

Sydney Harbour Federation Trust

Management Plan - Mosman No. 4
Georges Head

1st MARCH 2004

And subsequently amended on
17th May 2005



Australian Government
Sydney Harbour Federation Trust

Schedule of Amendments

The Georges Head Management Plan was adopted by the Trust on 1 March 2004 and came into force on that date. Subsequently, the management Plan has been amended as follows:

Amendment 1 – Adopted and came into force on 17th May 2005

The plan has been amended to:

- Permit the 1913 Barracks to be used as a childcare centre;
 - Reformat parts of the plan and insert additional information relating to the site's Commonwealth Heritage Values to reflect amendments to the EPBC Act; and
 - Update the plan with new information relating to recent studies and policies.
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Australian Government

Sydney Harbour Federation Trust

Table of Contents

INTRODUCTION	5
COMMENCEMENT DATE	5
LAND TO WHICH THE MANAGEMENT PLAN APPLIES.....	5
AIMS OF THIS PLAN.....	6
RELATIONSHIP WITH THE TRUST'S COMPREHENSIVE PLAN	6
RELATIONSHIP WITH OTHER TRUST MANAGEMENT PLANS	7
RELATED POLICIES AND GUIDELINES	7
THE TRUST'S HEADLAND PARK DESIGN FRAMEWORK	7
STATUTORY PLANNING CONTEXT.....	11
Commonwealth Legislation.....	11
State Legislation.....	12
State Environmental Planning Policy No.56 – Sydney Harbour Foreshores & Tributaries	12
Sydney Regional Environmental Plan No.23 – Sydney and Middle Harbours	12
Draft Sydney Regional Environmental Plan No.32 - Sydney Harbour Catchment	12
Mosman Local Environmental Plan 1998.....	13
NON STATUTORY PLANNING STRATEGIES.....	13
Sharing Sydney Harbour Access Plan	13
PLANS PREPARED FOR NEIGHBOURING LANDS	13
Sydney Harbour National Park Management Plan	13
Mosman – Manly Bush Fire Risk Management Plan 2000	13
SITE DESCRIPTION	14
SITE ANALYSIS.....	14
Heritage Conservation	14
Bush Land and Natural Values	23
Phytophthora cinnamomi	24
Bushfire Risk	24
Stormwater	24
Hazardous Materials	25
Contamination.....	25
Services	26
Compliance with the Building Code of Australia.....	26
Accessibility.....	27
Transport Management	27
Traffic and Parking	28



COMMONWEALTH HERITAGE VALUES	28
OUTCOMES	30
Heritage Conservation	30
Design Concept.....	31
Adaptive Reuse of Buildings	32
Water Sensitive Urban Design.....	35
Phytophthora cinnamomi	37
Remediation	38
Interpretation.....	38
IMPLEMENTATION	39
FUTURE ACTIONS	45
Unforeseen Archaeological Discoveries	45
Records of Intervention & Maintenance.....	45
Future Consultation.....	45
Aboriginal Consultation.....	45
Monitoring and Review of the Plan	45
ACKNOWLEDGEMENTS: IMAGES.....	46
RELATED STUDIES	47



Introduction

The Trust's Comprehensive Plan sets out its vision for the harbour sites under its control and includes a process for the preparation of more detailed management plans for specific precincts, places or buildings.

The Comprehensive Plan proposes the creation of a Headland Park that integrates Middle Head, Georges Heights and Chowder Bay.

The vision for the park is a place where the area's rich natural and cultural heritage, including its early aboriginal and military occupation will be protected and interpreted and where access will be provided to areas that have long been inaccessible to most people.

The Trust has identified the creation of the Headland Park as one of its highest priorities. Its goals are to ensure that:

- The natural and cultural assets of Middle Head, Georges Heights and Chowder Bay are conserved;
- The bushland area is increased in size;
- A network of walking tracks is created that links the various former military precincts and other places of interest; and
- Existing facilities and buildings are adaptively reused for appropriate educational, community, recreational and commercial uses.

The Gunners' Barracks (also known as the Officers' Mess), fortifications and Gunshot Alley housing at Georges Head form an extremely important historic precinct within the proposed Headland Park and the Trust has decided that it should be conserved and adaptively reused as one of the early stages of the park's development.

The *Environment Protection and Biodiversity Conservation (EPBC) Act, 1999* also requires the Trust, as a Commonwealth agency, to make written plans to protect and manage the Commonwealth Heritage values of Commonwealth Heritage places that it owns or controls. The Georges Head precinct has been identified as having Commonwealth Heritage value and is included on the Commonwealth Heritage List.

Accordingly, the purpose of this Management Plan is to guide the work proposed in the Trust's Comprehensive Plan and to satisfy the requirements of Schedule 7A of the EPBC Regulations, 2000.

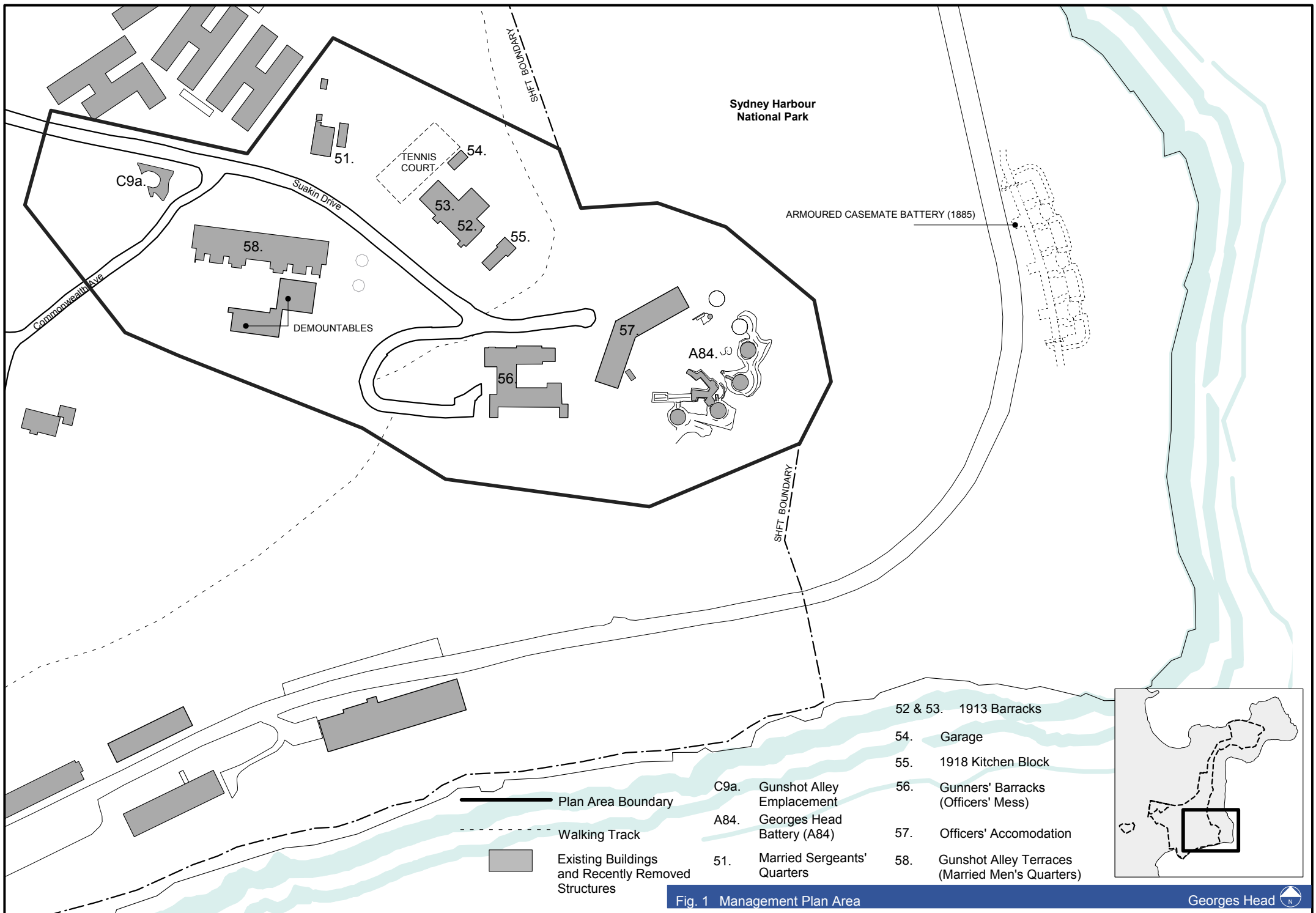
Commencement Date

This plan was adopted by the Trust on 1 March 2004 and came into force on that date. Subsequent amendments are listed in a schedule following the title page.

Land to which the Management Plan Applies

The land covered by the Management Plan is shown by black edging on the plan at *Figure 1*. All of the land is included within Lot 202 DP1022020 and is in the ownership of the Sydney Harbour Federation Trust.





Aims of this Plan

The aim of this Management Plan is to:

- Conserve and interpret the Commonwealth Heritage values of Georges Head as an historic precinct within the Headland Park and to facilitate the adaptive reuse of the historic buildings;
- Maximise public access;
- Integrate Georges Head with adjoining precincts as part of a unified Headland Park.

In doing this it also aims to:

- Conserve the fortifications and other historic structures;
- Achieve a clear and simple park design that maximises the interpretation of the site;
- Unify the elements of Georges Head - its topography and natural and cultural heritage;
- Provide opportunities for visitors to understand and appreciate the historic defence system of Sydney Harbour;
- Protect the cultural landscape;
- Provide opportunities for visitors to understand and appreciate the natural terrain;
- Enhance views to and from the precinct;
- Provide visitor facilities and amenities including parking, walking tracks, lookouts and access to the fortifications and other historic structures;
- Regenerate and expand the bushland so that the sense of a “green” gateway to Sydney Harbour is reinforced;
- Assist the conservation of heritage structures by ensuring that they are occupied and used;
- Provide for the adaptive reuse of heritage structures;
- Provide for site interpretation, education and appropriate community and commercial uses;
- Realise the potential for easy access including access for the disabled;
- Improve the quality of storm water runoff in order to reverse the adverse impact on the surrounding bushland and the harbour;
- Protect the bushland from the spread of *Phytophthora cinnamomi*;
- Remediate site contamination and hazardous materials.
- Apply the principles of Ecologically Sustainable Development;

Relationship with the Trust’s Comprehensive Plan

This Management Plan is the middle level of a three tiered comprehensive planning system developed to guide the future of the Trust’s lands.

The other levels are:

- The Trust’s Comprehensive Plan - this is an overarching plan that was prepared in accordance with the *SHFT Act* and provides the strategic direction and planning context for all of the management plans; and
- Specific projects or *actions* - *actions* are defined in the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) and



are similar to the concept of *development* in the NSW planning legislation. Part 11 of the Trust's Plan requires a Management Plan to be in place before an *action* is determined by the Trust.

This Management Plan describes specific outcomes for the Georges Head Precinct. It interprets the Trust's Comprehensive Plan and guides its implementation by providing more explicit detail about the way the precinct is adaptively reused and conserved.

The Management Plan must be consistent with the Comprehensive Plan. In particular it must be consistent with the *Outcomes* identified in Part 7 of the Trust's Plan and must address the *Objectives and Policies* in Part 3.

The *Outcomes* diagram in Part 7 of the Trust's Comprehensive Plan for Middle Head, Georges Heights and Chowder Bay is reproduced at *Figure 2*.

The *Objectives and Policies* most relevant to this Management Plan are those relating to the conservation of cultural and aboriginal heritage and of the natural environment, access, the design approach, the adaptive reuse of buildings, transport management, storm water management and catchment protection. These *Objectives and Policies* were addressed during the assessment of the site and are discussed in more detail in the relevant sections of this plan.

Relationship with other Trust Management Plans

This Management Plan is the fourth to be prepared by the Trust for land within the Mosman Local Government Area. All of the Management Plans must be consistent with each other.

Related Policies and Guidelines

There are a number of overarching Policies and Guidelines foreshadowed in the Trust's Comprehensive Plan that will also guide the conservation and adaptive reuse of the Georges Head Precinct. However, at this stage only a few have been prepared. As others are prepared they will also apply. Current policies include:

- The Threat Abatement Plan for *Phytophthora cinnamomi* prepared by the Department of Environment and Heritage, 2002;
- The Trust's draft Phytophthora Root-rot Management Strategy and Best Practice Procedures for Bush Regeneration Activities;
- The Trust's Community Leasing policy;
- The Trust's Leasing policy; and
- The Trust's draft Access policy.

This Management Plan has to be interpreted having regard for these policies.

The Trust's Headland Park Design Framework

The transformation of the former Defence bases into a unified area of parkland requires consideration of all of the elements that make up the public domain in a holistic manner and in a way that fulfils expectations about gaining access and enjoyment of the site.



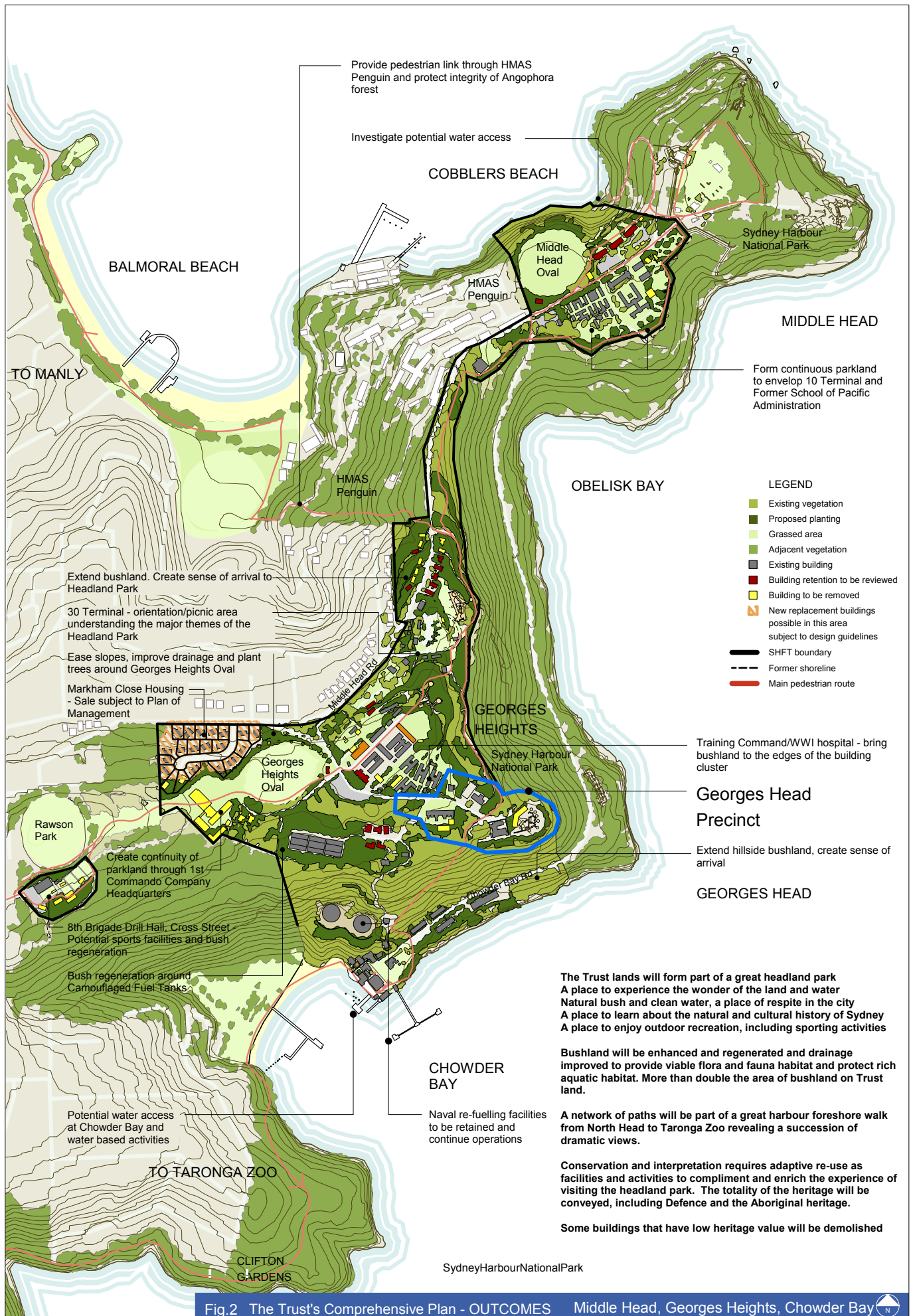


Fig.2 The Trust's Comprehensive Plan - OUTCOMES Middle Head, Georges Heights, Chowder Bay

The Design Framework for the Headland Park is shown at *Figure 3*. It identifies all of the elements that make up the public domain, how they need to work together as a network of spaces, and the principles that will guide their detailed design development within each of the Management Plan areas.

The elements of the public domain comprise:

- Precincts – areas with distinct characteristics by virtue of land uses or physical factors such as topography, built scale and form;
- Streets and paths – the network of all of the routes that provide access to and throughout the site for all modes – walking, cycling, public transport on land and water;
- Entries – the point of arrival to a precinct or significant public place;
- Significant public places – the destinations, the spaces used for gatherings, quiet relaxation and contemplation, or for ceremony, cultural, or sporting activity;
- Landmarks – places, structures or natural features of public interest that provide a focal point;
- Edges – the boundaries between precincts, the borders to parks and gardens, dramatic level changes, the interfaces between buildings and the public domain

The development of the design framework and the design treatment of each of its elements will be drawn from the heritage values and characteristics of the lands, rather than imposing an arbitrary new “*design statement*”.

Precincts

The terrain and its relationship to the harbour is the first and most fundamental consideration for all of these elements. It is the terrain that has given rise to the historic uses of the area and it is its relationship to the harbour that makes these lands so special.

The knolls along the plateau, the escarpment and succession of headlands naturally form identifiable precincts. The early fortifications at the escarpment and the associated Defence facilities on the knolls form clearly identifiable precincts. These include:

- The former World War I Hospital precinct on the highest knoll at Georges Heights;
- The former Barracks and fortifications at Georges Head, (the subject of this Management Plan);
- The fortifications, sheds and barrack buildings at the spur terminating the Lower Georges Heights plateau (Management Plan No.1)
- The Middle Head Barracks on the knoll; and
- The cluster of buildings on the rock ledge at Chowder Bay (Management Plan No.2)

Generally, these precincts have an institutional - parkland character, with the buildings often forming small-scale civic spaces or groupings.

The open spaces on the saddles of the undulating plateau and the steep slopes also create distinct precincts. The steep slopes below the escarpment are predominantly open forest. The plateau is generally characterised as scrub and exposed rock ledges. The institutional parkland areas of the former bases on the knolls are generally on the



Balmoral side of the ridge, extending to Middle Head Road where it merges with the suburban landscape.

The parkland will form a succession of spaces from open hill tops with a sense of openness and height above all the surrounding land – such as at the cairn at Rawson Park, through more enclosed areas in the saddles and valleys, to places along escarpment edges. As the plateau narrows and winds towards the headland, these spatial experiences vary – as the views into Middle Harbour unfold and gain equal prominence to the views to the outer harbour and the ocean.

Georges Head is one of the most spectacular locations within the Headland Park. At its edge the escarpment rises 65 metres above the harbour. This was an ideal location to site the fortifications, providing a commanding position with 270° views over the harbour entrance. The Gunners' Barracks are concealed from view and sheltered by their excavation into the escarpment. The Barracks are connected by a tunnel to the fortifications. The tunnel provided the gunners protection in the event of a call for fire. These remarkable defence installations are the culmination of a string of smaller barrack buildings associated with the fortifications. It is also a place that was significant to aboriginal people and part of *Bungaree's Farm*.

Avoidance of any adverse impacts on this harbour landscape is a particularly important objective of the design approach for this site. The natural setting of the site is to be protected and enhanced.

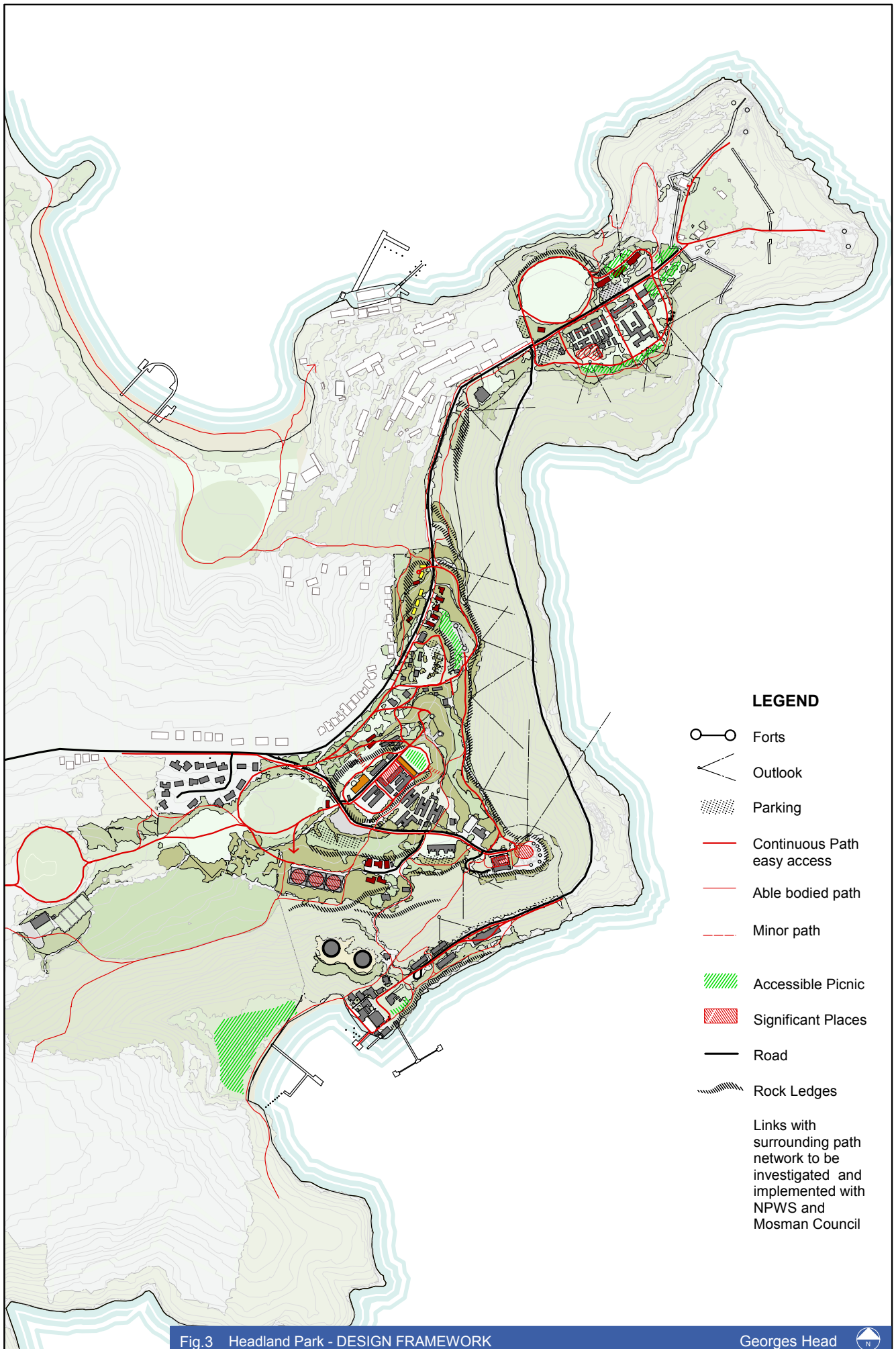
Streets and Paths

The access network needs to provide clear and convenient access to and through the Headland Park. Each of the elements of the network will be designed to reflect its role and function, and the desire to create an unfolding sequence of experiences in response to the environment it passes through. The network consists of the following elements, as shown in *Figure 3*:











- The approach roads adjoining and leading into the park – Middle Head Road, Chowder Bay Road and Suakin Drive;
- Internal streets of each precinct (within the former bases);
- A major pathway circuit providing equitable access for all people that links the significant public places, features and landmarks, the entry roads and car parks and the local neighbourhood;
- A minor pathway network providing more variety, intimacy and seclusion, and access for able bodied walkers to limited areas within the bushland;
- The car parks and bus set down areas.

Suakin Drive provides the main access from Middle Head Road to Georges Head. The curvilinear road within the park passes through a succession of open, grassed spaces before skirting the knoll and descending to the Georges Head Precinct. On the descent into the precinct the road follows the edge of the World War 1 Hospital buildings with heath and bushland opposite. The sense of arrival to the precinct is heightened by the open parkland, exposed rock ledges, the informal arrangement of Barracks buildings and the gradual opening up of the views to the water as it winds its way to the escarpment. Within the Georges Head Precinct, vehicular access beyond the 1913 Barracks will only be permitted for service and disabled vehicles. The roadway at the





LEGEND

-  Forts
-  Outlook
-  Parking
-  Continuous Path
easy access
-  Able bodied path
-  Minor path
-  Accessible Picnic
-  Significant Places
-  Road
-  Rock Ledges

Links with
surrounding path
network to be
investigated and
implemented with
NPWS and
Mosman Council

Fig.3 Headland Park - DESIGN FRAMEWORK



1913 Barracks will be designed to accommodate a drop-off and pick-up point for the proposed childcare centre.

To create an openness and to maintain an uncluttered area at the frontage to the Barracks buildings, car parking is to be contained in an area behind the terraces of Gunshot Alley, in a space that also provides an attractive thoroughfare in the linkage of pedestrian spaces to the camouflaged fuel tanks and Georges Heights oval.

The Georges Head Precinct will also provide new links to the pedestrian path from Chowder Bay, and Lower Georges Heights.

Entries

It is proposed that there will be numerous entries so that access opportunities are maximised and dispersed. This will accommodate people arriving from many different directions and by different modes of travel and will avoid concentrations of visitors.

Entries in the public domain will not usually be built structures. Rather, they will be spaces that serve as an entry and do not need to be given strong emphasis.

The experience of arrival to Georges Head is not limited to Suakin Drive. It may also be experienced by weaving through the hospital buildings, or by meandering along tracks from the Georges Head escarpment or Chowder Bay. The subtly changing terrain, which leads through to the dramatic edges of the escarpment, provides a range of different experiences of the Harbour – from distant glimpses of North Head to tree framed views of Macquarie Lighthouse. The sequence of spaces leading to the fortifications lookout is to intensify the experience of arrival at the open rock ledge through a progression of spaces conducive to a ceremonial procession.

Significant Public Places

The Headland Park will have a range of public spaces offering a diversity of activities. They include passive recreational areas for picnics and social relaxation, areas for community sporting activities, places of contemplation within the bushland setting, and small civic spaces defined by former Barracks buildings for community gatherings or simply watching the passers by. These places will form a string of experiences connected by the main pathway network. All of these spaces are located and chosen to enhance an understanding and appreciation of the natural environment or the succession of uses that have responded to the location.

The understanding of the historical defence of the harbour will be conveyed in the development of the spaces connecting the Gunners' Barracks building and rampart walls, the fortifications and the landscape of the escarpment itself, assisted by the demolition of the 1950s Barracks building - an intrusive element within this setting.

Landmarks

Within each of the precincts, there are significant features that relate to the history or the natural beauty of the place. They are often beautiful or unusual structures, buildings or natural features that provide the focus in public places or points of interest along the way. The setting of these features will be designed to assist in a greater understanding and appreciation of their significance and the Headland as a whole.



The Georges Head Precinct provides two spectacular landmarks above the Harbour – the James Barnet designed Gunners’ Barracks, a building of high architectural value and the adjacent battery emplacement (the Georges Head Battery [A84]).

Edges

The most dramatic edges are along the escarpment. It is the transition between the steeply sloping open forest and the plateau. The primary consideration is the protection and enhancement of the bushland on the steep slopes through the introduction of stormwater management and bush regeneration.

Where environmental conditions are suitable public access will be provided. This will be in locations related to the fortifications and scenic lookouts.

Some of the precinct edges are dominated by untidy service areas, sheds and paved areas of low heritage or environmental value. Elements that remain intrusive will be removed to reveal the natural terrain and to clearly identify the precincts.

Within the Georges Head Precinct there will be regeneration and expansion of bushland around the edges of the precinct that will assist in framing the group of buildings.

The relationship of buildings to the public domain requires design consideration. They may be permeable pavilions in a park, helping to articulate the experience of moving through the parkland, entries that frame views to the space within or beyond, or frontages that invite interaction by providing covered verandahs or outdoor seating.

The Gunshot Alley parkland contains buildings with a traditional building orientation of primary frontages (street facing), and secondary side and rear façades, more typical of a street rather than as buildings in an open, grassed parkland. The framework proposes that the frontages of each building remain as the main address to the public space. To reinforce this, the bushland is to be pulled through at the sides of the buildings on the northern side of Suakin Drive, satisfying the reasonable privacy expectations of the occupants.

At the rear of the Gunshot Alley terraces it is proposed to provide a reasonable separation between the buildings and the public spaces containing the car park and pathway.

Statutory Planning Context

Commonwealth Legislation

All ‘actions’ on Trust land, undertaken by either the Trust or on behalf of the Trust, are controlled by the *Environment Protection and Biodiversity Conservation (EPBC) Act, 1999* as amended.

Section 26 of the EPBC Act protects all aspects of the environment on Trust land from actions taken either on the Trust’s land or on adjoining land that may have a significant impact on it, while Section 28 protects the environment from any actions of the Trust, that may have a significant impact. The environment is defined to include:



-
- (a) ecosystems and their constituent parts, including people and communities; and
 - (b) natural and physical resources; and
 - (c) the qualities and characteristics of locations, places and areas; and
 - (d) heritage values of places; and
 - (e) the social, economic and cultural aspects of the matters mentioned in (a), (b) or (c) above

Section 341ZC of the Act requires the Trust to have regard for the Commonwealth Heritage values of a place before it takes an action and to minimise the impact that the action might have on those values. The *Commonwealth Heritage Values* section of this Plan describes the values of Georges Head.

Section 341ZD of the Act requires the Trust to seek the advice of the Minister for Environment and Heritage before it takes an action that has, will have or is likely to have a significant impact on a Commonwealth Heritage Place.

State Legislation

The *Sydney Harbour Federation Trust Act, 2001* specifically excludes any land owned by the Trust from the operations of state planning law. This includes State Policies (SEPPs) and Regional Environmental Plans (REPs) prepared by the State Government and Local Environmental Plans (LEPs) prepared by councils.

Notwithstanding this the Trust has prepared this plan so that it is consistent with both State and local plans. The relevant statutory plans are:

State Environmental Planning Policy No.56 – Sydney Harbour Foreshores & Tributaries

SEPP 56 applies to the foreshores and tributaries of Sydney Harbour and includes a set of 'guiding principles' for the development of all land on the foreshores. The guiding principles relevant to the Georges Head site include the provision and enhancement of open space and public access links to open spaces, conservation of significant bushland and other natural features and the conservation of items of heritage significance.

Sydney Regional Environmental Plan No. 23 – Sydney and Middle Harbours

This SREP applies to Sydney Harbour and Middle Harbours. It provides a framework for future planning, development and management of the waterway, islands and foreshores of Sydney and Middle Harbours. The general aims of the SREP relevant to Georges Head include the promotion of the foreshores as a community asset and the recognition of their role as a recreation and tourist focal point; recognition, protection and enhancement of the natural, scenic, environmental, cultural and heritage qualities of the land, and encouragement of an appreciation of the remaining natural foreshores around the Harbour.

Draft Sydney Regional Environmental Plan No. 32 - Sydney Harbour Catchment

This draft proposes to consolidate and replace SEPP 56 and SREP 23. The current draft does not propose any significant changes to the outcomes currently identified in SEPP 56 and SREP 23 that are relevant for Georges Head.



Mosman Local Environmental Plan 1998

As Georges Head is a 'deferred matter' under Mosman LEP 1998, Mosman LEP No. 1 1982 continues to apply. Under LEP No.1 1982, Georges Head is zoned for 'Defence' purposes.

Non Statutory Planning Strategies

Sharing Sydney Harbour Access Plan

The Sharing Sydney Harbour Access Plan (SSHAP) identifies a network of new and improved public access ways for pedestrians and cyclists, and waterway facilities for recreational watercraft.

The Trust walking track from Chowder Bay to Middle Head Road, which runs through Georges Head, is recognised as a significant harbour access way in the SSHAP.

Plans Prepared for Neighbouring Lands

In addition to the Trust's policies there are plans and policies prepared by neighbouring land managers that provide a context for this Management Plan. Most of these plans are identified in Section 7 of the Trust's Comprehensive Plan. However, the following is particularly relevant to the George's Head Precinct:

Sydney Harbour National Park Management Plan

The Georges Head Precinct adjoins the Sydney Harbour National Park. The National Parks and Wildlife Service has prepared a Management Plan that applies to the whole of the National Park including Middle Head and Georges Heights.

The Management Plan outlines general and specific objectives for the National Park with the overall strategy for the park being the protection and restoration of the park's natural vegetation and the maintenance and adaptive reuse of important historic places. The park is divided into precincts with emphasis to be given to the following strategies in the Middle Head Georges Heights Precinct:

- Interpretation of fortifications and defence history; and
- Rehabilitation of the natural vegetation.

High priority projects, that are relevant to the Trust's Headland Park, include the preparation of a weed control program, feral animal management and the preparation of a fire management plan.

The NPWS plan proposes that the Middle Head and Georges Heights fortifications will continue to be used for historic tours and passive recreation.

Mosman – Manly Bush Fire Risk Management Plan 2000

This plan was prepared under the Rural Fires Act 1997 as a sub plan of the NSW State Bushfire Plan. It applies to the Mosman local government area including the Trust's land and the adjoining National Park. The plan sets out strategies for the minimisation of bush fire risk including things such as hazard reduction.



There is also a draft District Bush Fires Operations Plan which sets out the way in which firefighting will be coordinated and managed.

The Trust has completed an assessment of bushfire risk at Middle Head, Georges Heights and Chowder Bay and this assessment informed the preparation of this Management Plan. The Trust will also cooperate with other agencies in the implementation of plans prepared under the Rural Bush Fire Act.

Site Description

The plan area is approximately 3.4 hectares and is located on the cliff edge overlooking Chowder Bay and the harbour. It enjoys spectacular views from Manly to the Sydney CBD.

The site is dissected by Suakin Drive and is bounded on the east by steep bushland slopes, on the northwest by the WWI Hospital and WRAAC Precinct and to the southeast by the Chowder Bay Precinct.

The only vehicular access to the precinct is by Suakin Drive which forks from Middle Head Road at the northern end of Georges Heights Oval. Pedestrian access is currently via the Trust's existing walking track that links the Chowder Bay Precinct with the Lower Georges Heights Precinct.

The site has a number of former defence buildings and structures including: the 1873 James Barnet designed *Gunners' Barracks*; *Gunshot Alley*, a row of six single-storey terraces erected by the Royal Engineers in 1891; the Married Sergeants' Quarters; the 1913 Barracks; the Georges Head (A84) and Gunshot Alley (C9a) batteries; and a tennis court. The 1950's Officer's Accommodation building and modern demountables buildings at the rear of the Gunshot Alley terraces were demolished in 2004. See *Figure 1*.

Site Analysis

Heritage Conservation

The Georges Head Precinct is recognised as being of great heritage importance. Its significance is derived from its:

- Aboriginal Usage – both pre-colonial and as part of Bungaree's Farm;
- Role as part of the outer Harbour Defence system between 1871-1884;
- Operation as the Central Command post for the Submarine Miners Corps between 1884-1922;
- Continuous Defence support role between 1939 –2002.

Aboriginal Heritage

The Trust engaged the Australian Museum to undertake a survey to identify Aboriginal archaeological sites and any associated issues related to Aboriginal heritage for six sites at Middle Head. This included the Georges Head Precinct.

The Museum concluded that the site has no known archaeological significance for the area's original inhabitants, the *Borogegal* clan although it is of moderate archaeological sensitivity.



Notwithstanding this, the site is important for the role it played in an attempt by Governor Macquarie to encourage Aborigines to engage in farming and to adapt to the European way of living. In 1815 Macquarie reported to London that he had succeeded in getting 16 adult Aborigines to settle on a small farm on the north side of the harbour. The families were given implements and clothing and convicts were appointed to teach them how to farm.

These aboriginal settlers were not members of the local *Borogegal* clan, they were from the Broken Bay area and Macquarie appointed one of them, Bungaree, “to be their chief”. Bungaree has been described as witty, intelligent and something of a diplomat and is recognized as an example of significant collaboration between Aborigines and Europeans. Macquarie and Bungaree were to become firm friends and at the ceremony to mark the establishment of the farm Macquarie presented Bungaree with a metal gorget (breast plate) inscribed “Chief of Broken Bay Tribe.”

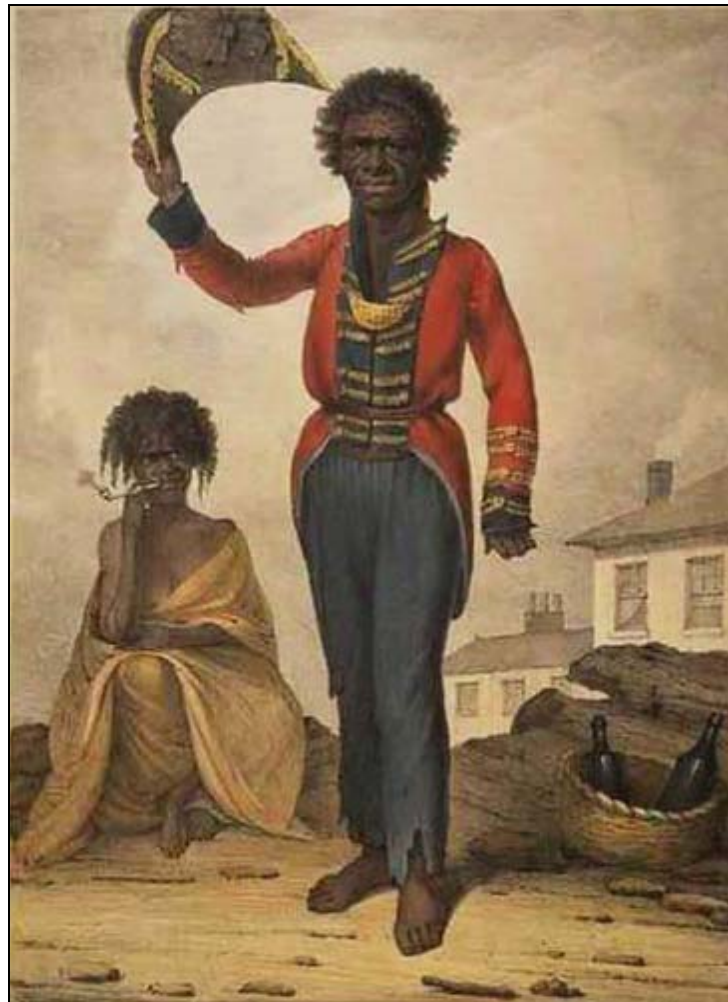


Figure 4: “Bungaree, a native chief of New South Wales”. Hand coloured lithograph by Augustus Earle 1830.



The settlement was not a success and by 1821 had been almost entirely abandoned.

The exact boundaries of the farm are uncertain. However, in 1815 the Sydney Gazette described it as being situated on “*the peninsula of Georges Head, being nearly surrounded on all sides by the sea.*”

In 2004 the Trust engaged historian, Rosemary Kerr, to undertake further documentary research to try and determine a more precise location of Bungaree’s Farm. Documentary searches to date have not revealed the location of the farm.

European Occupation

Following the failure of Bungaree’s Farm, the Georges Head Precinct passed into private ownership. However, in 1854 it was resumed by the Crown for military purposes and from then until September 2002 was used for a variety of different army purposes.

The buildings and structures from the various phases of military occupation are shown in Figure 10.

1871-1884 - Fortification.

As early as 1801, during the Napoleonic War, the area was recognised as an important site for the defence of Sydney Harbour. The decision in 1870 by the British Government to withdraw its troops from the Australian colonies and to pass defence responsibilities to the individual colonies resulted in the NSW government adopting an ‘*outer line*’ of defence strategy for Sydney Harbour. This consisted of a series of batteries at Georges Head, Middle Head, Bradleys Head and inner South Head.

As a consequence, construction commenced in 1871 on the Georges Head Battery (A84) and most probably the Gunshot Alley Battery (C9a) at Georges Head. The Georges Head Battery (A84) consists of six circular gun pits and associated zig-zag passages and tunnels which lead to underground shot magazines behind the guns as shown in *Figure 5*. In c.1877 a series of merlons (earthen mounds) were established between the gun emplacements to protect against enemy artillery.

The Gunshot Alley Battery (C9a) was disused from about 1890 and has been subsequently filled. The Conservation Management Plan raises the possibility that a second gun pit may exist in the immediate vicinity, as a single gun pit would not have been functional.



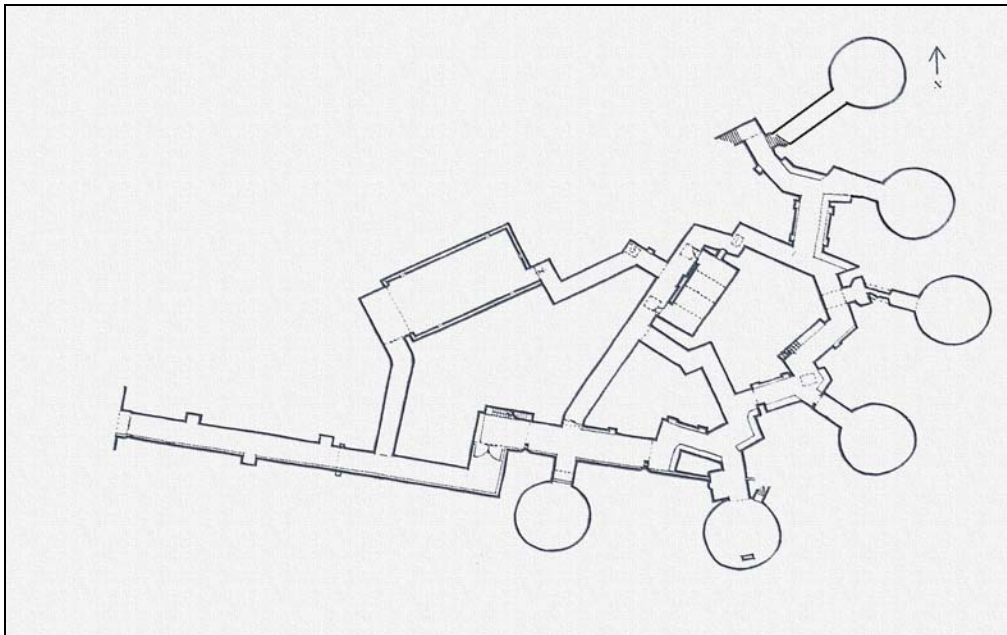


Figure 5: Plan of the Georges Head Battery (A84), showing open gun pits, zig-zag trenches and tunnels, and underground chambers. In 1888 part of the battery was converted to a firing and observations post for the new torpedo or submarine mines that were laid across the harbour. The two northern-most gun pits and trenches are currently filled while the tunnel leading to the west connects the battery with the Gunners' Barracks.



Figure 6: The Georges Head Battery (A84), c.1890. The earth mounds or merlons on either side of the gun emplacements were added to provide additional protection after criticism in an 1877 report that the battery was too open and exposed.



To house the site's defence personnel, construction began in 1872 on the James Barnett designed Gunners' Barracks. The building is connected by tunnel to the Georges Head Battery (A84) which provided the gunners with direct and secure access to the gun emplacements. All of the structures from this period remain on the site.

The construction of a 'military' road system to access these defence sites occurred at the same time. Suakin Drive, so named to commemorate the first Australian involvement in an Imperial war (when in 1885 a contingent of troops from New South Wales were sent to Suakin on the Red Sea as part of the Sudan campaign), follows the original alignment of part of this network.

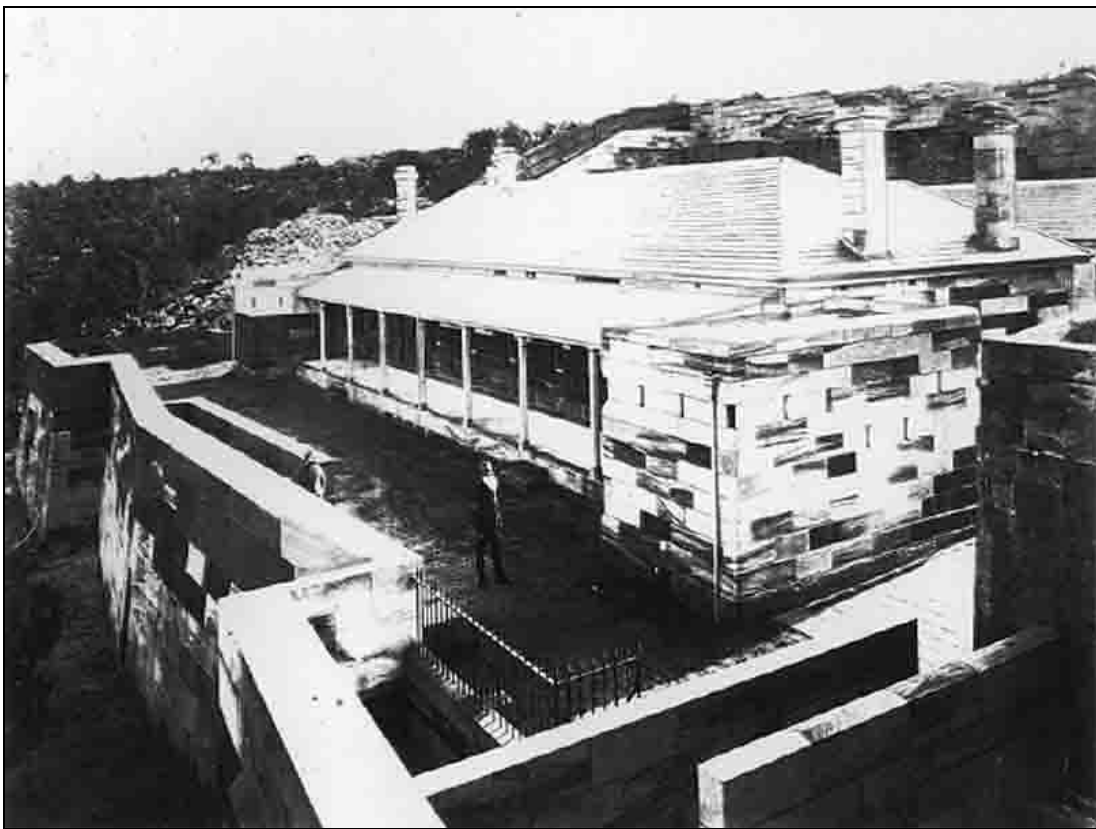


Figure 7: *The Gunners' Barracks (later the Officers' Mess), c1873-1879. The building is cut deeply into a sandstone cliff face and on its harbour side has a massive defensive wall with embrasures or loopholes for close defence. The wall also provided a level building area for the barracks.*

1884-1922 Submarine Mine Phase

By 1884, technological advances had made muzzle-loading artillery redundant. While other gun emplacements around Sydney Harbour were upgraded with the latest artillery, guns were removed from the Georges Head Battery (A84) and the site was modified to serve as the Central Command post for the Submarine Miners Corps. This new element of the harbour's defence system involved extending torpedo or submarine mines across



the harbour which were then able to be detonated beneath enemy ships. In its role as the Central Command post, the Battery was used as an observation and coordination point.

Figure 8: *In 1891 a row of brick terrace houses known as Gunshot Alley was built for the newly established Submarine Mining Corps. In the foreground of this photo is the Gunshot Alley Battery (C9a). Very little is known about this battery and it has been identified as having archaeological potential.*



With the change of use from a gun battery to a command post, the merlons were removed, and the earth used to fill four of the gun emplacements (two of which have been subsequently re-excavated). Of the two surviving gun pits at the time, the southernmost pit was used as a tank for the submarine mine cable, which were winched up from the Harbour. The other gun pit may have been used as a roofed observation post. In 1894, an open observation post was constructed on the remains of one of the merlons to the north of the northern gun pit.

A number of residential buildings were erected during this period to house the site's defence personnel. Each of the buildings in this grouping addresses Suakin Drive, which has resulted in an urban-like streetscape, which is in stark contrast to the sweeping landscape of its setting.

The first of the residential buildings was a row of six single-storey terraces known as *Gunshot Alley*. These were built as married quarters in c.1891 to accommodate the



Engineer Corps' NCOs and sappers and have a particularly urban character typical of contemporary dwellings built in inner Sydney - see *Figure 8*. In c.1903 a detached cottage was built as Married Sergeants' Quarters and ten years later a barracks and an outbuilding were built for other ranks and NCOs - see *Figure 9*. The barracks were originally divided into three barrack rooms, two rooms for other ranks and one room for NCOs. Subsequent modifications which took place during the next phase of the site's use are discussed in the next section. All of these buildings remain. Former Married Quarters, located to the immediate west of the Married Sergeants' Quarters (outside the Georges Head precinct boundary), were also constructed in c.1900, but were demolished some time before 1960. The outline of this building's footprint is shown in *Figure 11*.



Figure 9: The 1913 Barracks building was originally built to accommodate other ranks and NCOs. It was subsequently converted to 2 semi-detached dwellings. Photographed in 2003.

1939-2002 – Defence Support Role

The precinct had no real combative role during WWII. A bushfire gutted the Gunners' Barracks, the Georges Head Battery (A84) was stripped of its fittings and the site was increasingly used for non-combat defence activities.

The 1913 Barracks were converted into two semi-detached dwellings in 1934, and an addition was made to the rear of the building in 1960. In 1954 the Gunners' Barracks were restored as the Artillery Officers' Mess and were subsequently occupied by the Women's Royal Australian Army Corps (WRAAC). During



this period the Officers' Accommodation was built in front of the Georges Head Battery (A84).

In 1985 HQ Training Command replaced the WRAAC school and the Gunshot Alley terraces were refurbished as a War Games Simulation Centre.

2002-Present – Sydney Harbour Federation Trust

In September 2002 HQ Training Command relocated to Victoria Barracks, Paddington and the site transferred to the Trust.

Since the adoption of the Management Plan for the precinct, major works undertaken by the Trust in the precinct have been the removal of the Officers' Accommodation building; the replacement of Asbestos-Cement roofing on the Gunners' Barracks with slate tiles; and the construction of a parking area to the rear of Gunshot Alley.

Heritage Listings

Georges Head is part of the Middle Head and Georges Heights defence site listed on the *Commonwealth Heritage List* as Historic Place No. 105541 and on the Register of the National Estate as Historic Place No. 102619.

The plan area also contains items with individual listings:

- The Georges Head Battery (listed as Battery for Five [sic] Guns), listed as Historic Place No. 105247 on the Commonwealth Heritage List and Historic Place No. 2870 on the Register of the National Estate;
- The Gunshot Alley Battery (listed as Battery C9a), listed as Historic Place No. 105577 on the Commonwealth Heritage List and Historic Place No. 103295 on the Register of the National Estate;
- The 1873 Gunners' Barracks, listed as Historic Place No. 105248 on the Commonwealth Heritage List and Historic Place No. 2871 on the Register of the National Estate; and
- Suakin Drive, as part of the Military Road Framework listed as Historic Place No. 105572 on the Commonwealth Heritage List and Historic Place No. 103266 on the Register of the National Estate.

A Summary Statement of Significance for the Middle Head and Georges Heights Defence site is on the Australian Heritage Database – www.deh.gov.au

As of 1st January 2004, changes to the Commonwealth heritage legislation mean that the *EPBC Act* now regulates all actions relating to Commonwealth Heritage Places. These controls are described in the section of the plan dealing with the Statutory Planning Context.

The site is also listed on the:

- State Heritage Register – Number 00987;
- the NSW National Trust Register of Classified Places; and
- Schedule 2 of Mosman LEP 1998 – Heritage Conservation



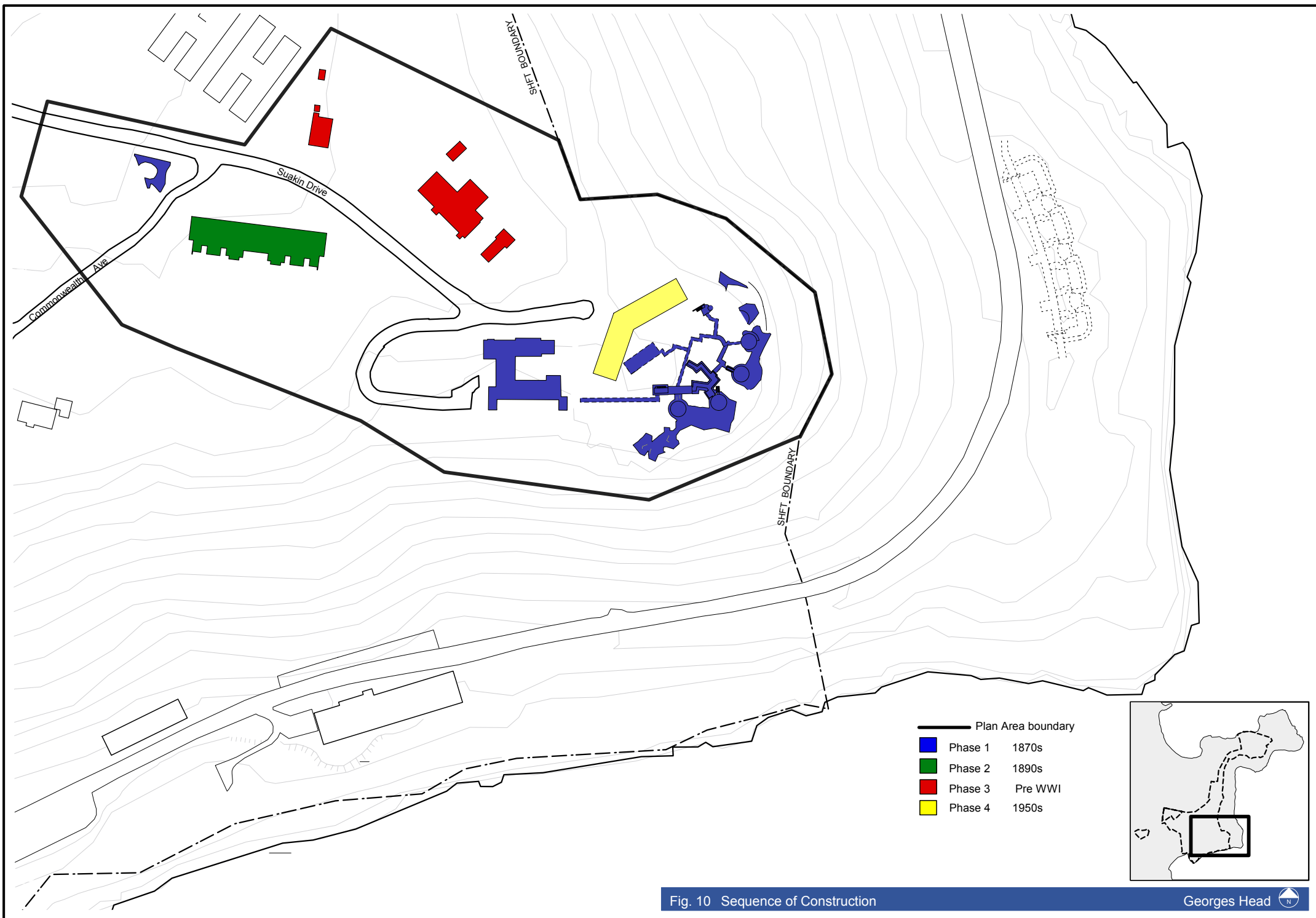


Fig. 10 Sequence of Construction

Conservation Management Plan

In 2003 the Trust engaged Eric Martin & Associates to prepare a Conservation Management Plan (CMP) for Georges Heights Officers' Mess Precinct. The Draft CMP recommends conservation policies or works for each building or item of environmental significance. These include:

- The Georges Head Battery (A84) should be conserved and interpreted. The historic scenic qualities of what was a barren military site should not be obscured by over-planting. The trenches should not be fenced, instead some management control should be implemented to make people aware of the safety risk. Any excavation of the filled gunpits must be in accordance with NSW Heritage Office advice;
- The Gunshot Alley Battery (C9a) is to be conserved and interpreted. Any excavation must be preceded by an archaeological research strategy;
- The Gunners' Barracks should be conserved and reused, with no extensions made to the building. This building (along with the others on the site) illustrates the evolution of defence accommodation during the army's occupation of the site. Harbour views should be retained, and the parking area adjacent to the main entrance should be reduced in area to better reveal the stone wall;
- The Gunshot Alley terraces should be conserved and reused, with no extensions made to the building. Car parking may be provided at the rear but this must respect the building's curtilage which is to be retained as an open area. Views of the harbour should be maintained;
- The 1913 Barracks and outbuilding should be conserved and reused. No extensions are to be made to the building or outbuilding;
- The Married Sergeants' Quarters should be retained however the car port and pergola to the rear of the building are identified as intrusive elements and accordingly could be removed; and
- Existing landscape features and infrastructure (such as roads, drains and some fences) should be retained. Intrusive elements such as electricity poles, cyclone fencing and water pressure relief tanks should be removed.

Archaeological Assessments

During the preparation of the Conservation Management Plan, archaeological assessments were undertaken by Marilyn Truscott (for Eric Martin & Associates). These field surveys indicate that certain parts of the precinct are of higher Archaeological sensitivity than others. Whilst all the built structures are archaeologically important, the spaces between them are also important because it is likely that they contain cultural material as evidence of past activity not necessarily recorded elsewhere. The areas considered to have the highest sensitivity are identified in *Figure 11*.

In 2004 HLA Envirosciences undertook an archaeological investigation of the Georges Head Battery (A84). A number of archaeological remains were identified, including a series of sandstone cut passageways. Following on from the report's investigations, the Trust may undertake further archaeological investigations.

Ground disturbance in the areas identified as having archaeological sensitivity must be undertaken according to the archaeological principles as outlined in the NSW Heritage Office Archaeological Guidelines. It is recommended that during subsurface exposure or



removal of superficial layers a monitoring program for archaeological material be conducted by a qualified archaeologist.

Bush Land and Natural Values

Conacher Travers Environmental Consultants were engaged to prepare a flora study of Trust and NPWS lands at Middle Head and Georges Heights.

The study found that:

- Land at Georges Head to the south east of the Gunners' Barracks building supports the *Eucalyptus botryoides* Open Forest vegetation community of a wet under-storey form. This area has a moderate diversity of native species and moderate to severe incursions of weeds throughout. Vegetation to the southwest of the Gunners' Barracks building is the *Angophora costata* / *Eucalyptus botryoides* open forest with wet under-storey form exhibiting high native species abundance and low to severe weed incursion - see *Figure 12*.
- *Acacia terminalis* ssp. *terminalis* a species listed as "Endangered" in Schedule 1 of the *Threatened Species Conservation Act (1995)* and as "Endangered" in the *Environmental Protection and Biodiversity Conservation Act (1999)* was located in discrete areas.

The Trust consequently commissioned Conacher Travers to undertake a targeted survey of *Acacia terminalis* ssp. *terminalis*. No specimens were found within the Management Plan area. However, 26 specimens were located close to the northwest of the site.

Conacher Travers Environmental Consultants also prepared a comprehensive fauna study of Trust and Department of Defence lands at Middle Head and Georges Heights.

The survey identified a number of native fauna species that are considered to be common in the area. Less common species observed were the Tawny Frogmouth, Boobook Owl, Diamond Python and White-striped Mastiff Bat. These species are considered to be vulnerable to numerous ecological threats.

No threatened species were found.

The report recommended that:

- An appropriate fire regime is instigated for the area;
- The hydrology of the site is managed to reduce the amount of disturbance and pollution;
- The integrity of the site is maintained and enhanced by:
 - Minimising disturbance such as rubbish dumping and trampling by walkers;
 - Providing nest boxes for species such as Powerful Owls and Black Cockatoos;
 - Regenerating native bushland;
 - Undertaking exclusion and trapping programs for feral animals; and
 - Reintroducing native species.



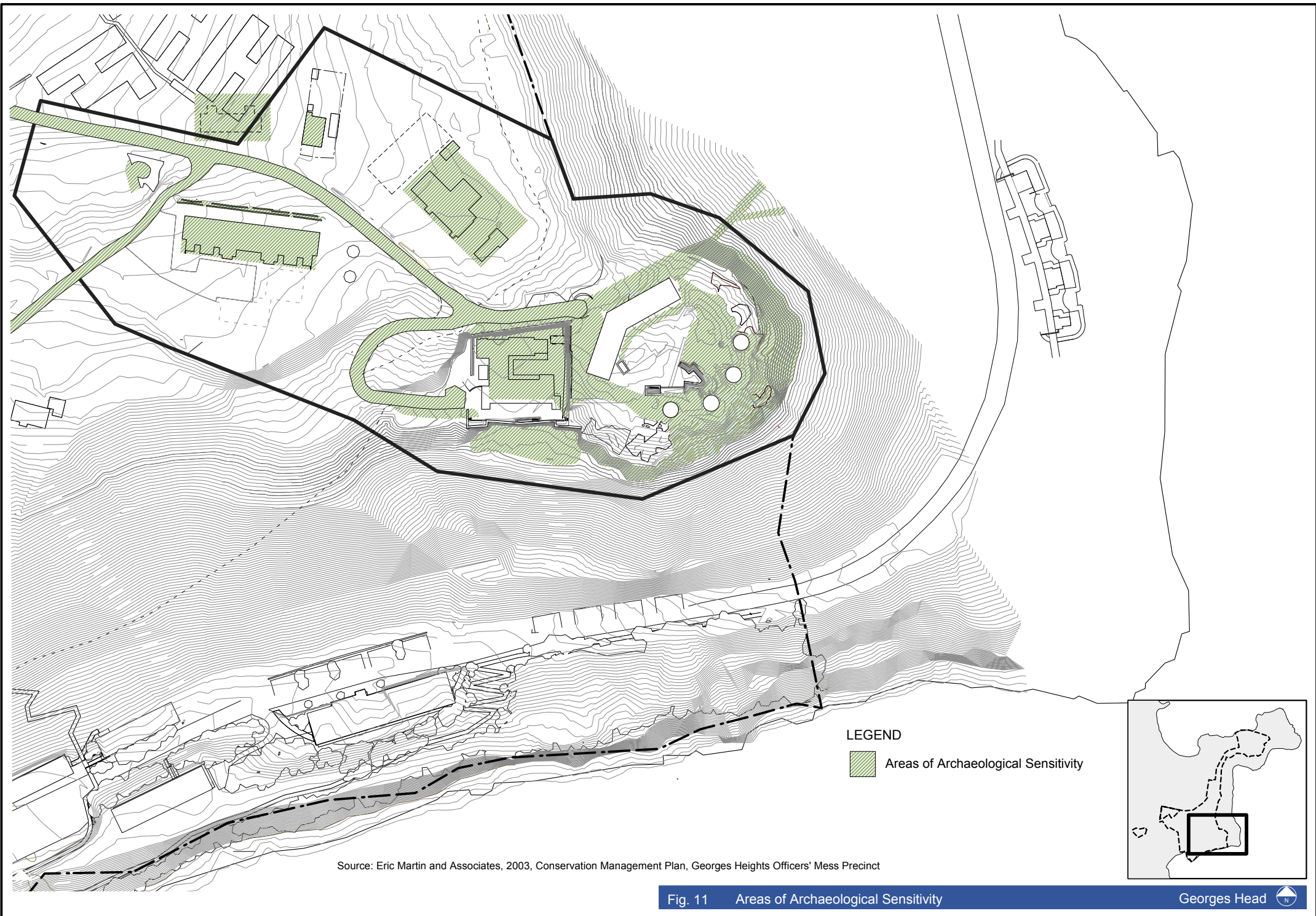


Fig. 11 Areas of Archaeological Sensitivity

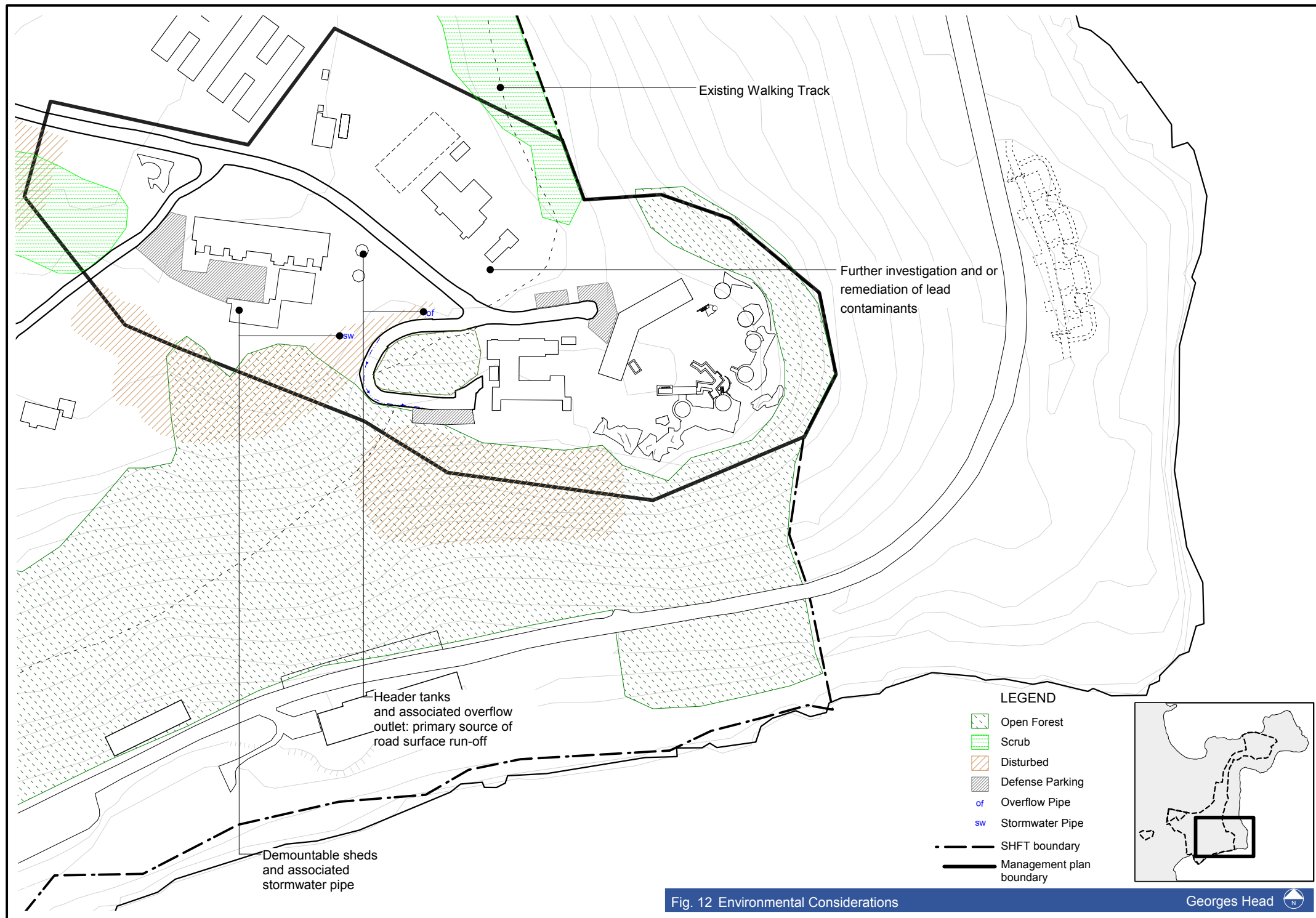


Fig. 12 Environmental Considerations



Phytophthora cinnamomi

Dieback related to the root-rot fungus *Phytophthora cinnamomi* (Pc) has been listed as a key threatening process under the *Environment Protection and Biodiversity Conservation Act 1999* and the Department of Environment and Heritage has prepared a *Threat Abatement Plan* to guide actions by Commonwealth agencies to prevent the spread of this disease and to limit its effects on vulnerable or endangered species.

Sampling carried out by the Royal Botanic Gardens (RBG) on behalf of the Trust has identified the presence of Pc in areas of dieback within the National Park - downslope from the Trust's existing walking track.

As a consequence Environmental Resources Management Australia (ERM) was engaged to undertake sampling around the Gunners' Barracks, the Georges Head (Battery A84), Gunshot Alley and along the existing walking track. Samples were collected at 14 sites and sent to the Royal Botanic Gardens for analysis. Pc was not detected in any of the 56 samples collected. The Royal Botanic Gardens advised that existing vectors for the introduction of the pathogen included stormwater and nutrient laden run-off. It recommended that the Trust improve these conditions in order to reduce the risk of the spread of the disease into the adjoining healthy bushland areas.

Bushfire Risk

In 2002 the Trust commissioned Geospatial Integrity to undertake an interim review of the fire risks and to identify necessary mitigation works for the lands at Middle Head, including land at the Georges Head precinct. The interim review made a number of recommendations including maintaining an Asset Protection Zone (APZ) in a corridor to the east of the Gunners' Barracks and the residential buildings along Suakin Drive.

Following on from the interim review, the Trust commissioned Conacher Travers in 2003 to prepare a Bush Fire Management Plan (BFMP) for the Trust's land at Middle Head, Georges Heights and Chowder Bay, including the Georges Head precinct.

The Draft BFMP recommends:

- Maintaining an APZ on the terrace below the Gunners' Barracks, and a fuel-reduced 'Strategic Management Zone' for the small bushland area to the building's immediate west;
- A 20 metre wide APZ around the footprints of the buildings in Suakin Drive and Gunshot Alley; and
- Fuel-reduction strategies including the removal of leaf-litter, selective vegetation removal and/or hazard reduction burning.

Stormwater

In 2003 the Trust commissioned Storm Consulting to prepare a Stormwater Management Plan (SMP) for the Trust lands at Georges Heights, Chowder Bay and Middle Head, including the Georges Head Precinct. A key guiding principle of the SMP is to mimic or restore natural water balances and to address water quantity impacts (i.e. peak flows and volumes of runoff) in addition to water quality (i.e. with less runoff, less pollutants are conveyed into receiving waters).



The Draft SMP provides a number of general principles for the Trust to consider in its management of stormwater flows, including:

- The harvesting and reuse of roof water;
- Minimising the amount of impervious areas;
- Erosion and sediment control at construction sites;
- Bush regeneration to minimise soil erosion and discharge of sediments and pollutants;
- Conducting an audit of water, sewer and stormwater infrastructure; and
- Control of water at stormwater outlets by various means including litter and sediment traps.

More specifically for this precinct, the Draft SMP identified the possibility of using the camouflaged fuel tanks for storing stormwater runoff from Georges Heights, with the catchment including part of the Georges Head precinct. It is also feasible for stormwater to be collected at detention points near the Gunners' Barracks building before being pumped to the fuel tanks. The stored water could be made available for a range of uses, including the irrigation of formal landscaped areas and as a fire reserve.

Hazardous Materials

In October 2003 Hibbs and Associates Pty Ltd undertook a Hazardous Materials Survey of buildings and structures at Georges Heights Training Command. This included all the buildings within the Georges Head Precinct. For the purposes of this survey, '*hazardous materials*' included materials containing asbestos, synthetic mineral fibre (SMF) materials, deteriorating lead based paints and fluorescent light ballast capacitors containing polychlorinated biphenyls (PCB's).

The survey found that:

- Generally, the asbestos materials identified are in a stable condition and do not present a significant asbestos related health risk.
- The principal sources of SMF materials are the SMF batt insulation in the roof space, SMF insulated air conditioning ducts, SMF insulated hot water tanks and SMF containing ceiling tiles.
- Fluorescent light fittings in all of the buildings other than the Gunners' Barracks are new and are unlikely to be fitted with capacitors containing PCBs.
- Lead based paints were identified in most buildings. However, the paintwork is in good condition and does not require remedial work.

Refer to the Outcomes section for the proposed response to the issues raised.

Contamination

In 1999 PPK – Environment and Infrastructure was engaged to conduct a two-stage contamination assessment and geotechnical study of the lands to be transferred to the Trust, including the Georges Head Precinct.

The purpose of this assessment was to provide information regarding contamination on the lands so that potential land uses and initial requirements and costs for remediation could be determined.



This report identified a number of potentially contaminated areas associated with a variety of contamination sources. For the plan area, these included:

- The gun battery and the associated tunnels;
- Waste tips and areas of fill located to the south and west of the Gunners' Barracks;
- The grease trap located near the kitchen of the Gunners' Barracks; and
- Lead based paint and asbestos materials in buildings.

Subsequent site sampling and analysis identified no widespread gross impact from these sources, however, elevated lead concentrations in surface soils were found at isolated locations only.

In 2004 a subsequent site contamination audit was conducted by Environ Australia to provide an independent review of what investigations or remediation remains necessary before the land is suitable for the land uses outcomes identified by the Trust. The Auditor generally agrees with PPK, but has concluded that:

- Identified contamination may pose a risk to human health and the environment under certain land uses
- Asbestos may be present at some locations in surface soils
- Soil contamination may be a source of sediment and surface water contamination, which could be a source of contamination to the harbour
- Further unidentified contamination may exist at the site, particularly beneath buildings, in some areas of waste dumping / tipping or in areas of fill where limited sampling has been carried out.

Refer to the Outcomes section for the proposed response to the issues raised.

Services

In March 2002 PPK Consulting undertook a detailed survey in order to establish the extent and condition of site services. The study looked at electricity, telephone, water, fire, sewerage and stormwater services and made a number of recommendations to rationalise and upgrade the services.

Compliance with the Building Code of Australia

Trevor R Howse & Associates Pty Ltd was engaged to assess the Gunners' Barracks Building. The assessment was conducted on the basis that the proposed use for the building is as a function centre or restaurant.

The building was assessed in respect of:

- Fire Compartmentation;
- Fire Resistance;
- Access and Egress;
- Access for Disabled Persons;
- Services and Equipment;
- Fire Safety Protection Services; and
- Sanitary Services.

The study found that the building was non-compliant with many aspects of the BCA and would require alterations to bring it up to standard. These changes will be implemented



subject to the future use of the building. In consideration of the heritage significance of the building the report recommended that changes meet the NSW Heritage Council criteria that works be “*readily reversible*”

In October 2003 the Trust also commissioned HACCP Australia to assess the kitchen facilities in the Gunners’ Barracks building at Georges Heights. The report found that the kitchen has been well maintained and that its design will present few problems to a commercial kitchen operation.

Accessibility

In September 2003 the Trust commissioned Spinal Cord Injuries Australia (SCI) to evaluate the accessibility of the Georges Head Precinct. The report identifies the main pedestrian paths of travel around the precinct and made recommendations in respect of:

- The provision of accessible parking spaces within the precinct;
- Existing pathways in the precinct to allow a continuous and accessible path of travel between the main attractions in the precinct.

These recommendations have been incorporated into the design outcomes for the precinct.

Transport Management

In 2003 the Trust commissioned Maunsell Australia Pty Ltd to prepare a Transport Management Plan (TMP) for Middle Head, Georges Heights and Chowder Bay.

The TMP identifies measures to minimise reliance on access by private motor vehicles and to maximise access by public transport, walking and cycling. The TMP also considers the cumulative impacts of the development of Trust lands and neighbouring sites such as HMAS Penguin, Sydney Harbour National Park and local sporting facilities.

Consultation with key agencies such as HMAS Penguin, National Parks and Wildlife Service, Mosman Council and State Transit was integral to the development of the plan.

General recommendations relevant to Georges Head include the:

- Preparation of a submission to the State Transit Authority regarding the subsidisation of additional bus services on weekends to the Trust sites;
- Installation of bicycle facilities including bicycle storage in appropriate areas within the main precincts of the site;
- Installation of consistent public transport directional signage and timetable information across the sites; and
- Provision of consistent pedestrian directional signage and information similar to signs currently provided by the Trust.

More specific recommendations of the TMP for Georges Head include the continued use of Georges Heights Oval as a public parking facility for large special events.



Traffic and Parking

Traffic management and accessibility by motor vehicle are issues that are particularly important in the Georges Head Precinct. In September 2003 the Trust engaged Chris Hallam and Associates Pty Ltd to undertake a review of the access and parking options for the precinct. The main issues covered by this report include:

- Service vehicle access to the Gunners' Barracks;
- Car parking needs and options for the Gunners' Barracks;
- Design details for car parking arrangements at the rear of Gunshot Alley;
- Design details for access to and from Gunshot Alley; and
- Access to Georges Heights from Middle Head Road

The major findings of the study were:

- Taxis, delivery and service vehicles taxis should be able to safely access the Gunners' Barracks main entrance area, which should incorporate a drop-off and pick-up point and parking spaces for people with a disability;
- 55 car parking spaces will be required to meet the likely demand generated by the proposed use of the Gunners' Barracks as a restaurant or function centre;
- The area behind Gunshot Alley is a suitable location for a car park, and would be able to accommodate approximately 60 car spaces;
- The design and surface treatment of the walking path connecting the car park with the Gunners' Barracks should be suitable for restaurant patrons in evening footwear; and
- No upgrading is required for the intersection of Middle Head Road and Suakin Drive to accommodate the use of this precinct.

In March 2005 Chris Hallam and Associates was engaged to review the proposed vehicular access and parking arrangements near the 1913 Barracks. The report recommended some minor works such as improvements to road width and the turning area.

Commonwealth Heritage Values

The EPBC Act provides that a place has Commonwealth Heritage value if it meets one of the criteria prescribed in the Regulations. The following statement of Commonwealth Heritage Values is largely derived from the 2003 Conservation Management Plan prepared for the site by Eric Martin & Associates and the 2003 Robertson and Hindmarsh Conservation Management Plan prepared for the adjoining land at HQ Training Command. The statement demonstrates that the site meets several of the criteria specified in the EPBC Regulations, 2000.

The primary sources of significance for the place are:

1. The Georges Head Precinct is thought to have been included in the area known as *King Bungaree's Farm*. This was Governor Macquarie's attempt to settle Aboriginals and assist them in adapting to a European lifestyle. (*Criteria a,b,c,d [ii],h*)



-
2. The Georges Head Precinct is part of the Middle Head- Georges Heights defence site and is historically significant as the location of major defence works for Sydney Harbour and Port Jackson during the nineteenth and twentieth century. (*Criteria a, b*)
 3. The site has remained in government and military ownership from the earliest British settlement and thus provides strong research potential in its structures and surface cultural deposits to demonstrate past ways of military life. The construction of the fortifications on the site followed the departure of British Imperial Forces in 1870 and is evidence of the British Government's resolve that colonies with responsible government should bear the cost of their own defence. (*Criteria a,c*)
 4. The Georges Head precinct, developed from the 1870s onwards, was part of the outer line of defence planned at that time. The site's location adjacent to the harbour and high above the water level was an ideal location for the anti-shipping gun emplacements and as a command post for the submarine mine defence system. (*Criteria a*)
 5. Evidence remains on the site of a number of layers of use and periods of military occupation representing the different and evolving approaches to the defence of locations and nations. The precinct demonstrates defence practices, functions and designs no longer in use. Alterations to the Georges Head Battery (A84) show the continual evolution and development of defensive systems and the application of the most modern technology and building techniques. (*Criteria c, d [ii], f*)
 6. The site contains a range of structures which are important for their ability to yield information which will lead to a wider understanding of the historical context, design, construction and operation of defence accommodation, fortifications, gun batteries and defensive works in Australia from 1870 to the post war years of the twentieth century. (*Criteria c, d, [ii]*)
 7. The site has outstanding aesthetic values, reflecting the design qualities of its buildings and their setting within a fragile natural environment. These values are heightened by the site's prominent location overlooking Sydney Harbour. (*Criteria e*)
 8. The precinct, as part of the larger Middle Head-Georges Heights Area, also has social significance for the Sydney community and for past and present defence personnel. The buildings have been associated with key people in NSW history particularly Colonial architect James Barnet, who designed the original Gunners' Barracks and FR de Wolski, Engineer in Chief of Defence Works (1890) who contributed to the establishment of the Gunshot Alley Terraces. (*Criteria g, h*)



Outcomes

The outcomes for the Georges Head Precinct are shown on *Figure 13*.

The key outcomes for the site are to:

- Conserve and interpret its heritage values through the conservation of the fortifications and the adaptive reuse of the buildings for a range of uses;
- Find uses for the buildings that help their conservation and that are sympathetic to maximising public access within the site;
- Enhance public access to the site through the provision of new pathways, lookouts and parking;
- Interpret natural and cultural heritage in a meaningful and relevant way to the general public; and
- Repair the edges adjoining bushland and the escarpment by improvements to drainage, and by regenerating and expanding bushland areas.

Heritage Conservation

The heritage significance of the Georges Head precinct is derived from its Aboriginal usage, its role in the outer Harbour Defence System and its continuous occupation by military units, from 1871 until 2002. The significant heritage values of the precinct will be protected, conserved and interpreted through the conservation of the structures relating to the harbour defences and the adaptive reuse of the buildings and spaces on the site, and the use of appropriate interpretive methods.

The uses proposed in this Management Plan have been identified for their compatibility with conserving the heritage values of the site and its buildings.

The removal of the 1954 Officers' Accommodation Building has enhanced the appreciation of the fortifications and the site's relationship to the Gunners' Barracks and Sydney Harbour. In its place, the proposed lookout will further facilitate this appreciation. The lookout has been designed to interpret the form of the merlons which were originally part of the fortifications and to provide a safe viewing area without the need for safety railings.

The Georges Head Battery (A84) will be conserved. Interpretation and tours of the tunnels and gun emplacements will provide a focal point for enhancing the community's understanding of the history of the site.

The proposed use of the Gunners' Barracks as a restaurant or function centre would be a continuation of the building's most recent use as an Officers' Mess. The building is well suited to this purpose as it retains kitchen facilities and dining areas. The reinstatement of slate roofing is an important step in the restoration of the original appearance of the building, particularly as the building is easily viewed from above.

The 1913 Barracks Building will need to be adapted to accommodate its proposed use as a childcare centre. The reconfiguration of the building will allow the internal spaces to be revealed. Later alterations such as the north verandah enclosure and the north





Fig. 13 Outcomes



extension could be removed. There should be no extensions made, however some changes to the northern side of the building could be possible. The community use of the building will broaden access to what is currently private residential space.

The proposed use of the Gunshot Alley Terraces for offices, studios, functions and the like is consistent with the Army's most recent adaptive reuse of the building. A curtilage has been provided in accordance with the Conservation Management Plan.

The Married Sergeant's Quarters will continue to be used for residential purposes and requires only essential ongoing maintenance. Intrusive elements such as the pergola to the north and the car port could be removed. No extensions should be made, however some changes to the north side of the building may be possible.

It is proposed to retain the open landscape setting of the precinct's group of heritage buildings, and to maintain the spaces between buildings.

Design Concept

The primary objective of the proposed design improvements is to convey the evolution of all of the elements that comprise the fortifications on Georges Head and the relationship between these elements and the harbour - at a spectacular location that may have also been a significant place for Aboriginal people.

Minor changes that make a significant difference

The main changes proposed are improvements to the environmental conditions such as drainage, bush regeneration and the removal of intrusive elements such as chain wire fences, some inappropriate plantings, overhead power lines, street signs, paved areas, water tanks and some buildings - see *Figure 14*.

It is proposed to maintain a simple and open landscape treatment - such as lawns, native grasses or ground covers, and to reveal natural features such as rock outcrops. This will allow visitors to appreciate the gradual, undulating fall of the terrain towards the escarpment and the relationship between the buildings - including those set well beyond the edge, out of sight from the harbour.

It is also proposed to expand the bushland to envelope the buildings and help frame the grouping. The proposed planting will take account of required bush fire mitigation measures – see the section of this plan relating to Bushfire Management.

The sequence of arrival

Unlike Lower Georges Heights and the lawn area at Chowder Bay, this precinct is not envisaged as a place for picnics and similar passive recreation. It provides a setting for a significant group of heritage buildings and includes some of the main points of interest at Middle Head - the Gunners' Barracks and fortifications and the spectacular lookout. It is a transitional place and potentially a place for functions and ceremony.

The design treatment of the area is intended to improve the sense of arrival along Suakin Drive - as it winds between the former HQ Training Command and the heath planting, gradually revealing views of the harbour. Beyond the 1913 Barracks, Suakin



Drive will be predominantly a pedestrian street, permitting only vehicular access by service vehicles, disabled visitors and taxis.

All public parking other than for disabled visitors, and short-stay parking associated with the childcare centre, will be located behind the Gunshot Alley terraces where there is an existing cleared area that was previously used for Defence parking. The configuration of the proposed car park provides for a generous curtilage to the rear of the terraces, enabling them to be viewed in their entirety. Safe pedestrian access from the car park to the Gunners' Barracks and the proposed lookout will be provided.

The paved parking area adjacent to the rampart wall surrounding the Gunners' Barracks will be reduced in size to reveal more of the wall and to improve the setting and sense of enclosure of the Barracks. Only service and disability parking will be permitted in this area.

A number of pathways within the Headland Park lead to Georges Head. Each of these will benefit from the simple, open landscape treatment proposed within the precinct. For example, the pathway from the knoll in the World War I Hospital precinct descends along the edges of successive courtyards and buildings. The removal of the fences, gate, poplar trees and power poles will heighten the contrast between the two precincts and continue the flow towards the escarpment.

The lookout over the gun emplacements

The 1954 Officers' Accommodation was particularly intrusive. It was located on the headland behind the fortifications and directly adjacent to the massive cutting within which the Gunners' Barracks is sheltered. It detracted from the heritage value of the fortifications and adjoining barracks building. It was also visually dominant and its removal has revealed the domed headland with the geometric incisions in the rock ledge that form the fortifications and connection to the former Gunners' Barracks.

It is proposed to replace the Officers' Accommodation with a lookout and ceremonial area. The concept design for this is being prepared by architect Richard Leplastrier and is illustrated in *Figure 15*. It proposes a mounded form that melds sympathetically with the dome of the rock promontory.

The elevation of the lookout will enable safe access and viewing over the fortifications and the harbour without the need for safety rails around the fortifications. This will avoid any interference to the line of sight and avoid any adverse visual impacts on the harbour landscape. Access to the fortifications will be by guided tour.

It is proposed that this area could also accommodate ceremonies and functions at the culmination of a processional route that includes the present roadway above the Gunners' Barracks cutting.

Adaptive Reuse of Buildings

The Georges Head Precinct includes a number of important heritage buildings that need to be conserved and made accessible to the public. This will be facilitated by their adaptive reuse and occupation.

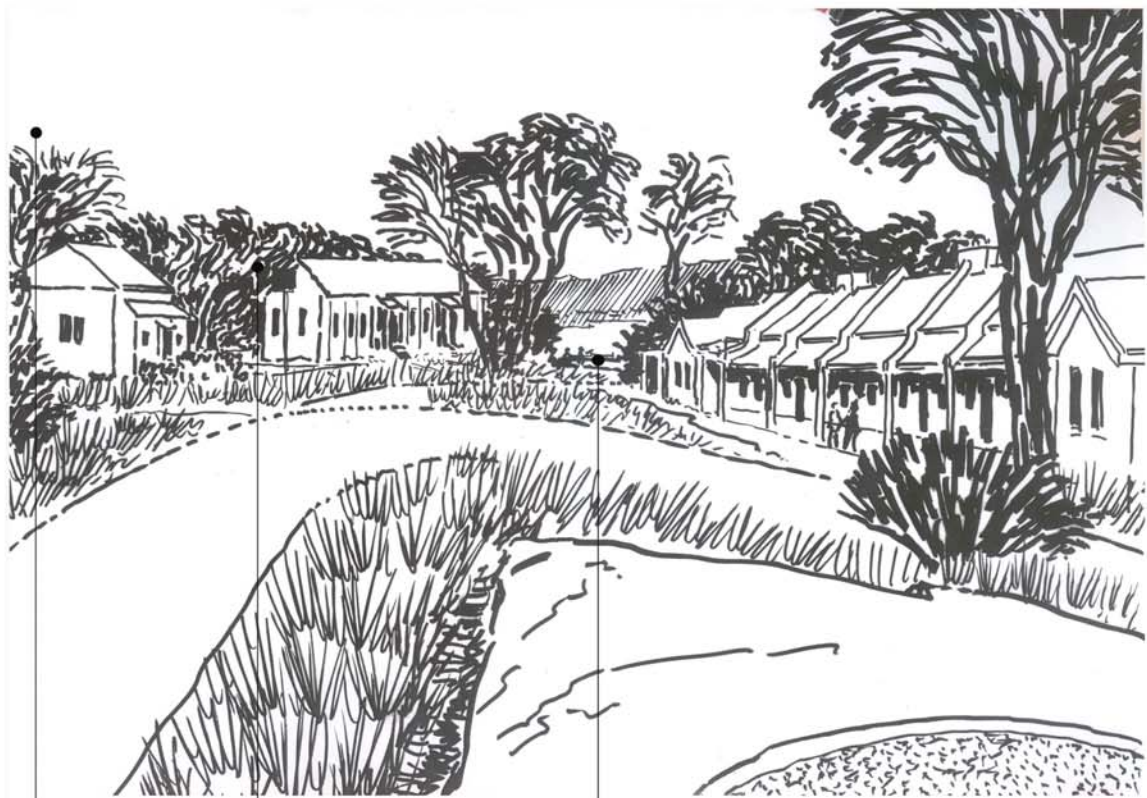




EXISTING

Fences and Signs obscure buildings and divide up the area

Former battery obscured by signs and fixtures



Remove fences and overhead powerlines

Bush regeneration frames views of significant buildings

Gunners' Barracks stone wall

Remove exotic bushes, keep landscaping open to reveal relationship between the barracks and headland

PROPOSED

Fig.14

Suakin Drive and Gunshot Alley

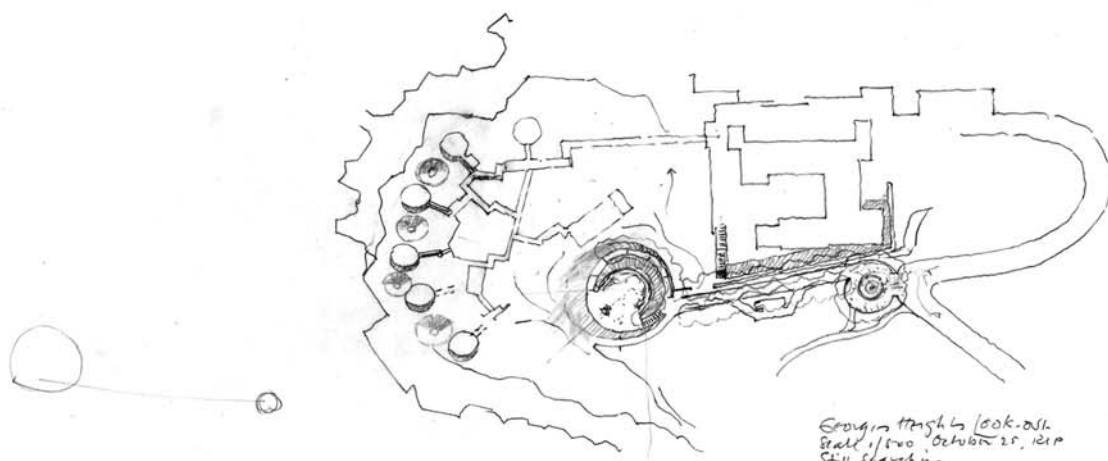


Fig.15 Concepts for a viewing and Ceremonial Area to replace the Officers' Accommodation

The primary objectives for the adaptive reuse of buildings are set out in *Section 7* of the Trust's Comprehensive Plan.

Future uses will need to satisfy criteria relating to public benefit, heritage conservation, traffic generation, parking requirements and transport needs, environmental impact, service and infrastructure constraints, BCA requirements and the *Objectives and Policies* set out in *Section 3* of the Trust's Comprehensive Plan.

The general principles that underlie the selection of uses are:

- Uses that are compatible with managing transport demand;
- Uses that best respond to the place and provide a positive contribution to the enjoyment and understanding of the place and its heritage; and
- Uses that are compatible with the heritage / environmental / transport and amenity requirements.

The main buildings at Georges Head are the:

- Gunners' Barracks;
- Six terrace houses in Gunshot Alley;
- Married Sergeants' Quarters (freestanding cottage opposite Gunshot Alley); and
- The 1913 Barracks (currently divided into two residences).

As identified in the Conservation Management Plan the features intrinsic to the heritage significance of the Georges Head Precinct should be conserved. This includes the overall landscape of the site, which is considered to have outstanding aesthetics as a prominent headland in Sydney Harbour. The Conservation Management Plan recommends that the landscape as it exists is an important part of the site and setting and should be retained as it is today. Where it is appropriate, features and infrastructure such as fences, some vegetation, electrical poles and storage tanks should be removed as part of any reuse of the site.

Gunners' Barracks

The Gunners' Barracks (also known as the Officers' Mess) operated until September 2002 and as a consequence retains a functioning commercial kitchen, dining areas, bar and lounge areas.

It is considered by the community to be an iconic heritage building and its adaptive reuse must ensure ongoing public access.

The future use of the Gunners' Barracks must also satisfy the recommendations of the 2003 Conservation Management Plan and the Building Code of Australia. One of the highest priorities of the Trust will be to carry out essential renovations to the Gunners' Barracks in accordance with the Conservation Management Plan. The first project has been the replacement of the existing corrugated asbestos cement roof with slate.

The Conservation Management Plan also recommends that there be no extensions be made to the Gunners' Barracks as part of its adaptive reuse.

Another important consideration in determining the use of the building is the need to address its constrained access and to provide adequate parking. The *Review of Access*



and *Parking Options* undertaken by Chris Hallam and Associates has shown that it is feasible for these issues to be addressed satisfactorily, without compromising the Trust's objectives of discouraging increased private motor vehicle use. In addition, parking for people with a disability can be provided near the main entrance of the Gunners' Barracks building.

The most likely uses that satisfy all these matters, including the recommendations of the Conservation Management Plan, are a restaurant, function centre or the like, including some level of interpretation and/or display.

Gunshot Alley Terraces

The Gunshot Alley terraces are also important heritage items and any future use must satisfy the recommendations of the 2003 Conservation Management Plan and the Building Code of Australia. Importantly, the Conservation Management Plan recommends that extensions to Gunshot Alley terraces should not be permitted.

The terraces were refurbished in the 1980s and some internal alterations were made so that they could be used as individual offices and for training purposes.

None of the houses have functioning kitchens or bathrooms and this limits the range of uses that they can be put to.

Consistent with the most recent use of the building and the Conservation Management Plan, offices, studios, education, training, functions or the like have been identified as possible uses.

Married Sergeants' Quarters (detached cottage)

This simple cottage was built around the turn of the century and has been continuously occupied since then as a single-family residence. It is proposed that the cottage retain its existing residential use. Maintaining residential use has the advantage of providing a certain level of *'passive surveillance'* for the precinct. Intrusive additions to the historic landscape will not be permitted.

1913 Barracks (Nos. 131 and 132 Barrack Road)

This group of buildings was built in 1913 as Barracks and a detached kitchen. A garage outbuilding constructed in 1990 also forms part of this group. The main barracks building has subsequently been converted into a pair of semi-detached dwellings. The Conservation Management Plan recommends retaining these buildings and removing modern additions to restore the exterior to its original state.

In its current configuration, the building could continue to be used for residential purposes, however the design of the building also makes it particularly well-suited for adaptive reuse as a childcare centre. This proposed use would provide a significant benefit to the community and would make the building more generally accessible than continued private residential use would allow.

Conversion of the building to a childcare centre will result in the removal of intrusive additions and internal partitioning which will allow the large open spaces of the barracks to be revealed.



The childcare centre will be able to cater for children of all ages up to school age. The number of children able to be accommodated will be determined by the capacity of the existing building and the standards specified in the relevant NSW childcare regulations.

Enclosed play areas will be kept to the rear of the building. Any changes to the design and materials used for the fencing around the children's outdoor play area or residential backyard must be of a high aesthetic quality. Where possible play areas should take advantage of natural shading provided by trees rather than purpose-built shade structures.

A vehicular drop-off and pick-up area will be provided on Suakin Drive in front of the 1913 Barracks. Long term parking will be accommodated behind the Gunshot Alley Terraces.

Given the sensitive uses proposed for the site, and in accordance with the recommendations contained in the 2004 Site Audit, further investigation and/or remediation of contaminated soils on the northern side of Suakin Drive will be required, as will an assessment for the presence of pesticides within the building.

All works must be consistent with the Conservation Management Plan. Intrusive additions to the historic landscape will not be permitted.

Water Sensitive Urban Design

The principles of Water Sensitive Urban Design (WSUD) are to be incorporated into the redevelopment of the Georges Head Precinct in order to achieve water quality, water conservation and ecological objectives. Effective integration of these objectives will require the application of concepts on a catchment wide basis. The key concepts to be applied are:

- *Source controls* – removal or mitigation of the pollutant source, and on-site rainwater use;
- *Conveyance controls* – applied during the conveyance of stormwater to bushland, streets or channels;
- *Discharge controls* – applied at the point where water leaves the site or the catchment;
- *Natural systems planning* – applied to the entire area. Natural systems planning recognises essential hydrological and ecological functions of watercourses, wetlands and native vegetation.

A number of measures are available to achieve stormwater management objectives by applying these concepts in the redevelopment of the Georges Head precinct. See the following table.



Concept	Issue	Application at Georges Head
SOURCE CONTROLS	Street sweeping and landscape maintenance	Roads and organic matter are a source of many pollutants. Sweeping and maintenance will be part of the on-going management of the site.
	Rainwater tanks	The use of rainwater for toilet flushing, irrigation etc will reduce water use and stormwater flow peaks.
	Rainwater detention gardens	Applied to intercept sheet and concentrated flows. This will reduce flows and reduce scouring and erosion in bushland areas. It will also improve stormwater quality by controlling the dispersal of nutrients down slope.
	Pit pollution control traps	Installed at various locations to remove Gross Pollutants and hydrocarbons
	Stormwater Collection	Investigation of options for collection of stormwater from paved areas for reuse
Conveyance controls	Water sensitive road design	The installation or improvement of buffer strips and bioretention swales, particularly along up-gradient edges of the road and car park areas. These measures will reduce run-off velocities and reduce contaminant transport to receiving waters.
Discharge controls	Stormwater Collection	Divert flows to collection areas for possible reuse. This will assist in reducing velocities of run-off on areas down slope and reduce contaminant transport to receiving waters.
Natural systems planning	Weed removal and revegetation with native species	This will improve water retention and site amenity.
	<i>Phytophthora cinnamomi</i>	Reduce nutrient impact to bushland areas. Reduce ponding and concentrated stormwater flows.
	Dieback areas	Regenerate to reduce erosion, water retention and amenity. To be carried out in parallel with a strategy for controlling <i>Phytophthora cinnamomi</i> .



Phytophthora cinnamomi

The Trust's Phytophthora Management Strategy will be implemented.

Key components of the Trust's strategy include:

<i>Risk of spread or introduction by -</i>	<i>Management Strategy</i>
Bush regeneration activities	Implementation of best practice hygiene procedures for bush regeneration or related activities; Soil and plant materials to be sourced from suppliers accredited under the Nursery Industry Accreditation Scheme, Australia (NIASA).
Water flows, and increased surface water nutrients	Introduce stormwater measures so that flows are remediated to approach the natural condition in bushland areas, or direct flows away from bushland; Reduce nutrient impact to bushland areas, by remediating nutrient and contaminant sources or nutrient removal.
Walkers	Introduction of a phytophthora community education program; Walking track design that limits the potential for spread by walkers, including: <ul style="list-style-type: none">– Integrated drainage controls;– Clean crushed sandstone capping;– Mulched edges; Confine walkers to tracks in bushland areas.
Construction/ earthworks/ landscaping activities	Implement hygiene protocols for personnel, machinery and tools; Soil and plant materials to be sourced from Phytophthora-free certified suppliers, or low risk sources; Use only well composted soil free mulch.



Remediation

The 1999 PPK – Environment and Infrastructure Contamination Assessment Report and the 2004 Environ Australia Site Audit Report identified a number of actions required to prepare the site for the land uses being considered by the Trust. These include further investigation, remediation or management requirements. A Remediation Action Plan will be prepared to guide the implementation of these actions, including:

- Excavating waste tip and fill areas near the Gunners' Barracks to improve amenity and soil conditions, as required;
- Investigating the upgrading of the grease trap in the Gunners' Barracks to limit any potential for pollutant discharge;
- Removing the potential for discharge of asbestos to soils, by carrying necessary asbestos removal and abatement work;
- Further investigations and/or remediation of the elevated lead concentrations detected in the surface soil on the northern side of Suakin Drive;
- Assessment for pesticides in buildings;
- Managing lead based paint; and
- Undertaking additional site soil and surface water testing, as required, to validate remediation and management requirements for this area, and meet the Trust's Contaminated Land Auditor requirements.

An additional important environmental outcome will be to minimise the potential for offsite migration and environmental impact of site contamination, including nutrient and pollutant transport in surface water. The Stormwater Management Plan being developed for the site will also address these requirements.

With regard to hazardous materials identified on the site, Hibbs and Associates' 2003 Hazardous Materials Survey recommended the following remediation occur prior to the commencement of any renovations or demolition works:

- Removal of any unstable asbestos material;
- Removal of SMF materials;
- PCB containing capacitors will be removed and disposed of in accordance with the requirements of the NSW Department of Environment and Conservation (DEC) and Workcover Authority NSW;
- Where painting is to be carried out as part of building renovations, this will be performed as a lead risk job according to the appropriate Australian Standard.

Interpretation

One of the primary objectives of the Trust, in conserving the heritage of its lands and opening them up to public access, is to convey their rich natural and cultural heritage in a meaningful, relevant and engaging way to the general public.

The Trust is preparing a strategic Interpretation Plan for the Headland Park which will provide recommendations as to how the Trust can best communicate the significant values of the park site and setting to the public.

The development of public open days, events, exhibitions, guided tours, school holiday programs and publications will all be considered as part of the interpretive education



program, which will need to appeal to the general public, casual passers-by, overseas tourist, school students and special interest groups.

Public access to the Gunners' Barracks and the gun emplacements and tunnels of the Georges Head Battery (A84) will be limited to guided tours.

The proposed uses of the Georges Head precinct, the creation and the design of parklands and all phases of the site's previous occupation and use will be interpreted. The indigenous culture and heritage connections to this land including the story of King Bungaree and the evolution of Australia's defence system are particularly important to this precinct.

The methods of interpretation will include, but not be restricted to:

- Interpretive displays that convey the defence history of Sydney;
- Interpretive signage for selected buildings covering previous use, occupation and related stories;
- Guided tours for tourist, school students and other specialist interest groups;
- Extended study tours in partnership with other agencies. For example, working with NSW Parks and Wildlife and Royal Australian Artillery National Museum on a *Fortress Sydney Tour* to interpret the evolution of Sydney's military defence systems;
- Events and Open Days;
- Visitor information brochure and site map;
- Orientation and way finding signage; and
- Oral History research programs.

Implementation

The development of the Headland Park at Georges Head is considered to be one of the highest priorities for the Trust. It is envisaged that the implementation of this stage will:

- Provide public access to the culturally significant sites and buildings located at Georges Head, in particular the Gunners' Barracks and surrounding fortification system;
- Create opportunities for recreation and improve the visual quality of Middle Head and Georges Heights;
- Open up extensive views by the removal of the Officers' Accommodation building;
- Provide significant environmental improvements through the provision of access paths and open space areas; and
- Ensure that the broader community can experience the park and gain a greater understanding of the place.

As identified in the Trust's Comprehensive Plan, the implementation of this Management Plan will take place over a number of years and the Trust has the discretion as to when and what work is carried out. Priorities for implementation of the Georges Head Precinct have been determined in a manner consistent with Part 2 of the Trust's Comprehensive Plan.



The benefits of early removal of the Officers' Accommodation and the high priority given to the adaptive reuse of the Gunners' Barracks and Gunshot Alley will minimise deterioration whilst unoccupied and make the site available to the public as quickly as possible. Occupation of the site will also reduce costs to the Trust for maintenance and security.

The following table summarises the outcomes to be achieved through the implementation of the Georges Head Management Plan. The table identifies individual elements of the project and prioritises those elements in a manner consistent with those priorities identified in the Comprehensive Plan. The relevant sections of the Management Plan and supporting studies which detail each element are also included in the table as a quick reference point.



**Implementation and
Action Plan**

	Outcomes	Elements	Priority	Relevant Management Plan or Supporting Study (in addition to the Park Design Concept)
Public Domain	Increased Public access - pedestrian links, facilities for cyclists, disabled access, parking	<ul style="list-style-type: none"> ▪ Pedestrian and service access to Gunners' Barracks and lookout area • Provide a drop off point for the proposed childcare centre at the 1913 Barracks. ▪ Pedestrian access from Gunshot Alley car park ▪ Encourage improvement of public transport services (possibly through subsidisation) ▪ Provision of clear and accurate information on available public transport services ▪ Pedestrian links to Training Command parade ground and Georges Heights Oval ▪ Provision of car parking in existing disturbed area, setback to provide setting to rear of Gunshot Alley ▪ Removal of intrusive urban elements such as fences and inappropriate plantings ▪ Retain tennis court for community use ▪ Provide viewing platform/ceremonial area at Georges Head 	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>Low</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>High</p>	<ul style="list-style-type: none"> ▪ Access and Parking report ▪ Accessibility Audit ▪ BCA report ▪ Traffic Report ▪ Access and Parking report ▪ Accessibility Audit ▪ Transport Management Plan ▪ Transport Management Plan ▪ Accessibility Audit ▪ Access and Parking Report ▪ Conservation Management Plan ▪ Accessibility Audit ▪ Conservation Management Plan ▪ Accessibility Audit



	Outcomes	Elements	Priority	Relevant Management Plan or Supporting Study (in addition to the Park Design Concept)
Public Domain Continued...	Improved Environmental Conditions	<ul style="list-style-type: none"> ▪ Bush regeneration and screen planting ▪ Provision and / or upgrade of on site services for public domain areas ▪ Provision of public facilities such as toilets, parking, disabled parking, lighting, picnic areas ▪ Reveal rock outcrops ▪ Control run off from developed areas by landscaped swales to replace existing drains ▪ Manage bushland around buildings to comply with asset protection from bushfire threats ▪ Removal of disused water tanks ▪ Conservation of existing bushland and extension of bushland where possible ▪ Remediation of contaminated areas and hazardous materials in public areas in accordance with a Remediation Action Plan (reviewed by Auditor) ▪ Introduce management controls to minimise the risk of the spread of Phytophthora 	<p>Medium</p> <p>High</p> <p>High</p> <p>Low</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<ul style="list-style-type: none"> ▪ Flora Survey ▪ Bushfire Management Plan ▪ Accessibility Audit ▪ BCA Report ▪ Conservation Management Plan ▪ Accessibility Audit ▪ BCA Report ▪ Conservation Management Plan ▪ Stormwater Management Plan ▪ Bushfire Risk Management Plan ▪ Bushfire Risk Management Plan ▪ Contamination Report ▪ Hazardous Materials Survey ▪ Site Audit Report ▪ Threat Abatement Plan



	Outcomes	Elements	Priority	Relevant Management Plan or Supporting Study (in addition to the Park Design Concept)
Building uses, adaptive reuse and building removal	Works to enable use/ leasing of buildings and services	<ul style="list-style-type: none"> Provision and / or upgrade of on site services for building uses Repair and conserve building fabric Provide service and disabled parking at Gunners' Barracks Preparation and presentation of interpretive material and signage in public domain areas 	High High High Medium	<ul style="list-style-type: none"> BCA Report Conservation Management Plan Access and Parking Report Accessibility Audit Access and Parking Report Conservation Management Plan
	Improved interpretation of the natural and cultural heritage and improved public access	<ul style="list-style-type: none"> Restoration and conservation works to Gunners' Barracks for adaptive reuse Restoration and conservation works to the 1913 Barracks for adaptive reuse Continued residential use of the Married Sergeants' Quarters Remove intrusive outbuildings around Gunners' Barracks Removal of demountable buildings Remove 1950s Barracks Remove some existing bitumen to improve historic setting to Gunners' Barracks Landscape improvements that respond to and convey the site's natural and cultural heritage 	High High High High High High High Medium	<ul style="list-style-type: none"> Conservation Management Plan Conservation Management Plan Conservation Management Plan Conservation Management Plan Conservation Management Plan Conservation Management Plan Conservation Management Plan Conservation Management Plan Access and Parking Options Report Conservation Management Plan



	Outcomes	Elements	Priority	Relevant Management Plan or Supporting Study (in addition to the Park Design Concept)
Conservation of Heritage Buildings and Gun Emplacements	Conservation and adaptive reuse of Heritage Structures and features	<ul style="list-style-type: none">▪ Conservation of the Gunners' Barracks▪ Conservation of Gunshot Alley Terraces• Conservation of 1913 Barracks▪ Conservation of the Married Sergeants' Quarters▪ Interpretation of Georges Head Battery (A84)▪ Further archaeological research and interpretation of Gunshot Alley Battery (C9a)	High High High High High Low	<ul style="list-style-type: none">▪ Conservation Management Plan▪ Conservation Management Plan▪ Conservation Management Plan▪ Conservation Management Plan▪ Conservation Management Plan▪ Conservation Management Plan



Future Actions

Unforeseen Archaeological Discoveries

Archaeology includes: buildings, structures, objects and relics, landscapes and other remains, both above and below the ground. All of these items have enormous potential to contribute to our knowledge of the place by revealing information about how people lived and worked there. All relics are protected by Commonwealth legislation and the intentional uncovering of relics, without a permit, is forbidden.

Appropriate provisions will be included, in leases for the site and in any contracts for works to be undertaken, requiring that in the event that relics are unintentionally uncovered, work must cease in the area where the relics were found and the Trust immediately informed. The Trust will arrange for an archaeologist with the appropriate experience to visit the site and undertake an assessment before determining the appropriate course of action.

Records of Intervention & Maintenance

The Trust is proposing to use the inventory sheets as the starting point for establishing an ongoing record for each of the site's buildings and structures. This will enable all relevant information relating to a building or structure (eg its history, statement of significance, conservation policies, leasing arrangements, etc) to be available for reference in one document.

Future Consultation

Community consultation and communications is critical to the implementation of this plan. The community includes the broad community, special interest groups, non-government organisations and Local, State and Commonwealth Governments.

The Trust has been consulting with these groups since its inception and will continue this process in accordance with the *Consultation and Communications Objectives and Policies* set out in *Part 3* of the Trust's Comprehensive Plan.

Aboriginal Consultation

Ongoing consultation with the Aboriginal community will take place through the Trust's Aboriginal Issues Committee and in accordance with the *Aboriginal Heritage Objectives and Policies* set out in *Part 3* of the Trust's Comprehensive Plan.

Monitoring and Review of the Plan

During the implementation, this plan will be continuously monitored in terms of its objectives and consistency with the Commonwealth Heritage management principles.

At least once in every 5 year period after the plan's adoption the plan will be reviewed in accordance with Section 341X of the EPBC Act, 1999 as amended. The review will assess whether the plan is consistent with the Commonwealth management principles in force at the time.



Acknowledgements: Images

Front Cover

1. *Georges Head Battery* (A84), c1890 showing the earth merlons.

Source unknown.

2. *Gunshot Alley*, row of 6 terrace houses constructed in 1891 as married quarters for submarine mine corporals and sappers, 2003.

Source: Ron Mason

3. The rear courtyard of the 1873, James Barnet designed *Gunners' Barracks* (later the Officers Mess), 2003

Source: Ron Mason

Figure 4

'*Bungaree, a Native Chief of New South Wales*', a hand coloured lithograph by Augustus Earle, 1830.

Source: National Library of Australia, Rex Nan Kivell Collection, NLA. Pic - an6016167

Figure 5

Adapted from "*Georges Head – Battery A84 – Floor Level: Identification of Components, 1996*".

Source: Design 5 Architects 'A83, A84, B42 & C9a Batteries and Tunnels Conservation Management Plan'.

Figure 6

80 pounder Rifled Muzzle Loading (RML) Gun at Georges Head Battery (A84) c1890.

Source: State Library of NSW, SPF/138

Figure 7

The *Gunners' Barracks* (later the Officers' Mess) at Georges Head, c1873-1879.

Source: State Library of NSW SPF/136

Figure 8

Gunshot Alley (married quarters) c1891, with the Gunshot Alley Battery (C9a) in the foreground, 2003.

Source: Ron Mason

Figure 9

1913 Artillery Barracks originally divided into three barracks rooms, two rooms for other ranks and one room for NCO's but converted in 1934 into two self-contained dwellings, 2003.

Source: Ron Mason



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