

PART 10: IMPLEMENTATION STRATEGY

10.1 INTRODUCTION

Heritage management strategies should take account of the various factors identified in the preceding policy section, including opportunities and constraints. Management of the site should be based on desirable commercial outcomes that enable financial self sufficiency for future maintenance and responsible operation of all areas of the complex.

Future management of the site is conditional on minimising impact on heritage significance.

In summary, the preceding policies require that the site be conserved and developed in a suitable manner in regard to short-term and long-term outcomes for future use.

The preceding policies are based on a number of fundamental principles:

- The appropriate management of cultural heritage values through responsible conservation and maintenance strategies
- The assemblage of all elements of the site including structures, buildings, landscape elements and armaments, as a total entity, has greater significance than the sum of individual parts
- The significance of the site is also based on intangible qualities including use, association and meaning
- Decisions regarding management of the site must be based on an understanding of heritage values, and the contribution of individual elements to the significance of the site as a whole
- Operational or maintenance actions should minimise impacts on heritage values
- The history and military heritage of the site should be communicated to visitors and the wider community.

Implementation strategies should take account of the various factors identified in the preceding policy section, including opportunities and constraints. In summary, the preceding policies require that the site be conserved and developed in a suitable manner in regard to short-term and long-term outcomes for future use.

This section includes recommendations and a structured approach to the implementation of conservation policies, taking account of the practical issues of future use options for the site and other external influences. This is not an exhaustive account of all possibilities for implementation, but is intended as a set of recommended guidelines. Any alternative strategies proposed by future users or owners of the building should however, conform to the policies in Part 9.

10.2 HERITAGE OPPORTUNITIES

Interpretation

Interpretation of the history of the site would contribute to the reading and understanding of the place. Interpretive elements should be clear and unobtrusive, and explain the former functions of the School of Artillery.

Promotion and Public Awareness

The site and facilities available should be actively promoted within the community, as compatible and appropriate usage will increase the level of public awareness of the heritage values of the site. Collaboration with Manly Council should be encouraged in order to explore cultural and tourism opportunities at the School of Artillery enhancing the existing attractions of North Head and the Manly area.

Development Options

New development has potential to impact on elements of significance and important views to and from the site. New construction and redevelopment of existing elements must be strictly controlled in accordance with the policies of this Plan. In general, new development will be restricted to work of the following nature, essential for enhancing significant elements and in the provision of facilities for low impact and appropriate usage of the site:

- Reconstruction of former elements eg armaments, flagstaff in the parade ground, entry doors to the OR's Mess.
- Recreational and amenities facilities for staff and visitors.
- Appropriate infill development and adaptive reuse of existing structures as support facilities for visitors, Sanctuary staff and volunteers, including amenities, catering etc.
- Removal of non-significant elements and replacement with new elements that will contribute more positively to the site.

The Setting, Boundaries and Curtilage

The unique setting and topographical location of the site is fundamental to the heritage significance of the School of Artillery enhanced by views and vistas to and from the site. The historical associations of its original role as the North Fort Barracks and overlapping associations with North Fort throughout its history add a layering of important but intangible qualities to the cultural significance of the site, and the structures remain as clear physical evidence of the nature of the development of the site.

10.5 IMPLEMENTATION GUIDELINES FOR INDIVIDUAL ELEMENTS AND SPACES

The following section identifies specific policy guidelines and actions applicable to individual structures, spaces and elements within the School of Artillery site.

All actions shall be carried out in accordance with the preceding mandatory policy statements, and significant fabric will be retained, conserved and stabilized. These guidelines provide a structured approach to the implementation of conservation policies, taking account of the practical issues of future use options for the site and other external influences. A conservation program and development options should only be undertaken after full consultation with all stakeholders and review of available options. This is not an exhaustive account of all possibilities for implementation, but is intended as a set of recommended guidelines for appropriate conservation and future use options for individual elements of the site.

LANDSCAPE AND SETTING

Parade Ground

The parade ground should be retained as an unobstructed open area suitable for ceremonial occasions and re-enactments of traditional events.

Urgent work: 0 – 1 year

Remove dead and senescent trees that pose a threat to public safety or detract from the aesthetic character of the place.

Medium term work 1 – 3 years

Replace pipe handrails

Long term work: 3 – 5 years

Devise a Landscape Master Plan that takes into account existing plantings to be retained, those to be removed or phased out while realising appropriate new schemes for areas currently lacking plantings (courtyards) or with earlier plantings now without vigour.

Gatehouse/Entry Grounds Precinct

The early archival record shows that other conifers – such as columnar cypresses – were a feature of the grounds around the Gatehouse block. Where there is the future opportunity to add more trees, consideration should be given to reintroducing such species as part of the restoration of the immediate setting for the grounds.

Monitor for future potential desirelines and construct low-key paths, if necessary, where wear paths are developing, eg. between Cutler Club area and gatehouse.

Urgent work: 0 – 1 year

Remove senescent Eucalypt near Cutler Club building.

Medium term work 1 – 3 years

Consider replanting cypress species around the Gatehouse building based on archival photography. Repair picket fence to front entry area.

Commission an arboricultural report for the larger trees in the area.

Officers' Mess Precinct

Medium term work 1 – 3 years

Commission an arborist to carefully remove lower branches of the fig trees to open up the rear courtyard space; similarly some upper branches in order to recover vistas out to the west from the upper balcony. A lone Paperbark tree in line with the axis may also need to be removed.

Commission an arboricultural report for the larger trees in the area.

Long term work: 3 – 5 years

Monitor the potential structural impact of the fig trees and Bangalay on the adjacent buildings.

Commission a precinct landscape master plan that provides a scheme to enhance existing layout and plantings and reconstruct an appropriate setting for the OM – particularly the front address.

Sergeants' Mess Precinct

The northern elevation of the Gymnasium would benefit from a denser hedging plant such as a line of oleanders.

Urgent work: 0 – 1 year

Remove dead *Metrosideros excelsa* to the west of the Gymnasium

Medium term work 1 – 3 years

Replace northern hedge with a more appropriate species and replant the general precinct to better realise the original intentions for the setting off the SM building.

Commission a precinct landscape master plan that provides a scheme to enhance existing layout and plantings and reconstruct an appropriate setting for the SM – particularly the front address as well as eastern and western ends.

Long term work: 3 – 5 years

Monitor indigenous vegetation and remove as required from formed benches.

Other Ranks' Mess & Accommodation Precinct

Urgent work: 0 – 1 year

Remove senescent Eucalypt in north ORM & A courtyard.

Medium term work 1 – 3 years

Replace pipe handrails to steps at playing field bank. Plant out, or encourage locally indigenous vegetation, across large bank to playing field to screen out recent electrical service elements.

Commission an arboricultural report for the trees within the ORM & A courtyards.

Commission a precinct landscape master plan that provides a scheme to enhance the existing layout and plantings and reconstruct an appropriate setting for the ORM & A – particularly the front address.

EDR/FACE & Company Brigade Training Coordination Precinct

Medium term work 1 – 3 years

Replace pipe handrails.

Remove depauperate trees to north of Company Brigade Training Coordination Office building.

Commission a precinct landscape master plan that provides a scheme to enhance the existing layout and plantings and reconstruct an appropriate setting for the precinct – particularly the front address of the Company Brigade Training Coordination Office building.

Long term work: 3 – 5 years

Implement additional planting as described above.

Monitor indigenous vegetation and remove as required from formed benches.

Southwestern Precinct

If a new building is justified at the prominent corner then every effort should be made to retain the mature trees (pines) in the vicinity.

Urgent work: 0 – 1 year

Remove and replace dead trees near POL store.

THE INNER CORE PRECINCT – THE BUILDINGS

Detailed recommendations for conservation of fabric for each of the following buildings is included in the respective Inventories, Part 2 of this Volume.

Building 1 – OR's Mess and Accommodation Building

Potential Uses

The potential for adaptive reuse of the building has been demonstrated on several occasions since closure of the Artillery School through successful use as a conference

facility, venue for weddings and other formal functions and as a film location set and production facility.

Future uses which may be considered as potentially involving minimal intervention include the following:

- Function centre or reception facility for private functions, weddings, formals etc
- Conference/ seminar facility offering comprehensive residential accommodation
- Visitor's Centre, information centre for site.
- Visitors centre for sanctuary
- Training facility for catering/ waiters, hospitality school

Building 2 – EDR and FACE Rooms

Should include interpretive elements to explain the former function of the building in relation to field gunnery practice and demonstration of artillery technology for the School of Artillery. It is otherwise suitable for sympathetic adaptive reuse.

BUILDING 3 - The Company Brigade and Training Coordination Office

Significant interior fixtures and fittings should be retained and conserved, and not adaptively reused or upgraded. These include the intact interiors including original stained joinery finishes, glazed and panelled doors and original fitments which provide distinctive character and quality to the spaces. Other areas are suitable for sympathetic adaptive reuse.

The deteriorating condition of exterior fabric must be urgently addressed.

Building 4 – Medical, Dental and Printing Rooms

The fabric should be retained as interpretive evidence of a wartime hospital, with some of the original configuration remaining intact. The building's significance for the printing and media services provided for the School should be recognised.

The building is suitable for sympathetic adaptive reuse.

Building 5 – The Cutler Club

The building is suitable for sympathetic adaptive reuse and extension, providing impact on the 1936 group of buildings is minimised.

Building 6 - The Guardhouse

The building should be presented as an interpretive display of its original function as a security and entry point to the School of Artillery as the original guard house and the headquarters and communications centre for the School of Artillery.

Building 16 – Sergeants Mess

The formal interiors of the Sergeants Mess, the dining room and ante room, and the restrained ambience of the spaces should be conserved in any adaptive reuse proposals.

Building 19 – RAEME Headquarters And Carpenters Store

The distinctive exterior features of this WW2 building including stepped parapets, banded brickwork and well composed elevations should be retained and conserved. The interior of the building is suitable for sympathetic adaptive reuse.

Building 17 - The Gymnasium

This is a specialised facility designed for physical training programs of the School of Artillery, and have application for similar function in future adaptive reuse proposals.

Building 18 - The Transport Garage

The building is suitable for adaptive reuse or redevelopment.

Building 44 - The Officers Mess

The Officers Mess has high standards of facilities for dining, entertainment and formal celebrations which may have application for similar use as a function centre. The larger rooms may be suitable as low impact display areas or gallery spaces. The facility is ideally suited for activities which retain the building in its current configuration and standard of finish

Any proposal for public access or special functions should be cognisant of the elevated status of the building which was the exclusive enclave of the Commanding officer and officer ranks.

Building 46 – Officers Mess Annexe

The Officers Mess Annexe has low heritage significance, but has many potential adaptive reuse possibilities providing mass accommodation for conventions or scientific field.

10.7 INTERPRETATION OF THE CORE BUILDINGS AND PRECINCT

Interpretation of the history of the site would contribute to the reading and understanding of the place. Interpretive elements should be clear and unobtrusive, and explain the former functions of the Artillery School and military education and training of the World War 2 era.

The following guidelines should apply to the design of interpretive signage:

- Signs should provide clear concise information.
- The interpretation system should be purpose designed and integrated using appropriate professional advice and expertise.
- Interpretive signs should be resilient and vandal proof.

10.2 GENERAL PRINCIPLES FOR IMPLEMENTATION

Design, documentation and site supervision of all work should be carried out by specialist conservation consultants, and site work by specialist tradesmen. The work would require the services of Heritage Architects and Landscape specialists and specialist trades.

Conservation work priorities must take account of user and access requirements, and financial constraints.

10.3 PRIORITIES FOR MAINTENANCE

The initial priority should be stabilisation of external building fabric, rectification of spalling concrete, deteriorating brickwork, ingress of damp, and failure in drainage.

Short-term Priorities

The timeframe for external conservation is for completion at the earliest opportunity to prevent the deterioration of fabric and, therefore, minimise the extent of remedial work. Short term priority work should be completed within 2 years.

Short-term priorities should include activities essential to the protection of the building fabric and to prevent further deterioration, including:

- Repairs to spalling concrete
- Repairs to weathered brickwork
- Comprehensive external conservation of fabric, protection of external joinery, and repainting
- Repairs or replacement of gutters, downpipes and stormwater drainage to ensure functioning
- Repairs to concrete roofs and awnings
- Removal of redundant services and fastenings
- Restoration and securing of timber window frames and replacement of damaged glass, ensuring the security of access to the building
- Upgrade of switch boards and power distribution, and provision of functional lighting
- Establishment of basic functioning amenities

Long-term Priorities

Long-term priorities should be carried out progressively to enable active use by future lessees.

Long-term priorities for implementation include conservation of the fabric and an internal upgrade through:

- Restoration of windows
- Conservation of Internal joinery and other detailed conservation work
- Removal of intrusive items
- Repainting
- Upgrade of light and power
- Upgrade of amenities
- Provision of limited disabled access and amenities.

10.8 FUTURE PLANNING AND MANAGEMENT

Longer-term management or any future change of use should be subject to the terms and conditions of this Conservation Management Plan. Decisions for the future would be dependent on input from user groups, and ongoing viability.

10.6 CONCLUSIONS

The School of Artillery at North Head has been assessed by this study as a site with an outstanding level of cultural significance and is recommended for nomination on the National Heritage List.

This Conservation Management Plan outlines policies and guidelines in the following areas:

- The care and management of the site
- The future redevelopment of the diverse range of buildings, structures and landscape within the site
- Appropriate conservation strategies for significant fabric

Future and long-term use of the complex should be conditional on adoption of the policies outlined in this Plan. All actions relating to access, occupation, and use of the site should retain and enhance the heritage significance of the place.

Future management strategies, interpretation, conservation and maintenance works should be in accordance with this Conservation Management Plan and the related studies outlined in Section 1.9.

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APPENDIX 1

RNE LISTING

The 'North Head Artillery Barracks' were entered on the Register of the National Estate in September 2002. The RNE entry is reproduced in full below:

STATEMENT OF SIGNIFICANCE:

The North Head Artillery Barracks erected from 1935, also known as the School of Artillery, are individually significant within the area of North Head, which is listed in the RNE at file no. 1/13/24/19. The site is associated with three phases in the occupation of North Head: the Quarantine Station 1833-1930; for public recreation 1930-1934; and for defence purposes from 1934 to 1998. The New Quarantine [Station] Cemetery is listed separately in the RNE at File no. 1/13/24/9. The stone walls defining sections of the boundary are associated with recreational use of North Head from 1929. North Fort, listed in the RNE at file no. 1/13/24/5, is closely associated with the development of the Barracks from 1935.

The Artillery Barracks are important in illustrating the implementation of Defence policy in the inter-war years before the onset of the Second World War in 1939. The functional zoning and planning illustrate the continuity of Defence's cultural and social organisation reflected in Commonwealth defence complexes such as the Royal Australian Naval College, 1913-1915, at Jervis Bay. The use of a fashionable architectural style and permanent construction illustrate the influence of the prevailing Art-Deco style on Commonwealth architects and the Commonwealth's intention to provide modern, permanent buildings in the defence of Australia. This pattern is seen in other major defence projects of the late 1930s and early 1940s. The permanent nature of the complex and the quality of its planning and architectural design confirm its importance as the Headquarters of Coastal Defence until 1940, and as a barracks of the modern era in the context of urban Sydney. The design and planning clearly continue the Colonial barracks concept established at Victoria Barracks in 1842, and which in turn reflected British design precedent.

ASSESSMENT AGAINST CRITERIA

- *The Artillery Barracks is important for its association with the Coastal Defence of NSW from 1939 to 1945 as part of the Sydney Fire Command and for its use as the School of Artillery between 1946 and 1998. [Criterion A.4: Australian Themes: 7.7 Defending Australia, 8.10 Pursuing excellence in the arts and sciences]*
- *The Artillery Barracks are important as a rare example of a permanent military Barracks establishment of the immediate pre-Second World War period. [Criterion B.2]*
- *The planning and formal nature of the Artillery Barracks, and the use of Art Deco and Georgian Revival forms, are important in illustrating the principal characteristics of Defence culture and social structure during the Inter-War years in addition to the prevailing use of contemporary architectural style and idiom by Commonwealth architects. [Criterion D.2]*
- *The Artillery Barracks are important in illustrating the restrained, relatively rare use of the Inter-War Art-Deco style in the years leading up to the Second World War in 1939. The Art Deco style is now widely recognised in the Australian community as making a significant contribution to architectural expression in the 1920s and 1930s. [Criterion E.1]*
- *The layout, planning and design of the pre-war buildings of the Artillery Barracks are important for their creative and design achievement. This is illustrated by the formality of the Parade Ground, in conjunction with the restrained use of Georgian Revival and Art-*

Deco forms, which echo nineteenth century precedent established at Victoria Barracks in 1842.

*The scale and formality of the Parade Ground is emphasised by the surrounding, predominantly one and two storey buildings in a bush setting. **[Criterion F.1]***

*The Artillery Barracks is important to the many Defence personnel who were trained or stationed at the complex in its sixty years of operation for Defence purposes, and to military historians in particular the Royal Australian Artillery Historical Society. **[Criterion G.1]***