

Heritage Asset Management Strategy 2022–27

October 2022

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Cover image: Resident, Ms Daphne Spinks, on the restored balcony of her home.

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Introduction

At NSW Land and Housing Corporation (LAHC) our role is to actively grow and manage the supply of the right types of housing, at the right time, in the right areas, for people in need in NSW. LAHC manages the largest housing portfolio in Australia, comprising around 125,000 properties.

In 1942, the NSW Housing Commission was established to provide a pathway to home ownership for working families and returned services personnel.

Today, the need is different, housing is a safety net for people in need who can't otherwise afford to house themselves. Almost 60% of our tenants are over 60 years old and there are fewer families and more single-person households requiring housing assistance. We are renewing our older properties, building new homes specifically for the people who will live in them.

We're innovating housing to deliver more keys in doors and give more people in need a safe place to call home.

LAHC's mission is to deliver more and better social housing in integrated communities to create a sense of belonging. Our work assists people and families in need to feel valued, accepted and included, and supports the physical, cultural, social and economic wellbeing of people and communities.

We are replacing ageing properties that do not meet, and cannot be successfully or economically modified to meet the accessibility needs of our clients with architecturally designed, contemporary homes, transforming communities, boosting economies and supporting jobs in regional and metropolitan NSW.

We are proud of our long history providing social housing in NSW. The measures outlined in the NSW Heritage Asset Management Strategy 2022-27 set the benchmark for the agency's heritage activities over the next 5 years to meet its statutory obligations, and ensure the sound management of heritage assets, as well as define the actions required to divest responsibly. This includes measures such as as the provision of Heritage Asset Transfer Plans to the new private stewards of these properties.

LAHC is committed to achieving our obligations for heritage management through the improvement of its internal systems and processes, raising awareness among staff and contractors and working with our partner organisation, the Department of Communities and Justice. The implementation of this strategy will contribute to the renewal of LAHC's portfolio over coming years.

Simon Newport

Chief Executive, NSW Land and Housing Corporation

1.

Changing organisation, changing needs

Since the initial heritage asset management strategy was implemented in 2007, the NSW Land and Housing Corporation (LAHC) has developed as an organisation. Significantly, it was incorporated into the Department of Planning, Industry and Environment in 2019, and it now sits within the Homes group of the Department of Planning and Environment. These changes have had an influence on the strategic direction of the organisation.

LAHC has continued to analyse both its asset portfolio and the needs of social housing tenants to direct the management and development of its portfolio. The profile of social

housing tenants has changed, with a greater need seen from single, older people and single-parent families, and less of a need for large premises or multi-generational homes.

The requirements and expectations of social housing premises have also evolved. Accessibility is a key component, and new properties are developed with these needs in mind. Older properties may need significant intervention to accommodate the needs of LAHC's tenants. In many cases, accommodating these needs is not compatible with preserving the heritage values of properties.

There is ongoing pressure on the social housing system and LAHC continues to refine its portfolio for efficiency and suitability to its tenants' needs and, as an off-budget agency, reinvests the proceeds of asset sales into the development of new social housing throughout NSW. There is also a greater focus on building mixed communities of social housing and privately-owned properties to ensure the integration of communities across the socio-economic spectrum of the state.

These changing needs have informed the priorities and focus of the heritage asset management strategy for the period 2022 to 2027.

1.1 Review of the 2015–20 strategy

The last heritage asset management strategy was prepared in 2015 and set a range of actions over that period. While much of the work identified in the previous strategy has been achieved, some items still have not been completed due to the availability of resources and funding, and others were not considered immediate organisational priorities.

The previous strategy was reviewed through a series of interviews at senior levels across the organisation. This new strategy has been developed to align with the strategic priorities of the organisation

contained in the LAHC Portfolio Strategy, along with policies around the ownership and disposal of LAHC properties including heritage properties. LAHC also consulted with Heritage NSW, which administers the NSW Heritage Act 1977 and regulates heritage in NSW, including LAHC's obligations under s.170 of the Heritage Act.

Subject to endorsement by the LAHC executive, the revised heritage asset management strategy should receive a mid-term review in 2025, with consequent adjustment if required, and should be fully reviewed in 2027.

1.2 Heritage Achievements

A significant proportion of the actions identified in the 2015–20 heritage asset management strategy have been completed.

Heritage requirements and model specifications for heritage fabric have been implemented into the asset maintenance services (AMS) contract and the maintenance contractors are required to seek heritage advice on their works.

Conservation management plans have been prepared for all properties listed on the State Heritage Register subject to freehold divestment in Millers Point. In addition, conservation management plans have been prepared for 2 early 20th century complexes significant to the history and development of social housing in NSW:

- Strickland Building at Chippendale
- Alexandra Terraces at Camperdown.

An initial investigation has been undertaken into the LAHC photographic archives, which consist of up to 500,000 individual images. These are temporarily stored but not managed by the Department of Communities and Justice library and constitute a state archive, which requires them to be managed in accordance with the NSW State Records Act 1998. Further actions are being implemented, including at a project level.

A template heritage asset transfer plan (HATP) has been developed and is used to prepare a site-specific heritage asset transfer plan for each sale or transfer of a heritage property listed on LAHC's mandatory s170 Heritage and Conservation Register. This is in accordance with the Heritage Asset Management Guidelines issued under s170A (3) of the Heritage Act, to which government agencies must comply.

A draft Moveable Heritage Management Strategy has been prepared to provide a strategic approach to the management of LAHC's movable heritage collections (such as architectural elements,

archival materials and archaeological artefacts). An investigation was undertaken into salvaged and stored architectural elements from Millers Point heritage properties leading to the:

- development and adoption of a process to manage the return of architectural hardware to the properties in Millers Point from which it had been removed in the 1980s
- ongoing consolidation of remaining salvaged architectural items from a range of heritage properties across several precincts for future reuse, return or disposal.

The suitability of heritage properties for ongoing use is now considered within the portfolio asset management framework, and at a policy level considering issues such as accessibility and necessary upgrades to properties.

LAHC now uses for its own projects the Public Works Advisory Heritage Panel for prequalified heritage practitioners.

LAHC's single heritage specialist regularly participates in informal and formal discussions with peers at other state agencies and sits on inter-agency working groups.

LAHC's senior heritage officer has continued to provide asset specific and strategic heritage asset management, regulatory, planning and policy advice across LAHC divisions.

Heritage reporting is incorporated into the annual report.

LAHC has received recognition at the 2021 National Trust Heritage Awards in the 'Conservation: Built Heritage' category for the following major projects:

- **Winner** – Greenway Window Conservation and Upgrade Project
- **Highly Commended** – Nos. 9–15 Pawley Street, Surry Hills, Conservation and Upgrade Project.



1.3 Outstanding Items

Key issues from the previous heritage asset management strategy either not completed or identified during consultation include:

- staff training and awareness of heritage issues
- monitoring of the asset management services contract and the outcomes of works to heritage properties
- improved access to heritage information across the organisation.

Risks also remain to the organisation in terms of the concentration of strategic and day-to-day heritage knowledge and experience with a single staff member.

1.4 LAHC and its heritage assets

The LAHC asset portfolio consists of over 125,000 properties across NSW. These tend to be concentrated in urban areas, particularly Sydney and Newcastle, while smaller areas of social housing exist in rural and regional communities across the state.

Of these assets, approximately 3,000 buildings comprising around 6,900 dwellings have been identified as having heritage values on LAHC's mandatory s170 Heritage and Conservation Register. This includes approximately:

- 24 dwellings on the State Heritage Register (mainly retained social housing and commercial 99-year lease properties in Millers Point)
- 2,300 dwellings listed on the heritage schedules of local environmental plans
- 4,500 dwellings located within local heritage conservation areas.

Heritage-listed properties owned by LAHC date from the 1850s to the 1980s.



A brief history of social housing in NSW

Sydney was the first city in NSW to establish a system of social housing. While its precursors lay in the NSW Sydney Improvement Act 1879, which identified the unregulated, unstructured and ‘oyster-like’ developments in ‘Sydney Town’, the establishment of the Sydney Harbour Trust and The Rocks Resumption Board set the tone for future social housing. These bodies were set up by the NSW Government with the intention of cleaning up and improving living conditions in Sydney following a bubonic plague outbreak in January 1900. The government quickly resumed properties in The Rocks and Millers Point – the main affected areas – quarantined the entire area and demolished many of the buildings considered to be at risk of harbouring the disease. The resumption of property by the

government was the first large-scale, state-supported urban renewal program in Australia, providing new, purpose-built, modern social housing for port workers based by the wharves of Millers Point from 1908 to the 1920s.

The NSW Public Housing Act 1912 set up an enquiry into social housing and established the Housing Board of NSW. The board’s first large project was to construct a ‘model garden suburb’ at Daceyville, providing tramway workers with affordable housing. The Public Housing Act also allowed Sydney municipal councils to borrow money to build housing for workers. The first of these ‘council housing’ buildings, Strickland House in Chippendale, was completed in 1914.

The impacts of World War I (1914 to 1918) and the Great Depression (1929 to 1933) meant that government support and provision of social housing was very limited. In 1934, the sheer number of homeless, unemployed, and low-income earners and their families prompted renewed government support through the ‘Homes for the Unemployed Trust’, which assisted the unemployed to erect simple dwellings in the outer areas of Sydney. In 1936, the Housing Improvement Board was constituted to carry out slum clearances and re-housing developments. The notable Erskineville Re-Housing Scheme which was completed in 1938, comprised seven, two storey blocks of flats, in a park-like estate. This marked a return of the NSW Government into the construction of social housing.

By the outbreak of World War II in 1939 it was estimated that Australia was in need of 120,000 houses, with the majority required in NSW. In 1941, the NSW Government passed the Housing Act which allowed for the establishment of the Housing Commission of New South Wales in 1942. However, between 1942 and 1945 the Housing Commission was largely restricted to assisting the war effort by providing housing in association with munitions plants and essential war industries. Hence, large-scale government social housing programs did not commence until 1945.

In response to the urgent social housing needs previously identified, 12,000 homes were built with a further 10,000 either in development or in the planning stages by the 1950s. Housing Commission projects in the Sydney metropolitan area included the first planned neighbourhood estate at Orphan School Creek, Canley Vale, as well as large developments in Ryde, Villawood, Maroubra, Seven Hills, Ermington, Rydalmere, Dundas Valley, Windale (Newcastle), Unanderra and Berkley (Wollongong).

In the 1960s, the Housing Commission started building its largest ever estate, Green Valley, to house 25,000 people in 6,000 new properties. The initial 940 dwellings were based on the American 'Radburn' model, which was an American social housing project that involved houses with the backyard fronting the street, and the official 'front' of residences facing each other over common yards. Mount Druitt soon surpassed Green Valley as the largest Housing Commission suburb, with 32,000 people housed in 8,000 properties in the 1960s. These new estates also aimed to reduce the metropolitan sprawl using townhouses rather than cottages.

By the 1970s and 1980s, it was becoming clear that the distribution of social housing was changing from being occupied by 'blue-collar' workers and nuclear, working-class families. Demand now came from large numbers of single people, sole parents with children, and the homeless, elderly and disabled

needing social housing support. The distribution of social housing began to shift towards a more 'means-tested' priority plan.

During the 1970s and 1980s, the NSW Housing Commission acquired much of its heritage housing portfolio with the transfer of dwellings and housing precincts from the Australian Government and state government agencies, local government and other institutions, in particular properties in the inner suburbs of Sydney.

Some of these transferred assets and precincts include:

- Glebe Estate – transferred from the Australian Government
- Lyndhurst Estate Glebe – transferred from the Department of Main Roads following abandonment of freeway reservations
- Millers Point and The Rocks – properties transferred from the Maritime Services Board in the early 1980s (now largely divested to private owners)
- 600 dwelling units transferred from Sydney City Council, in Newtown, Chippendale, Glebe, Camperdown, Ultimo and Pyrmont
- Woolloomooloo properties transferred to the department under an arrangement with the Australian Government.

Most but not all of these properties were acquired by the Housing Commission at no cost, but came with substantial maintenance liabilities. However, while some of these properties and areas were earmarked for demolition and redevelopment, the changing attitude towards heritage properties and the environmental movement meant many communities reacted against massive high-rise redevelopment schemes. Older buildings were losing the stigma of being 'rundown' and 'outdated' and became desirable as historic buildings contributing to familiar areas with a sense of character. As communities saw the threat to these areas, the heritage conservation movement began to take political

form, leading to the passing of the NSW Heritage Act in 1977.

The heritage considerations of these acquired properties, in combination with local political activism, allowed for rehabilitation and sympathetic modern infill developments as an acceptable method of urban renewal. In certain areas it was possible to both restore and construct new dwellings amongst heritage-significant buildings that had reached the end of their serviceable life, while ensuring the older housing stock was upgraded to satisfy modern living needs.

In more recent years, there has been a further shift in eligibility for social housing, resulting in changes to requirements of suitable properties. Disability access requirements, for example, have led to the need to either substantially modify existing building stock or establish new building stock to accommodate the needs of tenants. Historic properties are often not suitable to modify to meet these needs or the cost of doing so can be financially prohibitive.

Asset recycling has become a key area for social housing, with older, unsuitable properties sold to fund modern properties better suited to tenant needs. There is also a demographic shift away from the need for larger and multi-generational homes in favour of smaller homes and apartments. New social housing is now generally integrated into developments containing a mix of social and privately-owned housing, and community housing providers are now stepping in to provide privately built and/or managed social housing.

3.

LAHC's heritage asset portfolio

LAHC's asset portfolio consists of a range of building types, from 19th century privately built homes later transferred or acquired for social housing, to early-and mid-20th century apartment buildings and townhouses, to late 20th century tower blocks and a variety of low and mid-rise buildings. The portfolio also includes purpose-built housing estates dating from the 1910s (such as Daceyville) to more recent complexes.

Of these assets, approximately 5.5% of the more than 125,000 properties have been identified as having some level of statutory heritage

recognition and protection. This includes:

- state items
- local items
- S170 register items.

As a matter of both due diligence and risk management, there may be properties with currently unidentified levels of heritage significance within the LAHC asset portfolio – in particular for post-WWII properties, which have the potential to become recognised as 'modern' heritage in the future. To 'de-risk' future asset renewal or disposal programs, LAHC should

assess previously unassessed properties for heritage significance. Similarly, certain items required to be included on LAHC's original register are no longer prescribed under the NSW Heritage Regulation 2012. Hence it is both necessary and prudent for LAHC to regularly review its register and remove items (consistent with the requirements of s170A(1) of the Heritage Act), that no longer meet the criteria for inclusion, or where on further detailed investigation and analysis the assessed level of significance can no longer be demonstrated.

3.1 Relationship with Department of Communities and Justice

Responsibility for social housing in NSW is shared between 2 agencies – LAHC and Department of Communities and Justice. LAHC is responsible for the assets – including the management and maintenance of existing assets, the disposal of assets which are no longer deemed fit for purpose and the construction of new assets.

Department of Communities and Justice is responsible for the tenants and their welfare, including the placement of tenants into social housing, leasing arrangements and rent collection. A service agreement exists between the 2 organisations outlining this relationship and the relative responsibilities.

Tenants of LAHC's properties have the same obligations as all other tenants in NSW for basic property maintenance under their leases, to keep the premises clean, not intentionally damage the property, and to notify LAHC of damage to the property as soon as possible after becoming aware of it. LAHC's maintenance contractors are responsible for all other maintenance services. Maintenance calls are lodged by tenants via a call centre run by the maintenance contractor and there is a contractually stipulated response time based on the severity of the maintenance issue. This may range from hours to weeks and/or deferral to programmed works, depending on the nature of the issue.

3.2 Heritage asset maintenance process

LAHC's heritage assets are maintained through an outsourced asset maintenance services contract. The contract has processes embedded within it related to heritage management, which the contractor is responsible for implementing.

Heritage provisions within the contract include:

- the requirement to seek heritage advice from an external heritage consultant when conducting non-routine maintenance on a heritage property
- model specifications for certain types of repairs to heritage properties, including detailed requirements related to such matters as appropriate roofing, mortars and paints
- a requirement that the contractor train and induct its staff and subcontractors on the heritage matters related to the LAHC heritage portfolio.

LAHC recognises that areas regarding heritage properties in the asset maintenance services contract need improvement, including the need:

- to audit the results of maintenance works to heritage properties undertaken under the contract
- to audit the details of training of maintenance staff and subcontractors
- to audit heritage advice sought and received by maintenance contractors
- for reporting from the maintenance contractor on works undertaken to heritage properties.

Internal investigation is being undertaken to incorporate these additional monitoring and reporting mechanisms into a new maintenance contract, which is likely to be implemented in 2024.

Table 1: LAHC INTERNAL HERITAGE CLASSIFICATION TABLE

Code	Description of category	Maintenance regime
HA	Properties listed on the State Heritage Register under the <i>Heritage Act 1977</i> (e.g. small number of retained Millers Point properties)	Heritage maintenance
HB	Properties significant to the history of social housing in NSW. Examples include Ways Terrace at Pyrmont, the Strickland Buildings at Chippendale, the Erskineville Estate and the Daceyville Garden Estate.	Heritage maintenance
HC1	Properties of local significance , generally related to building style, setting or history. They can be listed on council local environmental plans under the NSW <i>Environmental Planning and Assessment Act 1979</i> as: <ul style="list-style-type: none"> • individual buildings or groups of buildings or <ul style="list-style-type: none"> • as a significant streetscape within a conservation area. They include much of the Glebe Estate, areas of Waterloo, Woolloomooloo, and individual local heritage items.	Heritage maintenance
HC2D	Properties considered as having some degree of heritage significance but due to the nature of that significance or the degree of change, heritage maintenance is not required to retain those values. Properties originally listed on the mandatory LAHC s170 Heritage and Conservation Register because they were located within local heritage conservation areas but have no intrinsic heritage values, for example recent infill developments and properties designated by local council development control plans as making a neutral or negative contribution to the conservation area.	Standard maintenance

4. Heritage obligations and statutory requirements

4.1 NSW Heritage Act

The NSW Heritage Act 1977 is the main legislative tool for protecting and managing heritage within the state. The Heritage Act establishes the Heritage Council of NSW, the criteria for assessing heritage significance, the State Heritage Register, the State Heritage Inventory, protections for archaeological sites, and under Section 170 of the Act, it places a series of obligations upon state agencies such as LAHC.

LAHC's main obligations under the Heritage Act are to:

- obtain approvals for works to places on the State Heritage Register or which affect historical archaeological sites (section 57 and section 139)
- manage assets listed on the State Heritage Register in accordance with the minimum standards of maintenance and repair (section 118)
- establish and maintain a Heritage and Conservation Register (section 170)
- notify the Heritage Council prior to the removal, transfer or disposal of any assets on the Heritage and Conservation Register (section 170A(1))
- comply with the state-owned heritage management principles (section 170A(2))
- manage heritage assets in accordance with any mandatory guidelines issued by the Heritage Council of NSW (section 170A(3)).

In 2021, the NSW Parliament's Standing Committee on Social Issues was charged with undertaking a review of the Heritage Act to determine how heritage could be better managed and protected in NSW. The review largely concentrated on state-listed items (of which LAHC now owns very few) and made 26 recommendations involving some legislative but mainly administrative, policy and funding reform. The government ultimately supported in full or in principle 25 out of 26 of the committee's recommendations. The recommended reforms have a neutral impact on LAHC. However, recommendation 25 (as supported by the government) states:

'that the NSW Government take immediate steps to improve compliance with section 170 of the Heritage Act 1977, including ensuring that State government agencies update their section 170 register within 12 months, wherever reasonably practical.'

If legislative reforms ultimately result in an impact on LAHC, the heritage asset management strategy will be updated to address any issues.

4.2 The State Agency Heritage Guide

The State Agency Heritage Guide is a mandatory guideline established under section 170A (3) of the NSW Heritage Act and was issued in 2005. The guide sets out a requirement that agencies manage their heritage assets with due diligence. It contains the state-owned heritage management principles and the heritage asset management guidelines, which establish a range of obligations for state government agencies that own heritage assets, including:

- identification of heritage assets
- planning for the management of heritage assets (the heritage asset management strategy being the primary tool)
- managing heritage assets effectively (including raising staff awareness, managing change and maintenance activities)
- implementing actions for effective heritage management within the organisation
- managing the transfer or disposal of heritage assets in a manner that ensures the conservation of the heritage significance of the assets, including the preparation of asset transfer plans
- monitoring and reporting on performance in terms of heritage management.



4.3 The asset management process and capital planning process

The capital planning process under the NSW Government Asset Management Policy replaced the Total Asset Management framework for NSW agencies. The capital planning process requires that agencies prepare capital investment plans on an annual basis. This policy applies to all public non-financial corporations, which includes NSW LAHC.

The core policy positions on government asset management are:

- assets exist to provide value by supporting government services
- agencies act as stewards of public assets on behalf of the government
- asset management decisions must have regard to the appropriate balance of cost, risk and performance
- asset management must be integrated with other organisation functions, processes, activities and data
- asset management decisions must be made using a whole-of-lifecycle approach.

Under this policy, LAHC is required to have an asset management policy, a strategic asset management plan, an asset register and individual asset management plans where required.

Cultural and heritage properties and collections are deemed to be ‘assets’ under this policy.

This document fulfils the requirements in relation to a strategic asset management plan for LAHC’s heritage assets generally, and the Section 170 Heritage and Conservation Register serves as the asset register for heritage properties. Other types of organisational heritage assets such as collections of objects and documents of heritage significance are not necessarily presently identified in the Section 170 register.

4.4 LAHC’s portfolio strategy

In 2020 LAHC adopted a 20-year portfolio strategy for all of its assets, which takes into account the agency’s responsibilities to provide social housing and the standards both required and expected of that housing. As a part of that strategy, LAHC has a long-term goal of reducing the average age of assets within its portfolio. Currently, the average age of a LAHC property is over 40 years. However, heritage assets can range in age from 40 to 170 years with a particularly large concentration of properties between 100 and 140 years old.

For LAHC’s heritage assets, this will mean a continuation of the progressive divestment of older

unsuitable assets to provide funding for new fit-for-purpose social housing across the state, such as occurred in Millers Point. The actions identified in this document support the responsible disposal of heritage assets in accordance with the portfolio strategy and wider government policy. The process of reducing the average age of assets is anticipated to take decades.

All heritage assets identified for disposal either individually or as part of precinct-wide programs will have a heritage asset transfer plan prepared for them using the LAHC template.

5

The LAHC Heritage Asset Management Strategy 2022–27

5.1 Identification

Table 2: 5.1.1 Identification

Action	Driver	Outcome	Priority	Responsibility
Conduct a comprehensive review of the section 170 Heritage and Conservation Register	Heritage Act s170(5)	Greater reliability of information for decision-making	2022–24	Operational Policy and Standards-Portfolio Management Division (LAHC) and external consultant, in consultation with Delivery Division, and Finance and Reporting Division (LAHC)
	State Agency Heritage Guide s1.12.	Expedited assessment of property works or disposal requirements		
	Asset Management Policy for the NSW Public Sector TPP 19-07			
	Core Requirement 2			
Improved accessibility of heritage information to LAHC staff, including in graphical information system (GIS)	State Agency Heritage Guide s1.13, 3.5, s.4.6, s4.7, s4.8 and 4.9.	Greater availability of information across the organisation	2022–24	Operational Policy and Standards-Portfolio Management Division (LAHC), Finance and Reporting Division (LAHC),
	Internal efficiency gain	Lessened reliance on limited internal heritage resources		
		Access via GIS and the Housing Operations Management Extended Services (HOMES)		
Prepare overarching thematic history of social housing in NSW	State Agency Heritage Guide s1.4 and s2.3.	Better understanding of the social housing system	2024–26	External consultant managed by Operational Policy and Standards-Portfolio Management Division (LAHC)
	Community outreach	Expedited preparation of heritage reports		
Investigate emerging heritage types within the asset portfolio, e.g. 20th century, intangible heritage, Aboriginal cultural heritage	State Agency Heritage Guide s1.3, s1.8, s2.3 and s3.3.	Improved S170 register.	2023–25	External consultant managed by Operational Policy and Standards-Portfolio Management Division (LAHC)
	Asset Management Policy for the NSW Public Sector TPP19-07	Improved heritage recognition or development certainty		
		Expedited heritage assessments		

Table 2: 5.1.1 Identification

Action	Driver	Outcome	Priority	Responsibility
Investigate application and management of heritage works in asset management services contract, as well as audit and compliance processes for heritage works	State Agency Heritage Guide s2.11, s3.41, s3.43, s3.44, s3.45, s3.46, s3.47, s3.50, s4.9, s4.11, s4.12, s5.1, s5.2 and s5.3. Asset Management Policy	Improved oversight of and quality of maintenance works	2023 and ongoing	Portfolio Management Division (LAHC)
Investigate risks to heritage assets including disaster preparedness and climate change	State Agency Heritage Guide s2.8 and s3.19. Asset Management Policy for the NSW Public Sector TPP19-07	Risks managed	2023 and ongoing	Operational Policy and Standards-Portfolio Management Division (LAHC)

5.2 Planning

Table 3: 5.2.1 Planning

Action	Driver	Outcome	Priority	Responsibility
Implement the LAHC Heritage Asset Management Strategy 2022-27	State Agency Heritage Guide s2.1, s2.4, s2.5, and s2.6, s2.9, s2.11, s2.13 and s4.18.	Due diligence heritage management requirements met	2022 and Ongoing	LAHC Executive
Develop internal linkage processes between heritage asset management strategy and Asset Management Policy TPP19-07	State Agency Heritage Guide s2.5, s2.6 and s4.11. Capital planning process	Improved compliance with Asset Management Policy	2022-2024	Operational Policy and Standards-Portfolio Management Division (LAHC), and Finance and Reporting Division (LAHC)
Prepare precinct strategies and life cycle assessment incorporating heritage considerations	State Agency Heritage Guide s2.7, s2.8, s2.11 and s5.2. Asset Management Policy for the NSW Public Sector TPP19-07	Improved management of heritage assets	2022-2027	Operational Policy and Standards-Portfolio Management, Delivery & Policy and Innovation Divisions (LAHC)
Interim review and reporting on heritage asset management strategy progress	State Agency Heritage Guide s5.3.	Agency has a timely understanding of ongoing and emerging heritage issues	2025	Operational Policy and Standards-Portfolio Management Division (LAHC)

Table 3: 5.2.1 Planning

Action	Driver	Outcome	Priority	Responsibility
Comprehensive heritage asset management strategy review	State Agency Heritage Guide s5.1 and 5.3.	Heritage asset management strategy actions reviewed for effectiveness	Interim review 2025 Complete review 2027	Operational Policy and Standards-Portfolio Management Division (LAHC)

5.3 Management

Table 4: 5.3.1 Management

Action	Driver	Outcome	Priority	Responsibility
Develop management plans and/or policies for moveable heritage, building fabric, archaeological collections and archival collections	State Agency Heritage Guide s1.7, s2.8, s3.15 and s3.16. State Records Act	Improved collections management Opportunities for collection transfer	2023-24	Operational Policy and Standards-Portfolio Management Division (LAHC)
Review heritage assets for suitability for ongoing tenant use	State Agency Heritage Guide s1.12, s2.1, s2.6, s2.11, s.3.19, s3.24, s3.31, s3.35, s3.36, and s3.38. Asset Management Policy	Fit-for-purpose heritage assets retained in social housing use	2022-27	Operational Policy and Standards-Portfolio Management Division (LAHC)
Transfer of specific maintenance tasks on heritage properties from tenants to LAHC and/or contractors in certain circumstances, e.g. gutter cleaning.	State Agency Heritage Guide s3.42, s3.43 s4.1 and s4.18.	Improved asset maintenance	2022-24	Operational Policy and Standards-Portfolio Management Division (LAHC)
Develop standard approach to landscape planning and management for heritage properties	State Agency Heritage Guide s2.8, s3.42, s3.43 and 4.18. Asset Management Policy	Improved strategic management and early identification of heritage issues	2022-24	External consultant managed by Operational Policy and Standards -Portfolio Management Division (LAHC)
Prepare heritage asset transfer plans for properties to be transferred from LAHC ownership using LAHC's template	State Agency Heritage Guide s3.51, s3.52, s3.53, and s3.54.	Improved heritage management	Ongoing	Operational Policy and Standards-Portfolio Management Division (LAHC) in collaboration with Delivery Division (LAHC)

5.4 Implementation

Table 5: 5.4.1 Implementation

Action	Driver	Outcome	Priority	Responsibility
Heritage works audit program	State Agency Heritage Guide s2.11, s3.41, s3.43, s3.44, s3.45, s3.46, s3.47, s3.50, s4.9, s4.11, s4.12, s5.1, s5.2 and s5.3. Asset Management Policy	Improved oversight of maintenance works Risk management	2023 and ongoing	Operational Policy and Standards -Portfolio Management, and Finance and Reporting Divisions (LAHC)
Review of asset management contracts	Asset Management Policy State Agency Heritage Guide s2.6, s2.11, s3.42, s4.11, s5.1, s5.2 and s5.3.	Heritage management improved	2022-24	Operational Policy and Standards -Portfolio Management Division (LAHC)
Implement heritage training needs analysis	State Agency Heritage Guide s2.11, s3.5, s4.8, and s4.9.	Improved organisational awareness, risk management and efficiency	2022-24	Operational Policy and Standards -Portfolio Management Division (LAHC)
Integrate basic heritage awareness training into general operational training as well as developing awareness information for lessees and tenants	State Agency Heritage Guide s3.5, s4.6, s4.7, s4.8 and s4.9.	Improved organisational awareness, risk management and efficiency	2023-25	Operational Policy and Standards -Portfolio Management Division (LAHC)
Promote heritage activities and actions within LAHC and DPE	State Agency Heritage Guide s1.8, s2.8, s3.5, s3.6, s4.20, s4.21 and s5.4.	Improved organisational awareness Demonstration of commitment to good heritage outcomes	In accordance with internal communications schedule	Operational Policy and Standards -Portfolio Management (LAHC) and LAHC Corporate Communications
Investigate additional resourcing requirements for internal heritage management	State Agency Heritage Guide s2.6, s2.13, s4.2, s4.10, and s4.15.	Efficiency, risk management, succession planning and potential broadening of heritage responsibilities for Operational Policy and Standards staff within Portfolio Management Division (LAHC).	2022-24	Operational Policy and Standards -Portfolio Management Division (LAHC)

5.5 Reporting

Table 6: 5.5.1 Monitoring and reporting

Action	Driver	Outcome	Priority	Responsibility
Participate in state agency heritage forums	State Agency Heritage Guide s4.4.	Improved organisational awareness and profile Demonstration of commitment to good heritage management	As available	Operational Policy and Standards-Portfolio Management Division (LAHC)
Heritage report to executive on 6-monthly basis	State Agency Heritage Guide s2.4, and s5.3. State Owned Heritage Management Principles	Improved organisational awareness Demonstration of commitment to good heritage management	2022 and ongoing	Operational Policy and Standards-Portfolio Management and Finance and Reporting Divisions (LAHC)
Monitor and report on the performance of asset management services contract and works to heritage properties	State Agency Heritage Guide s2.11, s3.41, s3.43, s3.44, s3.45, s3.46, s3.47, s3.50, s4.9, s4.11, s4.12, s5.1, s5.2and s5.3. Asset Management Policy	Performance of contractors and quality of heritage works improved	2024 and ongoing	Operational Policy and Standards-Portfolio Management Division (LAHC)



