo Post Office that celebrates its heritage significance, and provides public access.
- The Powerhouse Museum will be embedded in an active creative industries precinct, operated by the Museum. This could be developed and enhanced through increasing utilisation opportunities.
- Opportunities exist for programming and interpretation exploring the industrial history of the site.
- There is an opportunity to re-design internal exhibition spaces according to visitor experience modelling, to clarify circulation, enhance visitor experience, separate back of house and front of house operations and maximise the potential uses of the existing available space.
- Develop agile design of internal spaces that allow for diverse utilisation.
- Increase the porosity of the site to make it more permeable with multiple entrance points and pedestrian connections to neighbouring precincts and streets.
- Create a climate positive precinct to achieve sustainability targets and as a method of interpretation of the sites original purpose and function.

Constraints

The ongoing use of the Powerhouse site as a contemporary museum, which is safe and accessible for both visitors and staff, entails constraints such as:

- The need for clear and legible circulation across the site and integrated wayfinding identification related to the museum, both internally within the site as well as wayfinding from surrounding areas (i.e. Pyrmont, Ultimo, Darling Harbour precinct etc)
- Requirement for spaces that are acoustically and light isolated for exhibitions, programs and museum utilisation.
- A requirement for appropriate, safe and equitable access to, and circulation within, the museum spaces, separating back of house and front of house operations.
- The provision of an appropriate amount and standard of facilities and amenities as required by both museum visitors and staff.
- The requirement for appropriate and functional entrances to the site from both Harris Street and The Goods Line.

The Museum's existing management systems should include information with respect to appropriate and specialised treatment required for heritage items and fabric, to avoid application of regular maintenance techniques that may not be appropriate for heritage fabric or items with specialised technical requirements, including specialised cleaning requirements and clear conditions and constraints for exhibition installation.

5.4.2 Site Access

Opportunities relating to the ongoing use of the site as a public accessible museum and precinct, particularly in relation to user access and circulation, include:

- Opportunities to encourage pedestrian traffic from the east of the site, such as from Hay Street, Darling Drive, the Light Rail Station, and Central/UTS via the Goods Line.
- Creation of a through-site pedestrian access directly from William Henry Bridge/Light Rail Station through to the Former Ultimo Power House (via the site of the former Pump House) could be explored to improve site access. Site-through access directly to the William Henry Bridge approaches that would allow for the unique historical 'ruin' of the former Pump House to be publicly accessed and further facilitate interpretation of this area in the northeast of the site.
- Reconsideration of the existing entry area to better accommodate access for different groups.
- Improve site wayfinding that is currently constrained by the internal layout of the museum.
- Removal of the existing sheltered walkway travelling between Harwood Building and the main Powerhouse building as it currently offers little protection from the elements for staff, moveable assets and visitors.

5.5 PHYSICAL CONDITION

The policies within Section 6 of this CMP include recommendations to prepare a maintenance and conservation register for the site to guide the ongoing conservation of heritage fabric. Cursory inspections undertaken by Curio in the preparation of this CMP suggest that the condition of fabric of site buildings appears to be generally good, with potential issues indicated below. Specific opportunities and constraints relating to individual built items have been detailed in the relevant sections of Part C of this CMP.

The following items noted with respect to condition in the 2003 CMP[20] still apply to the site (Powerhouse to advise/review current situation of each point and delete if no longer relevant):

- The Switch House's perimeter box gutters overflow and cause water damage, however the extent of this damage is concealed by internal walls.
- Maintenance problems of the Wran Building including:
  - Galvanic action due to incompatible materials in the roof material.
  - The atrium leaks.
  - The smoke vents required manual closing and if left open would allow water penetration.

In addition to the above noted on condition made in the 2003 CMP, Curio's visual observations of the site in 2021 identified the following considerations with respect to the site's condition:

- Various locations across the buildings of the site have sandstone and/or brickwork with evidence of water damage and/or vegetation growth that should be addressed to avoid deterioration or damage to heritage fabric and integrity of the site's buildings and structures. This was predominantly noted on the remains of the former Pump House and the Harwood Building.
- Ongoing issues with box gutters on all Power House buildings.
- Ongoing maintenance of heritage buildings.

The AFM 2020 Remote Location Servicing Report[21] noted that during a period of heavy rainfall in February 2020, the box gutters on the roof of the Harwood building overflowed, resulting in internal water leaks from the roof. The storage areas were not damaged at the time and the gutters were reported as being cleaned twice a year.

Other opportunities and constraints relating to the physical condition of the site include:

- Opportunities to upgrade existing, and installation of new, lighting across the site.
- Opportunity to upgrade environmental conditioning.
- Respond to condition reports, compliance reviews, cyclical maintenance programs developed and maintained by the Powerhouse facilities team.
- Ability to meet current statutory requirements (i.e, fire, BCA and DDA).
- Management of building fabric in accordance with the policies of the draft CMP, balancing heritage values and statutory requirements.
- Rectification of the Building Maintenance Unit (BMU) (the moveable walkway that allows for cleaning the windows at the upper level) in the Boiler House, requiring works to make this item functional and recertified for use.
- Removing old, worn carpet throughout the Museum

5.5.1 Archaeology

The archaeological potential of the Powerhouse site (both Aboriginal and historical) has been summarised in Section of this CMP. The known and/or potential archaeology present within the site presents physical constraints within the site-particularly in relation to any future works within the site that propose below ground impacts.

Known and potential archaeological resources within the site also present a significant opportunity for integration with future interpretation initiatives for the site, including both physical integration of archaeology within future development, as well as potential for use of archaeological relics for educational and interpretation purposes within the site.

While the Water Cooling System and Manifold is technically considered a work as opposed to an archaeological 'relic' in accordance, as a subterranean asset located within the boundaries of the Powerhouse site, the location of this significant heritage item requires consideration and protection during any archaeological assessment or investigation at the site, and should be included as part of any over-arching archaeological management strategy for the site. Where possible, further research should be undertaken in order to accurately locate and identify the accurate location, breadth and depth of the Water Cooling System and Manifold within the curtilage of the Powerhouse site, so that potential future impacts to the item can be managed and avoided.

5.5.2 Significant Views

Section 4.5 of this CMP identifies the key significant heritage views of relevance to the Powerhouse site. Any future site development will need to consider both the opportunities and constraints presented by the location of the Powerhouse Ultimo in its heritage context and significant views and vistas, including both inter and intra-site views. The visual relationship between the former Power House buildings is important to understanding and communicating their historical function and heritage significance, and therefore should be enhanced and protected. Future management of the site should seek to aim to enhance and retain visibility of/view lines to the Power House heritage buildings (i.e. Engine and Turbine Hall) from Harris Street, where possible. View lines with potential to impact other heritage items needs to be considered in any future development works.

While the 2003 CMP described an opportunity to enhance the view of the Power House buildings from Darling Harbour,[22] recent development in Darling Harbour and adjacent to the Powerhouse site—most notably the 2016 development of the high rise Urbanest student accommodation adjacent to the Powerhouse site on Darling Drive has significantly reduced the capacity for views from Darling Harbour to the Powerhouse site.

5.6 HERITAGE INTERPRETATION

Heritage Interpretation is a way of communicating the significance of a site to those that visit, allowing them to gain a better understanding of, and appreciation for, the site.

Article 1.17 of The Burra Charter states:

> Interpretation means all the ways of presenting the cultural significance of a place

Further explaining this in the notes as:

> Interpretation may be a combination of the treatment of the fabric (e.g. maintenance, restoration, reconstruction); the use of and activities at the place; and the use of introduced explanatory material[23]

The Powerhouse site presents substantial and existing opportunities to introduce programmatic heritage interpretation in relation to the site.

Whilst use of the site since the 1980s as the home of the Powerhouse Museum has played an important role in the history of the Powerhouse site, there is also a significant opportunity to interpret the original structures and function of the site as the Ultimo Power House in an innovative and sustainable way. Incorporation of interpretation within the Ultimo site, particularly opportunities both within the existing heritage items, as well as within areas of public domain and landscaping, have great potential to enhance the heritage setting and aesthetic of the site, presenting significant positive benefit to the wider Ultimo site and its heritage significance. There is an opportunity to embrace this history and explore the history of the Post Office, Power House, and Tram Sheds; as well as the relationships between these structures and Darling Harbour through the Goods Line and the Darling Harbour Rail Corridor.

Potential Interpretation Initiatives
Incorporation of interpretation initiatives and elements within Powerhouse site, particularly opportunities both within the existing heritage items, as well as within areas of public domain and landscaping, have great potential to enhance the heritage setting and aesthetic of the site, presenting significant positive benefit to the entire Powerhouse site and its heritage significance. Potential interpretation for the site should be programmatic. Interpretative lighting of heritage facades and ground inlays could be integrated into the built form and there is opportunity to re-insert the scale of the industrial halls as a key element of interpretation. .

Inspiration for concepts and ideas for the interpretation of industrial heritage of the Powerhouse site could be sought from recent works at similar industrial heritage sites, both locally and internationally, such as Casula Powerhouse, Musée D'Orsay (former Gare d'Orsay), and Tate Modern (formerly Bankside Power Station, London) (Figures 5.4–5.9).

Site Stories
The site has a long and varied history which has little representation on the site and within the Museum. Potential stories for interpretation at the Powerhouse site could include:

- First Nations history of the site.
- Harris Estate and subdivision.
- Role of the Goods Line and the connection to Darling Harbour via the rail corridor.
- Development of the Ultimo Power House and its importance in the early 20th Century/Industrial history of the wider Pyrmont Peninsula.
- Ultimo's role in the electrification of Sydney.
- Omnibus Stables and the history of the Omnibus in the late 19th Century.
- Ultimo Tram Shed and Sydney's Tram history.
- Water Cooling System and Manifold and how water cooling systems were developed from the late 19th Century and how they were then adapted for modern use.
- Conversion of the site to a museum.

Figure 5.4 Casula Powerhouse exterior (Source: Ben Williams)

Figure 5.6 Tate Modern exterior (Source: cceliaphoto - stock.adobe.com)

Figure 5.8 Musée D'Orsay exterior (Source: Mistervlad - stock.adobe.com)

Figure 5.5 Casula Powerhouse Turbine Hall (Source: Chantal Bann)

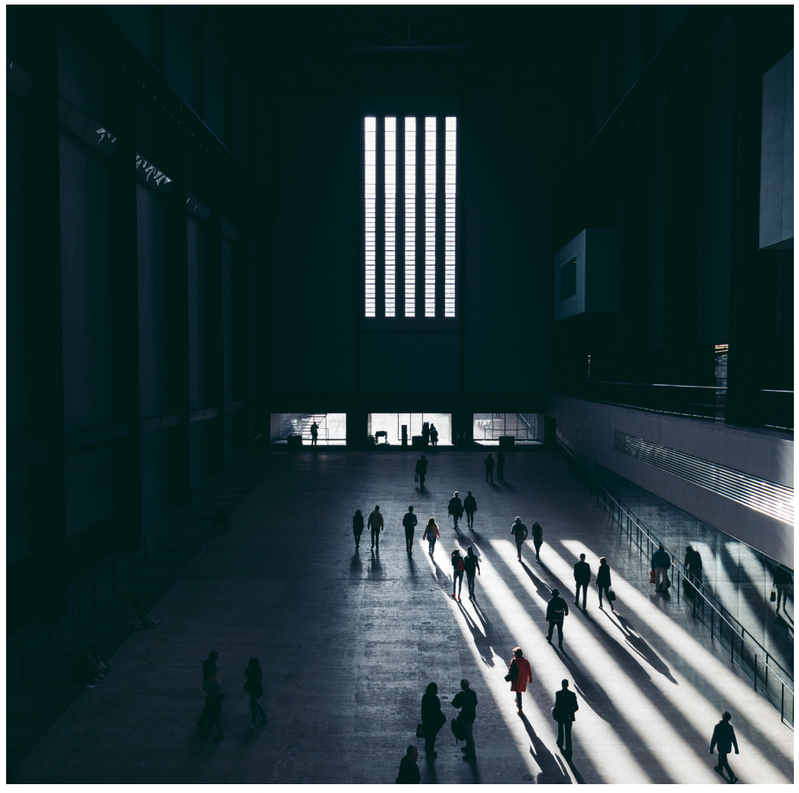


Figure 5.7 Tate Modern Turbine Hall (Source: Tom Eversley - stock.adobe.com)

Figure 5.9 Musée D'Orsay interior (Source: Ruslan Gilmanshin - stock.adobe.com)

5.7 ENDNOTES

1 Kerr, J. S., *The Conservation Plan*, (7th ed), Australia ICOMOS, 2013, p. 22.
2 Including former Power House Buildings, as well as section of the Water Cooling System and Manifold within the Powerhouse Ultimo site.
3 Aurecon 2022, Powerhouse Ultimo- Conservation Management Plan Engagement 'What we heard' Consultation Report, prepared for NSW Government, March 2022.
4 ibid, p. 4.
5 ibid.
6 ibid.
7 ibid.
8 ibid.
9 ibid, p. 33.
10 ibid.
11 Aurecon 2022, Powerhouse Ultimo- Conservation Management Plan Engagement 'What we heard' Consultation Report, prepared for NSW Government, March 2022.
12 ibid, p. 4.
13 ibid.
14 ibid, p. 10.
15 ibid, p. 11.
16 ibid, p. 26.
17 ibid, p. 27-28.
18 ibid, p. 27.
19 ibid.
20 ibid, p. 28.
21 AFM, Remote Location Servicing Report, NSW Self Insurance Corporation Museum of Applied Arts and Sciences (Powerhouse Museum), 2020
22 ibid, pp. 26, 28.
23 The Burra Charter, The Australia ICOMOS Charter for Places of Cultural Significance 2013 p3

POWERHOUSE ULTIMO

CONSERVATION MANAGEMENT PLAN

PART B

NSW GOVERNMENT

6 CONSERVATION POLICY

6.1 CONSERVATION POLICY DEVELOPMENT

Conservation can be regarded as the management of change. Therefore, conservation seeks to safeguard that which is significant to an item or place of heritage significance within a process of change and development. It is essential to establish criteria, policies and recommendations for conservation and ongoing use of a heritage item to ensure best practice heritage management and preservation of heritage significance for the future. Within this framework, owners and managers of the heritage item or place will be able to formulate suitable proposals, and planning authorities will be able to assess those proposals against the site-specific heritage criteria.

The conservation policies developed here for the Powerhouse site are intended to assist in the long-term utilisation, maintenance, conservation and renewal of the site. These policies are intended to manage change, rather than prohibit it. The conservation policies provide the essential guiding aims for the site, which should be adopted by the Powerhouse and relevant approval authorities. The fundamental principles providing the overarching context behind policy development are:

- The future conservation and development of the place should be carried out in accordance with the principles of the Australia ICOMOS Charter for the Conservation of Places of Cultural Significance (Burra Charter).
- The approach and options recommended for the conservation of specific fabrics, spaces, elements and qualities of the place should be endorsed as a guide to future work, the recommendations having been related to the principles of the Burra Charter.
- Future potential uses should be developed for locations assessed as having lower levels of heritage significance, which do not compromise the character and significance of those areas or the wider site.
- Care should be taken in any future development to avoid or minimise any adverse effect on elements of the site with State heritage significance.
- Policies should consider practical options for management of built fabric, both heritage and modern, and encourage opportunities for replacement of intrusive elements with more sympathetic options or seek to reinstate heritage finishes where possible.

6.2 CONSERVATION POLICIES

For clarity and ease of use, the conservation policies for the Powerhouse site have been grouped and presented under five categories, seen to be those of critical importance to the conservation of the cultural significance of the site. Each category is accompanied by a brief explanatory segment intended to highlight the intent behind the policies.

The policy categories for the Powerhouse Ultimo site are:

- General Conservation Policies and Cultural Significance (Section 6.2.1)
- Fabric and Place (Section 6.2.2)
- Maintenance and Repair (Section 6.2.3)
- Site Use, New Work and Future Planning (Section 6.2.4); and
- Application of this CMP (Section 6.2.5).

Each policy is accompanied by a succinct background description followed by a series of explanatory and strategic guidelines to support the policy, to ensure that future decisions regarding heritage are made in an informed manner, ensuring the conservation of the significance of the place. For policies with action items, these are listed below the policy.

Policies for the Water-Cooling System and Manifold and Darling Harbour Goods Line will require input from, and collaboration, with Property NSW, as the owner of these Section 170 listed assets, parts of which are located within the Powerhouse site boundary. Any future development/s that may directly or indirectly impact the Water-Cooling System and Manifold and Darling Harbour Goods Line would be managed through the development and implementation of a heritage management plan in consultation with Property NSW.

POLICY CATEGORY	POLICY
General Conservation Policies and Cultural Significance (Section 6.2.1)	Policy 1: Best Practice Heritage Management
	Policy 2: Recognising and Protecting Heritage Significance
	Policy 3: Statutory Obligations
	Policy 4: Management of Change
Fabric and Place (Section 6.2.2)	Policy 5—Buildings and Structures
	Policy 6—Setting, Context and Associated Sites
	Policy 7—Fabric
	Policy 8—Aboriginal Cultural Heritage
	Policy 9—Historical Archaeology
	Policy 10—Aboriginal Archaeology
Maintenance and Repair (Section 6.2.3)	Policy 11—Moveable Heritage
	Policy 12—Cleaning, Maintenance and Repair
	Policy 13—Materials, Treatments and Techniques
	Policy 14—Services, Facilities and Amenities
Site Use, New Work and Future Planning (Section 6.2.4)	Policy 15—Compatible Use
	Policy 16—Adaptive Reuse
	Policy 17—Change of Use, Owner or Occupier
	Policy 18—Site Access
	Policy 19—New Work and Development
	Policy 20—Security
	Policy 21—Building Standards, Hazardous Materials and Safety
	Policy 22—Signage, Customer Information and Lighting
Application of this CMP (Section 6.2.5)	Policy 23—Records and Documentation
	Policy 24—Review of this CMP
	Policy 25—Experience, Skills and Co-ordination
	Policy 26—Interpretation and Education

6.2.1 General Conservation Policies and Cultural Significance

General conservation policies below relate to the overarching management of cultural heritage significance of the Powerhouse site, in consideration and acknowledgement of current best practice heritage conservation protocols.

POLICY 1: BEST PRACTICE HERITAGE MANAGEMENT

Background: The primary purpose of this Conservation Management Plan (CMP) is to develop a functional and practical policy to retain the heritage significance of the Powerhouse site via best practice heritage management.

1.1 Future conservation and development of the Powerhouse site should be undertaken in accordance with the principles of the Australia ICOMOS Charter for Places of Cultural Significance 2013 (the Burra Charter)

1.2 Any works required to be undertaken that have the potential to impact the cultural significance of the Powerhouse site, either tangible or intangible, should be undertaken in accordance with the Burra Charter principle cautious approach to change of 'as much as necessary, as little as possible'.

1.3 This CMP should be endorsed and adopted by the Powerhouse as the primary heritage management document for the Powerhouse site, used as a consistent reference framework and the basis for ongoing heritage management for the Site.

1.4 The analysis and recommendations of this CMP should be coordinated with other planning documents for the site and integrate and be directed by all First Nations policies, procedures and plans developed to support the ongoing operations of the Powerhouse and its renewal.

1.5 Contractors, consultants, and project managers engaged to work on the Powerhouse site should have appropriate conservation skills, experience, and techniques appropriate to the work or services required, and work within the principles, policies and guidelines established in this CMP.

1.6 For any barriers, fencing or utilities permanently installed by others that are adjacent to, or abutting the site, should be designed to be recessive and should not detract from the design intent of the site.

POLICY 2: RECOGNISING AND PROTECTING HERITAGE SIGNIFICANCE

Background: The former Ultimo Power House has site-specific heritage significance as a major suburban industrial site. It has historic and built heritage elements of exceptional significance to the State of NSW, heritage significance of which must be recognised and protected in its totality, as well as exceptional significance in the broader context of the surrounding Ultimo locality.

2.1 The Powerhouse site should always be considered manifestly connected to and dependent upon the significance and presence of the former Ultimo Power House buildings and the former Ultimo Post Office. The significance of the Powerhouse site as a whole is lead and enhanced by its relation to these State heritage elements.

2.2 The Statements of Significance, Grading of Significant Fabric, and Policies presented within this CMP should be adopted as the basis for the understanding of the significance of the site.

2.3 A Heritage Induction Program based on the policies of the CMP should be developed for all Powerhouse staff at all capacity of employ, to provide education and awareness to all parties working within the site of its cultural significance to avoid unintended heritage impact arising from ignorance.

Actions:
- Develop a heritage induction program for Powerhouse staff.

POLICY 3: STATUTORY OBLIGATIONS

Background: The Powerhouse site should be managed in ways that are consistent with applicable heritage legislative requirements and statutory heritage listings that apply to some of the site buildings. Works required to comply with building code and other legislative requirements should aim to avoid or minimise impacts on the site's heritage significance.

3.1 The Ultimo Power House (SHR 02045) and the Ultimo Post Office (SHR 00502) are listed on the NSW State Heritage Register and the City of Sydney LEP 2012 (LEP I2031 and LEP I2030 respectively) and must be managed in accordance with the statutory requirements of the NSW Heritage Act 1977, and the provisions of the Sydney LEP 2012. This may include the requirement for a Section 60 and/or Section 57(2) Exemption under the Heritage Act, dependent on the nature of works and statutory approval planning process proposed.

3.2 The Water-Cooling System and Manifold and Darling Harbour Rail Corridor (Goods Line) are heritage items listed on the Property NSW Section 170 Heritage and Conservation Register and require management in accordance with the relevant provisions of the NSW Heritage Act 1977.

3.3 It will be necessary to submit the appropriate Development Application (DA) for any proposal which alters a place, be that via an Integrated Development Application (IDA) to the City of Sydney, or a State Significant Development (SSDA) to the Department of Planning (future development approvals pathways will depend on nature and scope of development works proposed). The relevant DA approval body must include the NSW Heritage Council in the approval process.

3.4 A Heritage Impact Statement will likely be required to assess proposed future works to the site with respect to potential impact to heritage significance, and in accordance with the principles of this CMP.

3.5 Works required to achieve compliance with the Building Code of Australia (BCA)/National Construction Code (NCC) 2019 and any subsequent updates to these codes should be undertaken in a manner that does not damage the significance of the site or its heritage listed buildings and significant fabric. Where works are required to significant heritage fabric to achieve WHS/NCC compliance, alternative solutions to minimise heritage impact are encouraged.

POLICY 4: MANAGEMENT OF CHANGE

Background: It is recognised that the Powerhouse site is presently used as a functional museum and includes; offices, exhibition workshop/production area, conservation area, collection storage, retail and creative residency spaces. The Powerhouse will have ongoing requirement for change to support contemporary museum practice, visitor experiences and volume, operational requirements, and infrastructure to support the evolving needs of the site and to remain an internationally relevant museum.

Any decisions for changes should be carefully considered and guided first and foremost by the significance of the place and understanding of impacts of change, as presented in this CMP.

4.1 Decisions for changes to heritage items and/or significant heritage fabric should incorporate appropriate heritage impact analysis in the early planning phase in order to encourage sympathetic design and avoid adverse impact on heritage significance.

4.2 Any change to elements and/or fabric of exceptional or high heritage significance should be carefully considered and adopt a cautionary approach (as much as necessary, as little as possible). Wherever possible, changes to significant items and fabric should select a reversible outcome without damage to significant heritage fabric.

4.3 Any alterations or additions to significant heritage structures and buildings should be minor in nature. Any required additions should be of a materiality and colour scheme commensurate with, but subservient to the heritage fabric. Additions should be sympathetic to the heritage values without attempting to imitate the original form and be readily differentiated from the heritage fabric.

6.2.2 Fabric and Place

Assessment and understanding of heritage fabric and setting in its general context and associated sites contribute to the overall heritage significance and understanding of place, which helps to determine appropriate conservation management policies.

POLICY 5: BUILDINGS AND STRUCTURES

Background: The Powerhouse site contains a number of statutory listed significant built heritage items. Conservation of significant buildings and structures is to be undertaken in a manner that is consistent with the Statements of Significance and Gradings of Significant Components as set out in Section 4 of this CMP.

5.1 Elements of **exceptional** heritage significance should be retained on site and conserved with minimal changes.

Elements of **high** heritage significance should be retained on site and conserved; minor changes may be possible so long as significant fabric and heritage values are retained without adverse impact.

Elements of **moderate** heritage significance have been altered or modified or do not demonstrate a key aspect of significance of the place, however they may contribute to the place's overall heritage significance. Changes to elements of moderate significance is possible, so long as it does not adversely affect values and fabric of exceptional or high significance and is undertaken in accordance with the statutory requirements for the precinct.

Elements of **little** significance do not substantially add to the significance of the place in a positive way, though neither do they detract from its overall significance. Modification/removal/alterations to elements of little significance are possible, so long as it does not adversely affect values and fabric of exceptional or high significance.

Intrusive elements are damaging to the place's overall heritage significance, and should be considered for removal, modification and/or revision.

5.2 The readability and presentation of the interior open space of the Engine House, Turbine Hall, and Boiler House is a significant feature of the former Power House buildings and should be retained.

5.3 Any new insertions within the key heritage items of the former Ultimo Power House (Engine House, Turbine Hall, and Boiler House) should retain and encourage visibility of significant industrial heritage features and elements such as gantry beams and cranes, columns, overhead tracks, etc, and respect the internal scale and sense of space. New elements, if required to be introduced into heritage spaces, should act as stand-alone lightweight elements that can be readily reversed in the future.

POLICY 6: SETTING, CONTEXT AND ASSOCIATED SITES

Background: The Powerhouse site is significant for its heritage listed buildings, locational context, and wider landscape setting, including main street approaches and views. The cultural landscape and aesthetic of the industrial Power House complex should be retained.

6.1 The overall layout of the heritage items across the site, including position and location to each other, is of exceptional significance, representative of the original design layout of the Ultimo Power House, as well as reinforcing the interconnected relationship both between the site's heritage items, as well as the relationship between the site's heritage items and the wider suburb of Ultimo.

6.2 Future works and development should seek to re-establish and enhance, where possible, the physical and visual connection between the heritage buildings on site, including between the former Power House Buildings, The Goods Line and the Ultimo Post Office.

6.3 Opportunities to re-establish the original size contrast and relationship between the Ultimo Post Office and the former Ultimo Power House buildings should be explored where possible.

6.4 Any new uses and development adjacent to (but outside of) the Powerhouse site should be compatible with the wider setting of the site and its heritage buildings. Approval authorities should consider the heritage significance of the setting and context of the Powerhouse site including significant views and vistas (as presented through this CMP), in their consideration of future design and approvals for adjacent works and future development in the immediate vicinity.

POLICY 7: FABRIC

Background: Significant heritage fabric and design integrity should be retained through the conservation of the materiality of the fabric in accordance with its assessed level of significance. The gradings of significant fabric provided for each heritage item in Part C of this CMP should be adopted as the basis for future conservation of significant fabric of the Powerhouse Ultimo site.

7.1 Fabric of **exceptional or high** heritage significance should be retained and conserved.

Fabric of **moderate** heritage significance should be preferentially retained, although sensitive adaption and modification is possible where reasonable justification and rationale is available, or where modification of moderately significant fabric will result in positive outcomes for fabric of higher significance, and/or to the enhancement of the overall heritage values of a heritage item or overall site.

Built fabric of **little** significance can be replaced or removed to enhance heritage values and significance. Any removal of fabric of little significance should ensure that significant fabric is not damaged.

7.4 Intrusive fabric should be removed or modified (or where appropriate replaced with more sympathetically designed elements) to reduce adverse impact to heritage fabric and significance. Removal of intrusive fabric should ensure that fabric of heritage significance is not damaged.

7.5 Demolition of heritage fabric is generally not acceptable, although exceptions may exist in cases where minor demolition of significant fabric will serve as a conservation measure (for example, in the case of deteriorating fabric, the removal of which would prevent surrounding fabric from deteriorating further). However, removal or demolition of significant heritage fabric should generally be considered as a final option, after exploration and exhaustion of all other possibilities.

7.6 Where impact to significant fabric is unavoidable, works should aim to minimise adverse heritage impact as much as possible.

7.7 Unsympathetic modern additions/fabric should be considered for removal, relocation, revision and/or replacement with fabric and form, to be more sympathetic to the heritage values of the site.

7.8 Alterations to existing fabric should seek to remove and replace intrusive elements with those that will have a neutral impact or positive contribution to the cultural significance of the Powerhouse Ultimo Site.

POLICY 8: ABORIGINAL CULTURAL HERITAGE

Background: Policies relating to Aboriginal Cultural Heritage for the site will be developed in consultation with Aboriginal community stakeholders, which it is understood by Curio to be an ongoing responsibility of Powerhouse Museum and Department of Enterprise, Investment and Trade (Create NSW).

The following draft Aboriginal Cultural heritage policies have been developed in collaboration with the Powerhouse Director, First Nations and informed by feedback received at the March 21 community consultation session.

We understand that these policies will be further developed by the Powerhouse and Department of Enterprise, Investment and Trade (Create NSW) in consultation with Aboriginal community stakeholders.

8.1 Aboriginal stakeholders for the site will be identified and consulted with in order to identify the Aboriginal cultural heritage values associated with the site, from which these management policies will be further developed. Once identified, the Aboriginal stakeholders will be consulted with for any future site works or initiatives relating to Aboriginal cultural heritage and significance.

8.2 Any development planning process for the Powerhouse Ultimo site will include consultation with the Aboriginal community and the preparation of an Aboriginal Cultural Heritage Assessment Report (ACHAR), which will be prepared in consultation with nominated Registered Aboriginal Parties (RAPs). Aboriginal community consultation and report preparation will be undertaken in accordance with all relevant statutory guidelines.

8.3 Protocols will be developed for ongoing Aboriginal community engagement and consultation as part of the ongoing management of the Powerhouse site. These protocols will be reviewed regularly to ensure relevancy.

8.4 The Museum should maintain their appointment of a Director, First Nations and a First Nations team to develop and guide Museum policy and practice.

8.5 Any development planning process for the Powerhouse Ultimo site will include the preparation of an Aboriginal Cultural Heritage Assessment Report (ACHAR), required to be prepared in consultation with nominated Registered Aboriginal Parties (RAPs). Aboriginal community consultation and report preparation will be undertaken in accordance with all relevant statutory guidelines.

POLICY 9: HISTORICAL ARCHAEOLOGY

Background: The Powerhouse Ultimo site has potential to retain a historical archaeological resource potentially of local and/or State significance, which requires management in accordance with the provisions of the NSW Heritage Act 1977, and all relevant best practice guidelines for historical archaeology.

9.1 An archaeological management plan should be developed for the Powerhouse site to further delineate archaeological potential across the site and allow upfront planning of any future development at the site in consideration of archaeological constraints.

9.2 Any future works requiring excavation and/or below ground impacts should be proceeded by a historical archaeological assessment, specific to the location and nature of the proposed impact.

9.3 Where archaeological assessment determines that archaeological investigation of a potential historical archaeological resource is required within the Powerhouse site, archaeological investigation should be guided by a Historical Archaeological Research Design (ARD), and will require excavation permits in accordance with the relevant section of the NSW Heritage Act 1977, dependent on the location of the proposed investigation works as follows:

- Within the curtilage of a SHR listing (i.e., Ultimo Power House and Ultimo Post Office)—Section 60 Excavation Permit
- Outside the curtilage of a SHR listing—Section 140 Excavation Permit or Section 139 (4) Exception.

9.4 All historical archaeological excavations undertaken within the site should be carried out under the supervision of an Excavation Director who meets the Heritage NSW criteria for directing archaeological excavations of local and/or State significance (depending on the nature of the potential archaeological resource being investigated).

Action:
- Develop an Archaeological Management Plan

POLICY 10: ABORIGINAL ARCHAEOLOGY

Background: The Powerhouse site has been assessed as having moderate to high potential for Aboriginal archaeological deposits to be present within remnant natural soil profiles, where they remain within the site. Proposed future works that will disturb the ground surface will require further Aboriginal archaeological assessment and subsequent mitigation as required.

10.1 Any future works requiring excavation and/or below ground impacts should be proceeded by an Aboriginal archaeological assessment, specific to the location and nature of the proposed impact, to be prepared in accordance with the provisions of the relevant Heritage NSW statutory guidelines and provisions of the NPW Act.

10.2 Any substantial excavation works proposed for the Powerhouse site are likely to require Aboriginal archaeological test excavation to further investigate and confirm the nature of Aboriginal archaeology. Due to the urban built-up nature of the site and potential for historical archaeology, it is unlikely that Aboriginal archaeological test excavation at the Powerhouse site will be able to proceed under the statutory guidelines "Code of Practice for Archaeological Investigation of Aboriginal Objects in New South Wales" (DECCW 2010). In this case, an Aboriginal Heritage Impact Permit (AHIP) in accordance with Section 90 of the National Parks and Wildlife Act 1974 will be required to allow Aboriginal archaeological test excavation. Application for an AHIP will require:

- Aboriginal community consultation to be undertaken in accordance with statutory guidelines Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010 (DECCW 2010),
- Preparation of an Aboriginal Cultural Heritage Assessment Report (ACHAR); and
- Preparation of an Aboriginal Archaeological Technical Report (ATR), including Archaeological Research Design and Excavation Methodology.

Aboriginal community consultation and report preparation should be undertaken in accordance with all relevant Heritage NSW statutory guidelines.

POLICY 11: MOVEABLE HERITAGE

Background: A small number of moveable heritage items which demonstrated associated provenance with the site were identified in the 1980s development and form a part of the Powerhouse collection.

11.1 Moveable heritage items with provenance to the site curtilage should be retained and conserved as part of the Powerhouse collection, these items are at Appendix F.

11.2 Items of moveable heritage with provenance to the site should be conserved by the Powerhouse in accordance with collection management policies and procedures.

6.2.3 Maintenance and Repair

Ongoing maintenance and repair of site assets to ensure functionality and safety of the site for all users and employees are required, including minor day-to-day activities, as well as larger-scale repairs, restoration or alteration works. Policies have been developed to guide maintenance and repair activities to avoid adverse impact to heritage values and significance through such activities.

POLICY 12: CLEANING, MAINTENANCE AND REPAIR

Background: Heritage buildings and fabric should be maintained appropriately and regularly to avoid irrevocable deterioration.

12.1 A Maintenance and Repair Plan should be developed for the site to conserve heritage fabric (to be based on documented historical evidence and knowledge of the site buildings and history), in accordance with NSW Heritage Division guidelines such as The Maintenance Series 1.1: 'Preparing a maintenance plan', (NSW Heritage Office 2004), available from www.environment.nsw.gov.au/resources/heritagebranch/heritage/maintenance11preparingplan.pdf.

12.2 It is understood that the Powerhouse makes use of management system software for asset registers and to schedule regular preventative maintenance for the site. The Maintenance and Repair Plan for the heritage assets, as developed out of this policy, should be appropriately integrated/coordinated with the Powerhouse's asset management systems and software, to ensure that the existing management systems include information concerning special treatment/management etc appropriate to heritage items and fabric specifically.

12.3 Cleaning, maintenance, and repair should:

- aim to protect fabric from further deterioration and retain the integrity of significant fabric and construction methods as much as possible;
- be consistent with The Burra Charter principles and aim to do 'as much as necessary but as little as possible'—this would include retaining significant fabric where possible rather than replacing elements in full; and
- be undertaken by staff or contractors experienced in working with historic fabric and using appropriate techniques (see Policy 1 Best Practice Heritage Management 1.5).

12.4 Appropriate traditional techniques and materials should be used for any repair works required to significant fabric, appropriate to the nature, historical period and form of the fabric requiring repair.

12.5 Adequate funding and other necessary resources should be incorporated into annual budgets for the site for ongoing cleaning, maintenance, and repair.

12.6 Regular inspections of building elements at particular risk of deterioration and decay should be undertaken, particularly timber, corrugated iron, and similar materials at high risk of weathering.

12.7 Regular inspections of heritage fabric of moderate significance and above (identified in Part C of this CMP) should be undertaken to manage and avoid future deterioration of heritage fabric.

12.8 Regular inspections of the condition of the Water-Cooling System and Manifold within the Powerhouse site (i.e., in the basement of the Turbine Hall) should be undertaken by an appropriately qualified and experienced Structural Engineer.

Actions:

- Develop and implement a Maintenance and Repair Plan.
- Identify an appropriately qualified Structural Engineer to undertake regular inspections of the Water-Cooling System and Manifold heritage item.

POLICY 13: MATERIALS, TREATMENTS AND TECHNIQUES

Background: Management, conservation, restoration and repair of heritage elements and fabric requires the application of specialist treatments, trades, materials, and knowledge. Colour schemes and treatments should be sympathetic to the heritage significance and values of the site.

13.1 Any efforts made to restore or reconstruct damaged or missing elements of significant heritage items (if possible and appropriate) should ensure historical evidence is sufficient to identify that replacement is appropriate and/or historically accurate.

13.2 Any alterations to heritage items should use appropriate materials and finishes, to be commensurate with, but not in imitation of, the original materiality of the building.

13.3 All face brickwork must remain unpainted.

13.4 Modern paint treatments of heritage fabric should be reversible.

POLICY 14: SERVICES, FACILITIES AND AMENITIES

Background: Heritage buildings were not constructed with the capacity for the modern services that are now required. Installation of new services (including technical, electrical, data, etc.), facilities and amenities specific to site function require particular attention and detail to avoid impact to heritage significance and fabric.

14.1 Installation of new services must be neat, unobtrusive, and concealed (as best possible) and respond to the existing environment within which installation is required.

14.2 Installation of new services and equipment should be carried out in a manner that avoids or greatly minimises damage or impact to heritage fabric.

14.3 Installation of new services should be reversible without damage or adverse impact to heritage fabric or significance.

14.4 Penetrations required for new services in significant fabric should utilise existing penetrations where possible.

14.5 Installation of new services shall be appropriately documented including annotated photographs.

14.6 Where possible, works undertaken for maintenance, repair and upgrade of existing services will seek to 'make good' of any previously installed services or elements that are intrusive to heritage fabric or significance.

14.7 Any potential future lift access required for the Powerhouse should carefully consider appropriate locations and avoid adverse impact to heritage fabric or view lines.

14.8 The North Annex has full smoke and thermal detection. Options to further enhance fire protection should be investigated.

6.2.4 Site Utilisation, New Work and Security

The following policies have been developed to guide the ongoing use of the site, including new work and strategic planning, to ensure heritage significance, values, and fabric can be conserved in the future. Proposals for change and future use within the site curtilage should ensure that the significant heritage values of the Powerhouse site are not unduly impacted.

POLICY 15: COMPATIBLE USE

Background: Compatible use should always respect the heritage significance of the site and its heritage items, avoiding adverse impacts and continue to allow the site's history and heritage values to be easily understood with little or minimal impact on significance.

15.1 The primary cultural significance of the site relates to the historical development of the Ultimo Power House and Ultimo Post Office.

15.2 Visual and pedestrian connections to the Ultimo Post Office and the former Ultimo Power House buildings should be retained (those existing) or developed, to enhance the significance of the historical connection between the two sites.

15.3 Future uses with substantial structural, special or services requirements that would have an adverse impact on the heritage significance of the site are unacceptable.

15.4 Any activity in the open spaces of the former Power House buildings (i.e. particularly the Engine House, Turbine Hall , and Boiler House) that would require closing in the open roof plan (i.e. such as a false ceiling), covering and/or impacts to the trusses, gantry crane and columns, would have a detrimental visual and physical impact on the significance of the building and would not be compatible or consistent with the remnant significant fabric and space. Should light, sound, and division of spatial volumes be required, then no permanent visual or physical obstructions that obstruct views to the chimneys, windows, walls and/or roof trusses should be applied.

15.5 Future management of the site should include consideration of opportunities to re-incorporate the Harwood Building into the wider use of the Powerhouse site.

POLICY 16: ADAPTIVE REUSE

Background: If significant site structures or buildings are unable to be retained for operational purposes, Powerhouse should ensure that they are adaptively reused for a compatible purpose, sympathetic to the cultural significance of the site and structure, to ensure the future conservation of these heritage items.

16.1 Adaptive re-use of heritage items should make use of design elements and techniques that are lightweight, fully reversible, and commensurate with the heritage character and style of the heritage item.

16.2 Future use of the heritage spaces should aim to reinstate the original spatial volume and visual sightlines to the full height of the columns, the overhead gantry cranes, overhead gantry tracks and associated remnant industrial fabric of the Power House buildings.

16.3 Adaptive reuse of the Ultimo Post Office that would allow restoration of public access to this State Significant building is recommended, such as space for programming or retail.

Actions:
- Develop an Adaptive Reuse Strategy

POLICY 17: CHANGE OF USE OR OCCUPIER

Background: Flexibility is required to ensure heritage significance is acknowledged and managed appropriately at the site, regardless of the change in use, owner, or occupier.

17.1 Any change of use should be sympathetic to the history and built form of the site and be in consideration of the heritage significance of the site.

17.2 Regardless of the change in use, all elements within the Powerhouse site curtilage will remain subject to the policies of this CMP.

17.3 All parties must acknowledge the significance, opportunities, constraints, and policies relating to heritage conservation of the Powerhouse site as established through this CMP.

POLICY 18: SITE ACCESS

Background: Future improvements and changes to site access to the Powerhouse site may be required over time to meet operational requirements increasing site user volume. Such improvements and changes are encouraged to consider options and solutions that would have positive and/or neutral heritage outcomes for the site.

18.1 New site access and circulation routes should look to utilise traditional and existing routes as a priority over introducing new access locations, where feasible. New access paths should avoid making additional penetrations in heritage fabric as far as practicable.

18.2 Existing site entrances should be revised to be more sympathetic to the heritage significance of the site, including but not limited to the removal of elements unsympathetic to the heritage significance of the site.

18.3 Potential appropriate new site access routes may include the lower-level space between the Switch House and the Wran Building beneath the Harris Street forecourt, and enhancement of access routes from the eastern side of the site.

POLICY 19: NEW WORK AND DEVELOPMENT

Background: New work should be readily identifiable, but also sympathetic to the heritage character setting and fabric, to ensure the heritage values and significance of the item and place is retained.

19.1 Any new work and development should not detract from the heritage significance of the place, including heritage items, fabric, and significant views and vistas both intra and inter-site.

19.2 An assessment of heritage impact should accompany any significant works proposed within the site curtilage in accordance with the relevant statutory guidelines. Heritage Impact assessments should be commensurate with the level of works proposed and specific to the proposed activities. Heritage impact should be assessed in accordance with the policies and gradings of significance as presented within this CMP.

19.3 All new work is to be of high design standards, meeting for design excellence, using quality materials and applying best design practice for heritage development as outlined in appropriate current best practice documents including but not limited to 'Better Placed, Design Guide for Heritage' (GANSW) and 'Design in Context; Guidelines for Infill Development in the Historic Environment' (NSW Heritage Division).

19.4 Any new work and development should consider Lionel Glendenning's Powerhouse Design Principles in the context of contemporary Museum practice.

19.5 New work should employ appropriate design, techniques, and colour palettes that are sympathetic to and commensurate with the heritage values of the site.

19.6 New work should prioritise exploration of options that would enhance or improve the visual connection between the state significant elements (e.g., improve the relationship between the Ultimo Post Office and former Power House Buildings)

POLICY 20: SECURITY

Background: Required security elements should be as unobtrusive to heritage values as possible.

20.1 Physical security measures should be visually and physically recessive, installed in a way to have minimal detraction from heritage values and character.

20.2 Any damage or impact on heritage structures caused by vandalism or graffiti should be addressed and repaired promptly.

20.3 Where temporary security measures are required within the curtilage to prevent unauthorised access to locations or unoccupied structures, a Heritage Specialist should be consulted to avoid irreversible impact on heritage fabric.

20.4 The visually intrusive security gates (green and red painted lattice) located to the east and west of the Ultimo Post Office are recommended for removal and replacement (and/or revision) with an element that is more sympathetic to the heritage setting and values of this State significant heritage item.

POLICY 21: BUILDING STANDARDS, HAZARDOUS MATERIALS & SAFETY

Background: Heritage values and conservation of significant fabric needs to be considered in the context of current building standards and safety, including any presence of hazardous materials on site.

21.1 Any hazardous materials on-site, including ceiling dust, lead-based paint, and asbestos should be identified, documented, monitored, and made safe or removed if appropriate. Any hazardous materials that have been identified should be included on the relevant registers e.g., Museum of Applied Arts and Sciences Hazardous Chemical -Dangerous Goods Register 2018.

21.2 The 2018 *Museum of Applied Arts and Sciences Hazardous Chemical -Dangerous Goods Register* should be reviewed annually.

21.3 An Asbestos Survey and update of the Powerhouse Museum Asbestos Register should occur every 5 years. The current version is Hibbs & Associates Powerhouse Museum Asbestos Survey February 2021.

Actions:
- Update the 2018 *Museum of Applied Arts and Sciences Hazardous Chemical -Dangerous Goods Register* to ensure it reflects the current situation.
- Ensure that a schedule is in place for the annual review of the *Museum of Applied Arts and Sciences Hazardous Chemical -Dangerous Goods Register*.
- Ensure that the *Museum of Applied Arts and Sciences Hazardous Chemical -Dangerous Goods Register* are easily accessible within their relevant buildings.

POLICY 22: SIGNAGE, USER INFORMATION AND LIGHTING

Background: Signage, lighting and customer information features should not detract from the heritage significance of the site. Signage and lighting should enhance heritage significance wherever possible.

22.1 Any original and early signage and lighting of heritage significance should be retained. If retention and ongoing use of any original signage and lighting elements are found to be no longer feasible, consideration should be given to adaptation of the elements for use as interpretative features/elements.

22.2 New signage or lighting should avoid fixture directly to heritage fabric of exceptional and high significance.

22.3 Architectural lighting applied across the precinct should be unobtrusive, unless part of a temporary exhibition, installation or event.

22.4 Wayfinding and signage should be minimal in detail and not detract from the heritage fabric, unless part of a temporary exhibition, installation or event.

22.5 Any new development should consider designing legible wayfinding and circulation into the architecture of the spaces.

6.2.5 Application of this CMP

This CMP has been developed to provide a functional framework for application by the Powerhouse to ensure the ongoing conservation and celebration of the significant heritage values of the Powerhouse site, in the context of the site's operational requirements, as one of Sydney's most important industrial heritage sites.

POLICY 23: RECORDS AND DOCUMENTATION

Background: Parties responsible for the management of the Powerhouse Ultimo site must have access to relevant records and documentation necessary to understand the significance of place and conservation policies. Compliance with all heritage and statutory requirements relevant to the site including this CMP, requires documentation as part of best practice heritage management.

23.1 A copy of this CMP is to be retained on-site and digitally for daily access and reference. In particular, the CMP should be made available to site staff responsible for day-to-day management. The individual building/element sections of this CMP (Part C) should be easily accessible for all staff and site contractors as required.

23.2 The final CMP should be made available and distributed to City of Sydney Library, Heritage NSW and the State Archives and Records Authority NSW.

23.3 Adequate and appropriate archival recording in accordance with the following Heritage NSW guidelines should be undertaken for any proposed works that will alter the structure and appearance of an item or fabric of heritage significance or that will significantly alter the overall presentation of the Powerhouse site, particularly works that will present unavoidable changes to significant elements, spaces or fabric. Guidelines include:

- Photographic Recording of Heritage Items Using Digital Film Capture (revised 2006);
- How to Prepare Archival Recordings of Heritage Items (revised 1998); and
- Maintenance series 1.2: Documenting Maintenance and Repair.

23.4 All works are required to be documented in accordance with Powerhouse policy and procedure. Any works that will alter the structure and appearance of any item of heritage fabric of heritage significance must also follow this documentation procedure in consultation with a Heritage Specialist.

Actions:
- Identify appropriate location(s) on site and online for this CMP to be located for ease of access and utilisation.
- Distribute copies of this CMP (once finalised) to relevant stakeholders as listed in the above policy.

POLICY 24: REVIEW OF THIS CMP

Background: This CMP should be reviewed to ensure up-to-date heritage values and condition are appropriately documented and conserved, as well as in accordance with any future legislative changes.

24.1 Review and update of this CMP is recommended to be undertaken every five years to ensure up-to-date heritage values and condition are properly documented and conserved, as well as in accordance with any future legislative changes.

24.2 Should major modifications be undertaken to the Powerhouse site, particularly those including extensive changes or impact to heritage values, this CMP should be reviewed once the major changes have been completed, regardless of the time frame since endorsement (i.e., prior to the recommended five-year interval)

POLICY 25: EXPERIENCE, SKILLS AND CO-ORDINATION

Background: Skilled professionals should be engaged to advise on, document, and implement any conservation and upgrade works as necessary to conserve significant heritage fabric and values

25.1 Ensure appropriately qualified and experienced personnel, consultants and contractors are engaged in the assessment of any works at the Powerhouse site that may impact heritage significance. This may include, but is not limited to, conservation architects, archaeologists, heritage landscape specialists, structural engineers, heritage and interpretation specialists.

25.2 Any works that require intervention to heritage fabric should be undertaken only by tradespeople with the relevant skills and demonstrated experience working on heritage sites.

25.3 New services and equipment should be installed by specialist tradespeople with practical experience in conservation and restoration of similar structures, materials and methods.

25.4 Proposed heritage conservation works should make use of all available expertise and knowledge and adopt an evidence-based approach to materials conservation.

POLICY 26: INTERPRETATION AND EDUCATION

Background: The history and significance of the Powerhouse Ultimo Site should be publicly communicated through programmatic interpretation.

26.1 A Heritage Interpretation Strategy should be developed for the Powerhouse site, as part of any renewal program.

26.2 Should future management or development works within the Powerhouse site include significant impact or demolition of any heritage elements and original fabric, it is important that these elements be appropriately interpreted in order to offset any heritage impact introduced by impact.

26.3 Effective interpretation should be employed to communicate the history of the site and the heritage buildings within the site. The history of the individual heritage items elements as well as the overall history of the site is important and should be interpreted to encourage public appreciation of the site both as the Powerhouse Museum, as well as the former Ultimo Power House.

26.4 Future interpretation initiatives should capture all intangible values and social significance of the site.

26.5 Key locations on site appropriate for focusing of heritage interpretation initiatives include the Pump House, Ultimo Post Office, and the Switch House.

Actions:
- Develop a Heritage Interpretation Strategy

6.2.6 Site-Specific Exemptions

Site-specific exemptions relate to a specific individual heritage item listed on the SHR (as opposed to the list of Standard Exemptions that apply to all SHR listings, that allow select work to be exempt from the requirement for a Section 60 application under the NSW Heritage Act 1977).

Site-specific exemptions can only apply to works that have no potential to affect the heritage item materiality and must be identified specifically as exemptions within a CMP for a SHR heritage item, endorsed by the NSW Heritage Council.

The Powerhouse intend to seek Standard Exemptions as set out under Section 57 (2) of the Heritage Act 1997 (NSW) for items including, but not limited to:

Powerhouse Program
- Installation of, and alterations to temporary or lightweight partitions to create spaces for exhibitions, programs, installations and events.
- Minor works such as the installation of hanging, staging, and lighting systems for the display of exhibitions, events, and other program activities.

Special Events
- Installation of temporary and reversible structures for the operation of special events, programs and activities.

Signage and Wayfinding
- Installation of new interpretation and/or wayfinding signage or relocation of interpretive and/or wayfinding signs.
- Replacement of non-illuminated external signs and decorations, such as flags, rigging, banners, merchandising, holiday livery and associated decorations where the size, scale and impact of the new items is the same or does not exceed that being replaced and providing that the signs and decoration are not elements remaining from the significant periods of the site's history.
- Removal of non-illuminated external signs and decorations, such as flags, rigging, banners, merchandising, and associated decorations where the size, scale and impact of the new items is the same or does not exceed that being replaced and providing that the signs and decoration are not elements remaining from the significant periods of the site's history.

Conservation and Maintenance
- Installation of temporary hoardings (up to 12 months) and scaffolding associated with maintenance or conservation of facades, roof, windows, plumbing, drainage where no physical impact to heritage occurs.

6.3 APPROACH TO IMPLEMENTATION

Specific action-based policies for the Powerhouse site have been extracted and identified directly below the relevant policies in Section 6.2 above. It is recommended that each of these action-based policies be assigned a priority level timeframe as well as a responsible party for implementation. The assignment of priority and timeframe for implementation should be assessed based on the level of risk each relevant policy presents to the heritage values of the site, as well as in consultation with the Powerhouse to ensure implementation of policies is reasonable and attainable.

Adoption of an implementation approach such as this will ensure that this CMP will be able to function as a practical and applicable document for the Powerhouse in their ongoing conservation management of the site and provide a link between documented policy and workplace actions.

Priorities should be defined as being one of the following three categories:

High Key implementation actions of this CMP. Required to be undertaken immediately, due to risk of impact to heritage significance, or for the functionality of the site.

Moderate Actions that are important to be undertaken in the near future in order to avoid heritage impact but will not cause heritage impact if not undertaken immediately.

Low Actions that should be undertaken to contribute to the overall conservation of heritage significance and safeguard against potential future impacts, but delay in undertaking these actions will not pose an adverse impact to heritage fabric or values.

Based on the assessment of priority for each strategy, recommended timeframe parameters should then be assigned to encourage and ensure completion of each policy action. Timing has been divided into six categories:

Immediate Urgent works to be undertaken as soon as possible.

Short Term Upon endorsement of CMP. 0-6 months.

Medium Term In a reasonable time. 12-24 months.

Long Term within 5-10 years.

Ongoing Policies that should be maintained/actioned on an ongoing basis.

As Required Action policies that do not have a specific timeframe associated with them due to variance in application.

POWERHOUSE ULTIMO

CONSERVATION MANAGEMENT PLAN

PART C

NSW GOVERNMENT

7 HARWOOD BUILDING

7.1 HISTORY OF THE HARWOOD BUILDING

The Harwood building is situated on part of John Harris' 1806 Ultimo land grant, and on Block 20 of the 1859 subdivision of the Ultimo Estate. The first association of the site with transport commenced in 1871, when the newly formed Sydney [United] Omnibus Company (later known as the Sydney Tramway & Omnibus Company (STOC)[1] constructed stables and a hay shed on Block 20, facing Macarthur Street. The stables were described as:

> The building has a substantial framework of wood, with pierced windows for ventilation, and a galvanised corrugated iron roof in three spans, openings being left along each side of the centre bay for the entire length of the building, admitting light, and also assisting ventilation. The floor is simply earth mixed with sawdust, and keeps the feet of the animals cool when they are returned to the stable...there us a loft over the stable which will contain a vast quantity of forage, and the chaff is at present cut by one of Bunele's of Melbourne, patent horse-power cutters. On the frontage of Harris-street, facing Macarthur-street, a hay-shed, capable of holding 500 tons, is in course of erection. It will be constructed of stout wood-work, covered with corrugated iron, and there will be an engine-house at the rear, to cut the provender by steam, while the natural fall of the ground will permit drays to draw and load under the building, and the chaff required for the stables will be run in by lorries. To the right it is proposed to erect a gigantic shed for the omnibuses, which will be ranged as they come in at night, and as they are taken out in the morning.'[2]

The STOC horse-drawn omnibus company provided transport services for most of Sydney's Eastern suburbs, as well as through the city centre and out to Glebe, Forest Lodge, Newtown, Stanmore, Marrickville, St Peters, and the Cook's River. Each bus was usually pulled by two horses, and could seat up to 24 passengers (Figure 7.7). In October 1873 a massive fire broke out at the STOC hay store completely destroying the building. A news report of the event also described a cottage located west of the hay store, and a stable housing 220 horses to the rear, both of which it is assumed survived the fire in the neighbouring building (Figure 7.3 and Figure 7.4).[3] The 1875 Sands Directory records John Free at 374 Harris Street (presumably the same cottage mentioned in the 1873 article), the Sydney United Omnibus Company at 376 Harris Street (visible in an 1878 photo, Figure 7.5), and the farrier, Edward Hanna, at 378 Harris St. By 1883, stables for the City Carrying Company had been constructed at the southern end of the block, while the STOC Stables remained at the northern end, with feed cutting works located between the two stables (Figure 7.6).

Previous Names	Ultimo Tram Depot, Car Sheds, Ultimo Car House
Address	500 Harris Street, Ultimo / Northern corner of Mary Ann St. and Omnibus Lane, Ultimo
Lot & DP	Lot 1 DP216854
Built	1899
Heritage Listings	None
Non-Statutory Listings	Register of the National Estate (Powerhouse Museum (Stage One), Place ID 100691, registered 27/10/1998)
	National Trust of Australia (NSW) Register

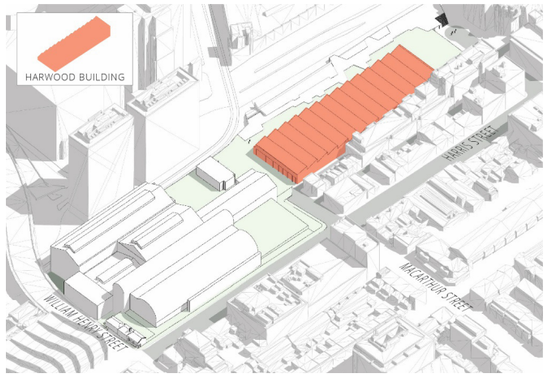
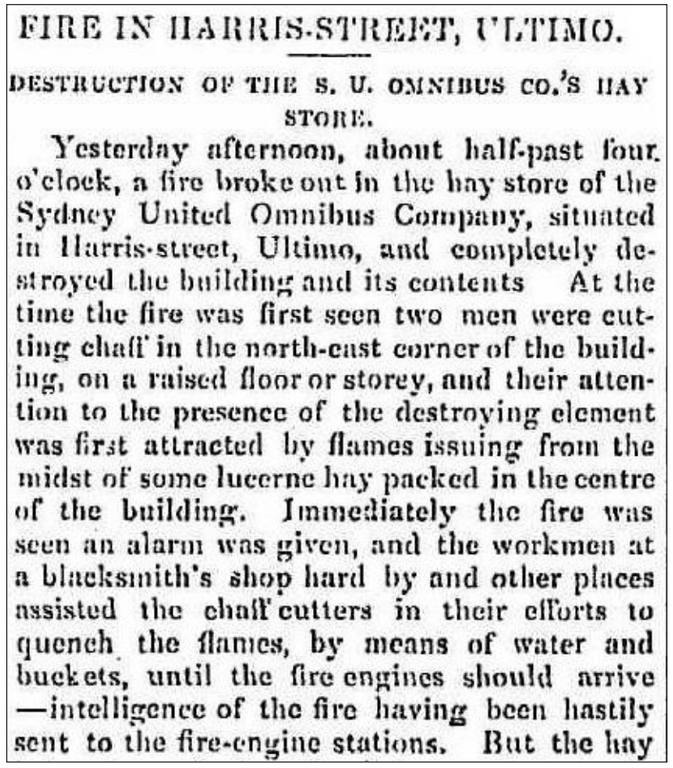


Figure 7.1 Harwood Building Location Map (Base Map Source: John Wardle Architects with Curio Projects additions).

Figure 7.2 Harwood Building (Ultimo Tram Depot) (Source: Powerhouse)



FIRE IN HARRIS-STREET, ULTIMO.

DESTRUCTION OF THE S. U. OMNIBUS CO.'S HAY STORE.

Yesterday afternoon, about half-past four o'clock, a fire broke out in the hay store of the Sydney United Omnibus Company, situated in Harris-street, Ultimo, and completely destroyed the building and its contents At the time the fire was first seen two men were cutting chaff in the north-east corner of the building, on a raised floor or storey, and their attention to the presence of the destroying element was first attracted by flames issuing from the midst of some lucerne hay packed in the centre of the building. Immediately the fire was seen an alarm was given, and the workmen at a blacksmith's shop hard by and other places assisted the chaff cutters in their efforts to quench the flames, by means of water and buckets, until the fire engines should arrive —intelligence of the fire having been hastily sent to the fire-engine stations. But the hay

Figure 7.3 'Fire in Harris-Street, Ultimo' (Source: Newcastle Chronicle, 9 October 1873. p. 4)

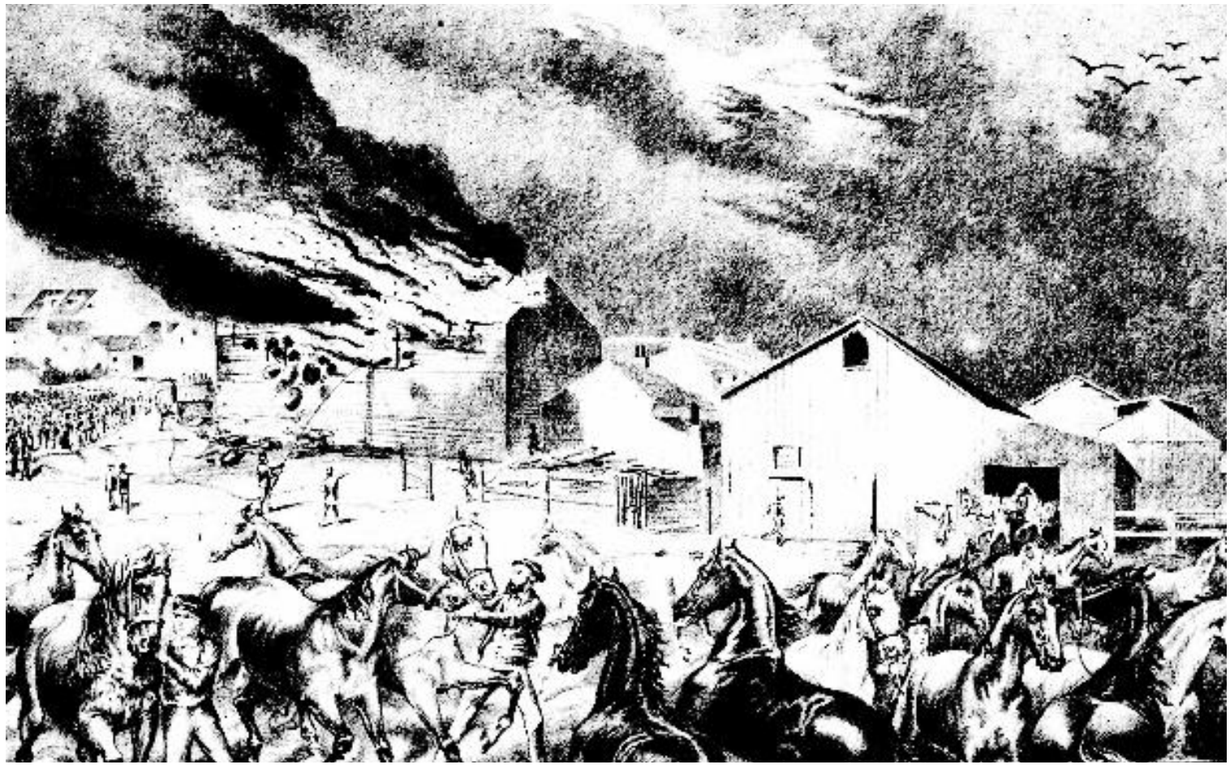


Figure 7.4 'Destruction by Fire of the Sydney United Omnibus Company's Hay Stores and Stables Ultimo' (Source: Illustrated Sydney News and New South Wales Agriculturalist and Grazier, 25 October 1873, p. 5)

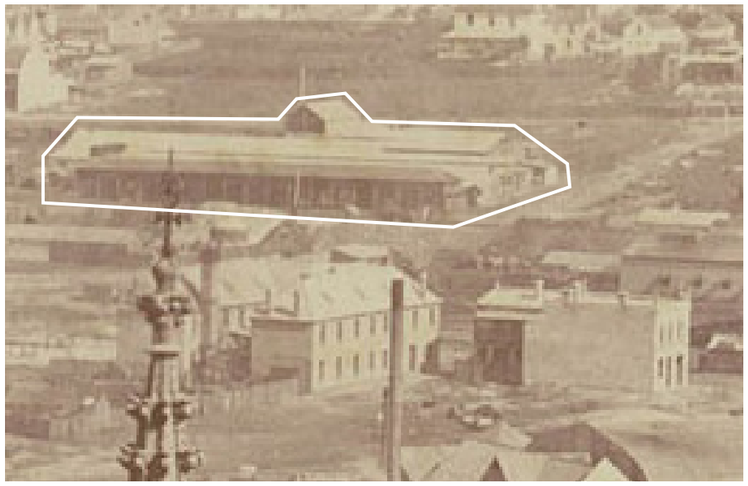


Figure 7.5 1878 Photo from Town Hall showing Omnibus Stables (Source: State Library with Curio Outline)

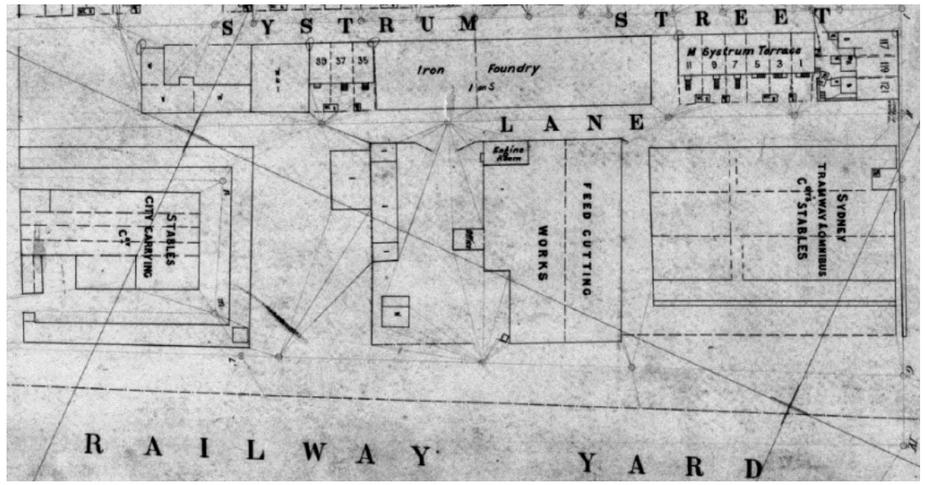


Figure 7.6 Sydney Water plan 1883 showing Sydney Tramway and Omnibus Co. stables in the north of the block, and the City Carrying Co. stables in the south (Source: Sydney Water Plan PWDS 1544-S209)

Figure 7.7 Horse-drawn omnibus, Sydney Tramway and Omnibus Company, Sydney, 1897 (Source: National Library of Australia PIC/15711/5 LOC Box PIC/15711)

GEORGE-STREET AND HARRIS-STREET ELECTRIC TRAMWAY, SYDNEY.
View in Harris-street, showing Permanent-way Construction.

Figure 7.8 1898 Harris St Tramway construction (Legislative Assembly New South Wales, Report of the Department of Public Works Annual Statement 1898, 1899, after p.127.)

Car-house.

The tracks to the car-house entrance, which were supplied by H. W. Peabody & Co., contractors, were manufactured by Wharton & Co., of Philadelphia; these have been placed into position and the work completed, this portion of the work being carried out by day labour.

The contract for the car-house has been let to J. Stewart & Co., contractors, and the work has been completed.

This car-shed, which measures 275 feet by 130 feet, and is all under one roof of the saw-tooth design lighted from the south, has twelve tracks with pits between the rails to enable cleaners and repairers to get at the rolling gear. This building also contains quarters for motor men and conductors. There is accommodation, under cover, for 108 full-sized cars, and the building can be further extended to contain an additional seventy-two cars.

Rolled joists are fixed the full length of the three bays to carry travelling cranes, and both the entrances and back opening are fitted with steel spring-roller shutters.

The contract for the Store and Repairing Shop has been let to Messrs. T. E. Spencer & Co., contractors.

This building, which measures 171½ feet by 43 feet and adjoins the car-house at the rear, has under its roof, also of the saw-tooth design, a store 36 ft. x 40 ft., workshop 90 ft. x 40 ft., armature winding room 30 ft. x 40 ft., drying-room 10 ft. x 40 ft., and a smithy 14 ft. x 40 ft. This work is being carried on with all possible speed by the contractor.

Figure 7.10 Legislative Assembly of NSW, *Report of the Department of Public Works for the year ended 20 June 1899*, 1900, p. 23

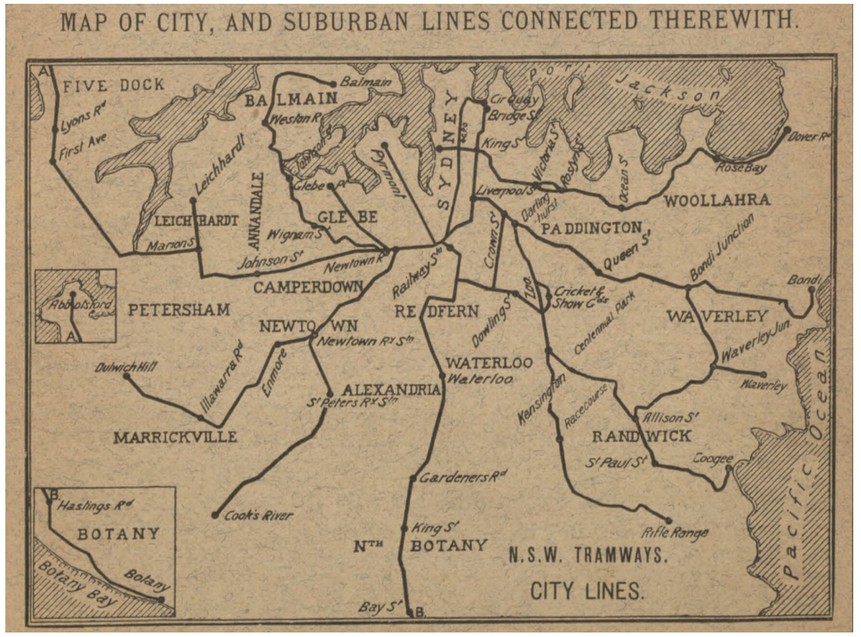


Figure 7.9 Map of Sydney City and Suburban Tramlines 1900 in Tramway guide to Sydney and suburbs (Source: National Library of Australia F13227)

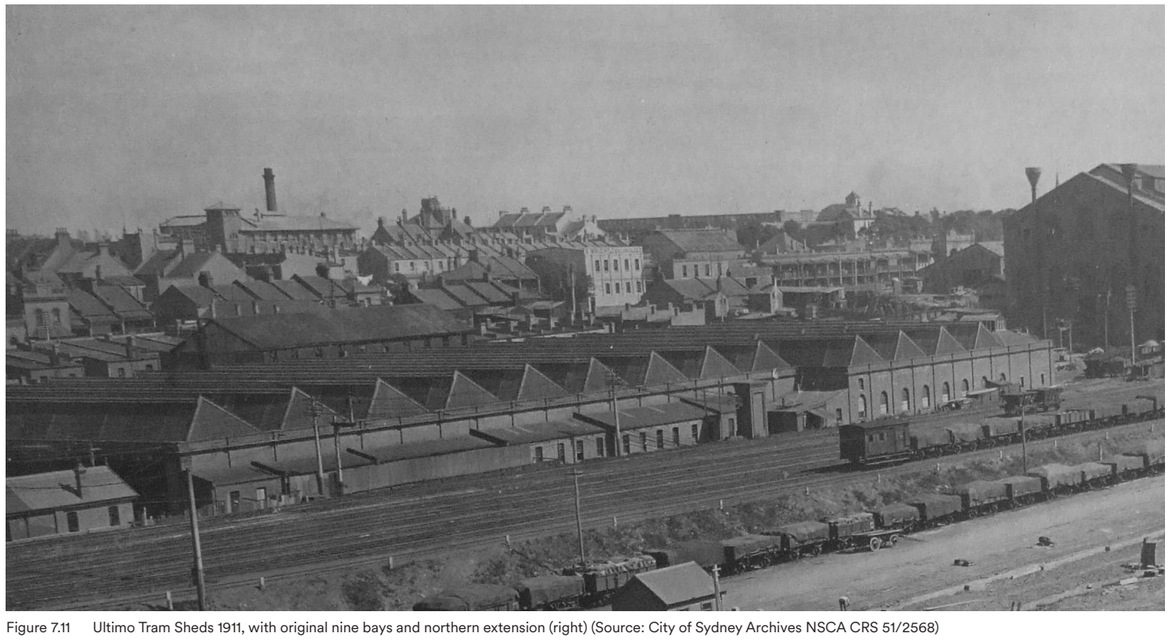


Figure 7.11 Ultimo Tram Sheds 1911, with original nine bays and northern extension (right) (Source: City of Sydney Archives NSCA CRS 51/2568)

In 1895, the Minister for Public Works commenced investigations into construction of an electric tramway between Circular Quay and Pyrmont (George Street to Harris Street), a proposal that was accepted by majority in 1896, and soon followed by general policy to electrify all Sydney's existing tram lines. In 1897, the two blocks of land between Mary Ann and William Henry Streets in Ultimo were resumed for the construction of the Ultimo "Car House", and construction of a new power station large enough to power Sydney's expanding electric tram line. Sketches for the Ultimo Car House, designed to stable the tram fleet to be used on the new Harris to George Street tramline, were approved in 1897[4] and the site prepared for construction, including demolition of the STOC and City Carrying Company stables. The contract for the Ultimo Car House (Tram Depot) was awarded to Stewart & Co of Sydney,[5] and the building constructed between 1898-1899. The Ultimo Power House, on the adjacent block of land to the north between Macarthur and William Henry Streets, was constructed concurrently with the Tram Depot. The Harris and George Street tramline was officially opened on 8 December 1899[6] (Figure 7.8 and Figure 7.9). The Ultimo Tram Depot was not connected to the adjacent Goods Line, but rather was connected to the tram system via tracks along Mary Ann and Harris Street.

Officially opening as an operational depot on 8 December 1899, the Ultimo Tram Depot occupied the whole block bounded by Mary Ann Street in the south, Omnibus Lane to the west, and the Darling Harbour Goods Line to the east, and was the first of the electric tram depots opened for the early 20th century Sydney Tram network. At completion in 1899, the saw-tooth roofed Ultimo Tram Depot measured 275 feet x 130 feet, consisted of nine bays, capable of housing up to 108 trams (Figure 7.10), and was constructed 'of heavy load bearing brick walls with a south lit saw tooth roof of corrugated steel sheeting on lightweight steel trusses, it was typical of those used for similar industrial purposes at the time.'[7] 'Unlike some of the later tram sheds where the brickwork of the walls was continued into a sawtooth shape to support the roof, the Ultimo Tram Depot was constructed with a corrugated iron roof over the brickwork walls. A series of skillion roofed brick offices lined the eastern side of the Tram Depot adjacent to the Goods Line. The southern end of the building was originally constructed with an open design to facilitate tram movement in and out of the building. In 1908 the building was extended to the north by 150 feet[8] (Figure 7.11).

While the overall functionality of the Ultimo Tram Depot was inextricably linked to the neighbouring Power House, both facilities operated completely independently of one another in both staffing and function. While one tram track initially extended north from the Depot and to the Turbine Hall of the adjacent Power House, this connection was removed c.1930, from which time the physical space between the Depot and the Power House was occupied by a massive, 9m high reinforced concrete coal bunker, preventing direct access between the two sites.[9]

By the 1950s, Sydney's electric trams were progressively being phased out in favour of buses, and in 1953 the Sydney Electric Tram network ceased operations (Figure 7.14), with the Ultimo Tram Depot was the first of Sydney's twelve tram depots to be decommissioned. Security barriers were installed along the southern elevation in 1953 as part of the decommissioning and revision of use of the Tram Depot building.[10] Between 1953 and 1956 the Ultimo Depot was used as a non-operational storage shed for around 70 trams prior to their scrapping at the Randwick Tramway Workshops.

Much of the evidence of the building as a tram depot was eradicated between the 1950s and the 1980s:

> Immediately the Transport Department had removed the last trams from the depot, the rails, walkways between the tracks and supporting beams and piers were removed from the building to enable the depot to be used for storage. In addition, access ramps were put in from the depot yard down to the floor of the building to allow road vehicle access.[11]

In the mid-1950s, the rails, walkways, piers and supporting beams were removed and access ramps were added to enhance the storage capacity of the space. The Depot was used for storage in the 1960s by both Brambles Industries Ltd and the Museum of Applied Arts and Sciences.

While the land of the Ultimo Tram Depot was resumed in 1963, with plans were drawn up in 1964 to convert the Ultimo Tram Depot to a Transport Museum, this proposal was first abandoned in 1965 as the Depot was identified as being potentially located within the proposed route of the new Western Distributor.[12] However, when the Freeway plans were finally curtailed in 1977 and avoided the Depot site, the use of the site as a museum was again available for consideration. In 1979 the NSW Government revealed that the Ultimo Power House and Tram Shed would be adapted into to house the Museum of Applied Arts and Sciences, to be known as the Powerhouse Museum.[13] At the time of this announcement, the Tram Shed building was relatively intact as a whole, although partially vandalised.[14]

Stage One of the project included the refurbishment and adaptive reuse of the Ultimo Tram Shed as a temporary public gallery, with conservation and fabrication area and storage space—officially opened by NSW Premier Neville Wran on 4 September 1981 (Figure 7.20 and Figure 7.21). In 1984 the Ultimo Tram Depot was formally renamed the Harwood Building, in honour of Norm Harwood, the former curator of the Museum of Applied Arts and Sciences. A contemporary description of the Harwood building at its time of refurbishment described it as:

> Little changed during its time as the tram depot, this building was almost completely re-constructed for the Museum. A basement was excavated under a new floor at ground level and a new steel structure supports a new roof at a higher level than the old. The saw tooth roof form was retained. A mezzanine level approximately 10 metres wide was constructed along almost the entire length of the east side. On the ground floor are restoration workshops, conservation department, a large photographic studio and facilities for receipt and fumigation of objects. Total floor area available to the Museum is some 12,000m2.[15]

The building was used as a display space until the second stage of the Museum was opened in March 1988 in the former Power House buildings. The exhibits were moved across to the Power House buildings and the Harwood building was converted into conservation labs, office space and collection storage space. In 1995 a mezzanine level was added to the Harwood building for staff from 659 Harris Street.[16] The 1980-81 refurbishment works of the Ultimo Tram Depot included:

- removal of internal columns, saw-tooth roof trusses, purlins and cladding;
- demolition of the internal trackwork, steps and pits;
- demolition of the northern one-third of the length of the entire eastern wall of the building, eastern two-thirds of the north wall, south wall columns and entry doors, and all associated lean-to buildings;
- removal of the tram tracks in the south courtyard;
- raising the southern courtyard by c. 1.2m;
- inserting a modern glass façade to the southern end of the building;
- reconstruction of the northern end of the east wall so that it aligned with the southern end of the wall;
- inserting a large entryway on the northern wall to allow truck access to the Harwood Building and allow the transfer of exhibits through to the former Power House buildings;
- constructing a modern sawtooth roof, referencing the former roof, but with curved ridge and vertical lights
- excavation of a new basement level for services; and
- addition of a new mezzanine floor over a section of the building for storage and offices.[17]

In 2022, the Harwood Building housed the Powerhouse staff offices, library, conservation areas, collection storage, workshops, digital studio, security office and a loading dock (Figure 7.22). In April 2023 the collection relocation and consolidation to Castle Hill will be completed.

Figure 7.12 1903 map showing Ultimo 'Car Shed' (Source: City of Sydney Archives)

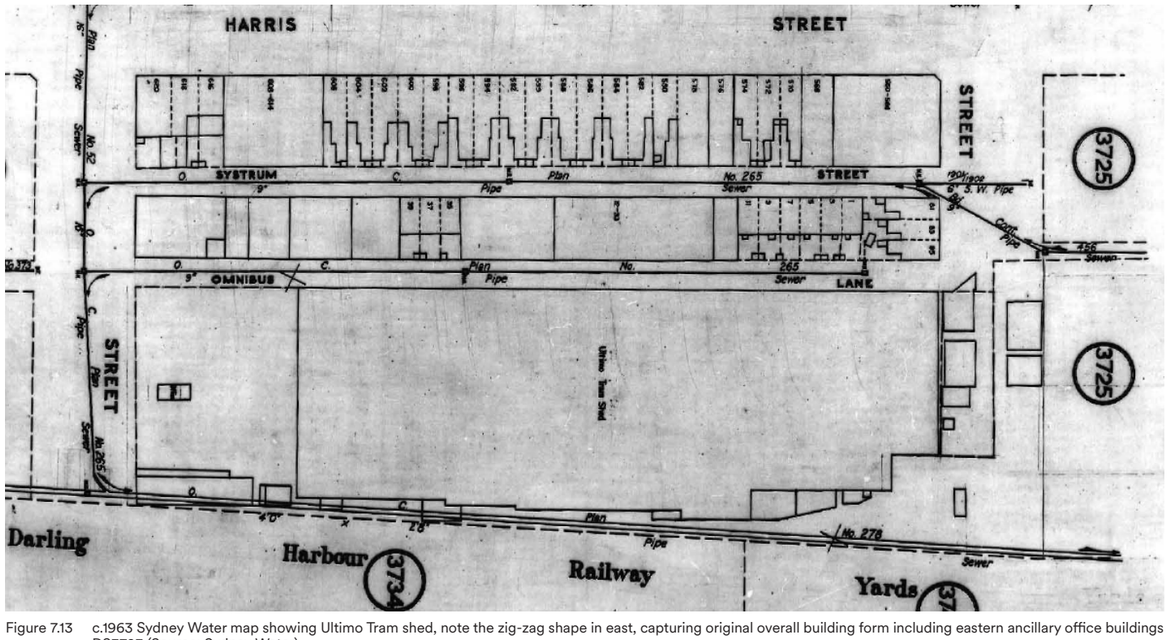


Figure 7.13 c.1963 Sydney Water map showing Ultimo Tram shed, note the zig-zag shape in east, capturing original overall building form including eastern ancillary office buildings DS3723 (Source: Sydney Water)

4 The Sydney Morning Herald, Mon., June 29, 1953

TRAM GOES INTO "MOURNING"

A tram, draped in black crape, made a three-hour trip yesterday afternoon to "mourn" the closing of the Ultimo tram depot on Saturday.

The tram, one of the latest types, was specially hired by the Sydney branch of the Australian Electric Traction Association.

In addition to the black crape, the tram bore at each end "wreaths" made out of purple and green material.

It visited Ultimo, Drummoyne, Rozelle, Balmain, Annandale, Dulwich Hill and Canterbury.

The 80 passengers paid 4/ each for the trip.

The oldest passenger was Mr. J. W. Blumer, 85, of King George's Road, Penshurst, who joined the tramways service in 1900 and started as a fitter at Ultimo depot at £2/17/ a week. Mr. Blumer retired from the department 23 years ago.

The Ultimo tram depot, which had been in use since 1900, closed when the last tram returned to the depot on Saturday. This coincided with the decision to replace trams by buses on the Drummoyne-city service.

Figure 7.14 *The Sydney Morning Herald*, 29 June 1953 p. 4

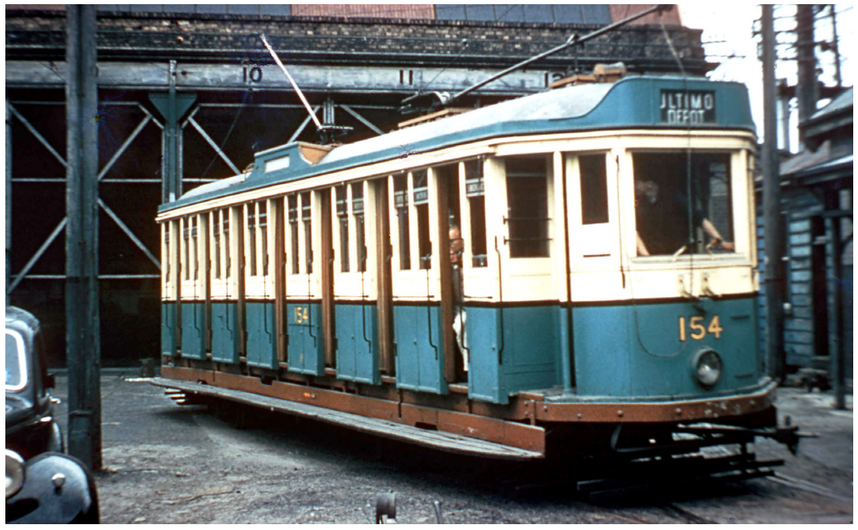


Figure 7.15 Tram 154 in yard outside former Ultimo Tram Depot, 1956 (Source: City of Sydney Archives TRAM00022, CC BY 4.0)

Figure 7.16 Bus 404 in yard outside former Ultimo Tram Depot, 1968 (Source: City of Sydney Archives 00349. CC BY4.0)

Figure 7.17 Aerial view of Ultimo including the Powerhouse Museum development site, c. 1980 (Source: Powerhouse Museum Photo Library ST1-MMN-51-1.jpg)

Figure 7.18 Elevated view of Stage 1 development site, 21 November 1980 (Source: Powerhouse Museum Photo Library ST1D-SMN-16-12A.jpg)

Figure 7.19 Greg Piper, Stage 1 development site with Ultimo Power House in the background, 5 May 1980 (Source: Powerhouse Museum Photo Library ST1D-SMN-46-10A.jpg)

7.2 PHYSICAL ANALYSIS OF HARWOOD

An overall photo register and images of the Harwood Building as at 2020 are presented in Section 7.4.

7.2.1 Site and Setting

The Harwood Building forms part of the Powerhouse site at 500 Harris Street, Ultimo. Within the site, the Harwood Building is located south of the main Power House Buildings, bounded in the south by Mary Ann Street, in the east by the Goods Line, and north by Macarthur Street.

7.2.2 Built Elements

The Harwood Building today is a modern adaption of the former Ultimo Tram Depot. The remnant fabric of the building has been heavily modified, reconstructed and adaptively reused to such an extent that very little original fabric remains intact internally. While the overall external form of the building survived the 1980-81 museum conversion, the original saw tooth roof was replaced with a new steel structure to raise the roof level and new masonry work was added in the same style as original.[18] New masonry is particularly evident along the north and east faces of the building. Refurbishment works in the 1980s also included excavation of a basement, and construction of a new ground floor level.[19] As stated in the 2003 CMP and Godden 2003:

> The Harwood building became a purpose built museum structure, taking the external form of its prior usage, but the architectural acknowledgment is to form only, not the former use of the site, so its heritage value is slight.[20]

Godden (2003) notes that the former Ultimo Tram Depot (Harwood Building) has lost so much of its original fabric that it is no longer immediately recognisable as a tram depot.

> Of the building fabric, only one wall and two half-walls remain unaltered. Of the entrances, tracks, pits and ancillary structures, only sections of the pit side walls and end walls; and short sections of steel tram tracks with sections of sleeper remain in a difficult to access section of the basement beneath the new slab of Stage 1.[21]

> The Harwood Building has undergone far more intervention in its fabric than any other building in the complex. The Harwood Building as a tram depot, is relatively rare, but there are several better-preserved examples in Sydney. The Harwood Building does not have the scale, or architectural complexity of the Powerhouse Buildings. Its assessed significance is slight/moderate and is less than any of the Powerhouse buildings.[22]

At the time of inspection in 2021, the overall condition of the Harwood Building is good, although water damage and plant growth in the sandstone requiring maintenance was noted, as well as several areas with general leaks in the drainage pipes and gutters noted.

Figure 7.20 Harwood Building southern exterior and forecourt, 1987 (Source: Powerhouse Photo Library ST1-SMN-65-37A.jpg)

Figure 7.21 Exhibition Stage 1 (Harwood Building), c. 1985 (Source: Powerhouse Photo Library 00221487.jpg)

Figure 7.22 Harwood Building southern elevation 2020 (Source: Curio Projects)