

Country Energy Heritage Asset Management Strategy (HAMS)

Prepared in accordance with the requirements of the Heritage Council of NSW *State Agency Heritage Guide* and the *Heritage Act 1977* (NSW)

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1. EXECUTIVE SUMMARY

Country Energy has prepared this *Heritage Asset Management Strategy* (HAMS) in accordance with the requirements of the *Heritage Act 1977* (NSW) (Heritage Act).

Country Energy, as a state-owned corporation and government instrumentality, has certain statutory obligations for heritage management under the Heritage Act, including managing its heritage assets with due diligence in accordance with the State owned Heritage Management Principles (Principles) and Heritage Asset Management Guidelines (Guidelines) contained in the *State Agency Heritage Guide* (Guide) issued by the Heritage Council of NSW under s 170A(2) and (3) of the Heritage Act in January 2005.

The Guide aims to provide clarification to NSW State agencies about their legislative requirements for managing and conserving their heritage assets and the issues and opportunities associated with managing their heritage assets.

The Guide is consistent with the NSW Government policy for Total Asset Management (TAM).

The core elements of the Guide include:

1. Integration of heritage asset management within overall asset management and service delivery;
2. Completion of a HAMS to:
 - a. Demonstrate how compliance with the Principles and Guidelines will be achieved in line with service delivery requirements and budget constraints; and
 - b. Outline when State agencies will complete their Heritage and Conservation Registers in accordance with s 170(3) of the Heritage Act (Heritage and Conservation Register), being no later than December 2009.
3. Identification of opportunities for State agencies to establish self management regimes leading to the delegation of Heritage Council approvals and/or exemptions from the need to obtain Heritage Council approvals.

Country Energy's HAMS implements the Principles and Guidelines and provides information on:

1. The status and date for completion of Country Energy's Heritage and Conservation Register, including identifying the following key tasks for completion of the register:
 - a. Review any existing register(s) and consolidate by December 2008;
 - b. Formation of a complete Register by December 2009; and
 - c. Completion of draft thematic history by December 2009.
2. Country Energy's commitment to manage its heritage assets portfolio to conserve and interpret its assets on behalf of the community;
3. Country Energy's commitment to integrate heritage asset management within its overall asset management and budgetary considerations;
4. Country Energy's recognition and adoption of the principles of the *Australia ICOMOS Charter for the Conservation of Places of Cultural Significance 1999* (The Burra Charter) to guide the heritage conservation of its assets (endorsed by the Heritage Council of NSW on 1 December 2004);

5. Country Energy's determination to manage its heritage assets listed on the State Heritage Register (SHR) in accordance with the minimum standards specified under s 118 of the Heritage Act and Part 3 of the *Heritage Regulation 2005*; and
6. Country Energy's commitment to report annually on the condition and status of its heritage assets identified in its Heritage and Conservation Register in accordance with s 170A (4) (a) of the Heritage Act.

2. INTRODUCTION

Country Energy, as a government instrumentality, has specific statutory obligations to manage its heritage assets on behalf of the community under the Heritage Act. These obligations include appropriate identification, management and conservation of heritage assets under its ownership or control as well as a requirement to report on these matters in the annual reports. In particular, Country Energy must:

1. prepare and maintain a Heritage Conservation Register in accordance with s 170 of the Heritage Act.; and
2. in managing and conserving its heritage assets:
 - a. Comply with the notification requirements for removal, transfer, ceased occupation or demolition of its heritage assets under s 170(1) of the Heritage Act;
 - b. Report annually on the condition and status of its heritage assets identified in its Heritage and Conservation Register in accordance with s 170A (4) (a) of the Heritage Act;
 - c. Comply with the minimum maintenance and repair standards under s 118 of the Heritage Act and Part 3 of the *Heritage Regulation 2005*; and
 - d. Implement the Principles and Guidelines under s 170A (2) and (3) of the Heritage Act, including preparing and completing this HAMS by 30 June 2008.

This HAMS was completed by Country Energy in early 2008 (in accordance with the written authorisation of the Heritage Office extending the period for completion) and draws on HAMS draft documentation provided by NSW Heritage Office. Country Energy acknowledges this reference.

2.1 Heritage and Conservation Register

Under Section 170(1) of the Heritage Act, Country Energy, as a government instrumentality, is required to establish and maintain a Heritage and Conservation Register that details each item of environmental heritage that it owns or occupies. Country Energy's Heritage and Conservation Register will comprise individual inventory entries for each item or place that has been identified to be of state and local heritage significance by listing on the State Heritage Register, an environmental planning instrument or which is subject to, or could be subject to, an interim heritage order under s 170(4) of the Heritage Act. The register will assist Country Energy to build heritage management into all asset management frameworks including Country Energy's:

1. Corporate Plan;
2. Asset Maintenance Plan; and
3. Employee training.

Country Energy's Heritage Conservation Register will include:

1. A thematic history detailing the history and operations of Country Energy and setting a context for the assessment of significance of the assets under its control; and
2. listings of heritage assets identified to be of state and local heritage significance completed using the standard State Heritage Inventory (SHI) software (provided free by the Heritage Office) including the following information:
 - a. History of the item or place;
 - b. Physical description of the item or place, including curtilage boundary and images;
 - c. Assessment of heritage significance using NSW Heritage Assessment Criteria and a summary statement of significance prepared by a suitably qualified and experienced practitioner; and
 - d. Other information such as condition and management issues.

To date, Country Energy has established that it has five (5) items identified as having heritage significance and continues to review and consolidate its existing registers of heritage assets.

Country Energy proposes to complete and submit its Heritage and Conservation Register to the Heritage Council for endorsement by December 2009. Once endorsed by the Heritage Council, Country Energy will make its Heritage and Conservation Register available for public inspection at its principal office (s 170(7) of the Heritage Act), as well as on its website with a link to the Heritage Council's website, and when requested by local councils, will endeavour to provide extracts of the Heritage and Conservation Register.

Country Energy will review and, if necessary, amend its Heritage and Conservation Register at least once each year (s 170(5)) considering the addition of newly transferred heritage assets and new information about existing heritage assets, and any transfer, cessation of occupancy or demolition of any items. Country Energy will then furnish a copy of its Heritage and Conservation Register and any amendments of the register to the Heritage Council as directed by the Council (s 170(6)).

2.2. Heritage Management

Under the Heritage Act, Country Energy, as a government instrumentality, has a range of statutory management obligations for heritage assets listed on its Heritage and Conservation Register, with particular regard to notification, reporting and management standards, policies and systems. In particular, Country Energy must ensure that the items entered on its Heritage and Conservation Register and items and land which are listed on the State Heritage Register which are under its care, control and management are maintained with due diligence in accordance with the Principles and managed in accordance with the HAM Guidelines (s 170A (2) and (3) of the Heritage Act).

Country Energy shall give the Heritage Council a minimum of 14 days notice of a proposal to:

1. Remove an item from its Heritage and Conservation Register;
2. Transfer ownership of an item on its Heritage and Conservation Register;
3. Cease to occupy an item on its Heritage and Conservation Register; or
4. Demolish an item on its Heritage and Conservation Register (s 170A (1) of the Heritage Act).

Country Energy shall also report to the Heritage Council annually on the status of heritage assets under their ownership, control or management (s 170A (4) of the Heritage Act) providing information in relation to:

1. Country Energy's Heritage and Conservation Register and compliance with the Guidelines as requested in writing by the Heritage Office; and
2. A statement on the condition of all of the heritage assets listed on Country Energy's Heritage Conservation Register.

In respect of heritage assets listed on the State Heritage Register, Country Energy shall also comply with the minimum standards of maintenance and repair under s 118 of the Heritage Act and Part 3 of the Heritage Regulation 2005 including:

1. Ensuring regular inspections are undertaken to ensure the standards are met (Clause 11 of the Regulation); and
2. The standards for weather and fire protection, security and essential maintenance and repair (Clauses 12, 13, 15 and 17 of the Regulation) and additional standards for fire protection and security for unoccupied buildings (clauses 14 and 16 of the Regulation).

Through its maintenance contracts, Country Energy requires compliance with these minimum standards and seeks to promote best-practice heritage asset management.

Country Energy will also use its best endeavours to ensure any Coats of Arms, Symbols and Emblems under its control are managed in accordance with the *State Arms, Symbols and Emblems Act 2004* (NSW) and the Guidelines.

In managing and conserving its heritage assets, Country Energy shall also implement the Principles and Guidelines (ss 170A (2) and (3) of the Heritage Act).

2.3. Strategic Context – Core Functions & Budgetary Considerations

Country Energy is a leading Australian energy services corporation owned by the New South Wales Government, with around 4,000 employees serving more than 870,000 customers. As a state-owned corporation, Country Energy's principle objectives, all of equal importance, under s 20E the *State-Owned Corporation Act 1989* are:

1. To be a successful business and, to this end:
 - a. to operate at least as efficiently as any comparable businesses; and
 - b. to maximise the net worth of the State's investment in its business;
2. To exhibit a sense of social responsibility by having regard to the interests of the community in which it operates;
3. To conduct its operations in compliance with the principles of ecologically sustainable development contained in section 6 (2) of the *Protection of the Environment Administration Act 1991*; and
4. To exhibit a sense of responsibility towards regional development and decentralisation in the way in which it operates.

Country Energy manages Australia's largest energy supply network across 95 per cent of NSW and offers retail electricity in five states and territories.

Country Energy, trading as Country Water, is also a water supply authority. Country Energy also has gas and telecommunications infrastructure.

Country Energy has a diverse product range including bottled gas, internet services and energy and water management solutions. We also provide reticulated natural gas to 25,200 customers in southern NSW and water and sewerage services to 20,000 customers in far west NSW.

This HAMS takes into account:

1. Country Energy's core functions and budgetary considerations;
2. Country Energy's strategic objectives and service delivery strategy; and
3. The NSW Government's TAM policies.

Country Energy's core functions and budgetary considerations include the following:

1. Country Energy is one of Australia's strongest regional businesses with:
 - a. Revenue of around \$2 billion, placing Country Energy in Australia's top 150 companies;
 - b. Around 4,000 employees in 152 customer and field service centres, nine regional offices and four business centres in Sydney, Melbourne, Brisbane and Newcastle; and
 - c. A decentralised regional management structure that helps us respond to local priorities
2. Country Energy is an operator of Australia's largest electricity network which:
 - a. Spans mountains, plains and deserts, with climates ranging from alpine to hot arid;
 - b. Has around 195,000 kilometres of powerlines, 1.4 million power poles, 113,000 distribution substations and 120,000 street lights; and
 - c. Invested \$1.2 billion (\$1,200 million) between 2004 and 2009 to maintain and improve the network, plus another \$500 million to enhance reliability over the next three years
3. Country Energy is one of Australia's most successful energy retailers with:
 - a. More than 870,000 customers in New South Wales, Victoria, Queensland, South Australia and the Australian Capital Territory; and
 - b. Competitive energy offers and value added services include renewable energy, broadband and dial-up internet services, LPG, energy efficiency advice, and flexible payment options
4. Country Energy actively strengthens communities and has:
 - a. Created more than 670 new apprenticeships since 2001 and established a multi-award winning Indigenous Employment Program;
 - b. Opened 45 new customer and field service centres since 2001, restoring local service levels;
 - c. Sponsored of hundreds of local events and community initiatives each year – including tours of Sydney Opera House's Country Energy Proms on Tour and the \$35,000 Country Energy Art Prize for Landscape Painting; and
 - d. An acclaimed Country Support hardship assistance program, which has halved Country Energy's rate of customer disconnections for non-payment
5. Country Energy is committed to environmental responsibility and has adopted:
 - a. Purchasing solar, hydro and wind energy, both for our 45,000-plus green power customers and 100% of Country Energy's own facilities;
 - b. Energy and water management solutions that save customers money and reduce greenhouse emissions, including Australia's first, residential advanced metering trial; and
 - c. Innovative wildlife protection programs saving ospreys, koalas and Pygmy Possums.

6. Country Energy is subject to various legal compliance, licensing and approvals requirements in relation to its wide range of operations and the construction, maintenance and management its assets and infrastructure, including but not limited to:
 - a. Occupational health and safety;
 - b. Land-use;
 - c. Water use;
 - d. Native vegetation and biodiversity management;
 - e. Pipeline construction; and
 - f. Waste and pollution management

3. ADOPTION OF THE STATE AGENCY STRATEGY (HAMS)

The Guide is recognised by Country Energy as an important tool to guide Country Energy to achieve effective and efficient heritage asset management, and through this HAMS, the Principles and Guidelines in the Guide are adopted.

The following summary of Country Energy's adoption of the Principles is included here to demonstrate Country Energy's commitment to heritage management.

3.1. Heritage Asset Management Strategy (HAMS)

Country Energy's HAMS will be submitted to the Heritage Council of New South Wales for endorsement during early 2008 (as agreed with the Heritage Council). This HAMS demonstrates the commitment of Country Energy to implement the Principles and Guidelines. This HAMS will be publicly available at Country Energy's principal office and on its website www.countryenergy.com.au, as well as the Heritage Office's website.

3.2. Identification of Heritage Assets

Identification of Country Energy's assets commenced in 2006 and completion of Country Energy's Heritage and Conservation Register is planned for December 2009. Strategies and tasks to finalise the Country Energy's Heritage and Conservation Register are summarised below.

Current tasks include:

1. Investigation and documentation of all Country Energy heritage items;
2. Completion of draft thematic history;
3. Review of S170 SHI database entries and property conservation assessments
4. Submission of completed Register document to Heritage Council of NSW for endorsement; and
5. Annual review of Register and property management.

3.3. Lead by Example

Country Energy recognises that, as a government instrumentality, it will use its best endeavours to lead by example, set the standard for the community and adopt appropriate heritage management strategies in accordance with the Heritage Act, Principles and Guide.

3.4. Conservation Outcomes

Country Energy will, as far as practicable, commit to high quality conservation outcomes for its heritage assets to retain their heritage significance to the greatest extent feasible, in accordance with the *Burra Charter*, Heritage Act and the Guide, including conserving assets for operational purposes and adaptive reuse of buildings in preference to demolition or inappropriate disposal. Country Energy recognises that good conservation outcomes include: conservation of fabric, cyclic maintenance and appropriate asset disposal for surplus properties.

3.5. Sustainability

By undertaking good conservation practice, Country Energy is committed to improve the sustainability of its heritage assets. Country Energy acknowledges that the retention, ongoing maintenance and repair of its heritage assets recognises the value of their historic fabric and the energy embodied in them and unjustified demolition, new construction and poor maintenance practices are likely to result in a greater environmental cost in the long term than good conservation practice.

3.6. Integrated Heritage Management

Country Energy will to the greatest extent practicable integrate management of its heritage assets into its existing and planned property management policies and strategies in accordance with the Government's TAM policies. This HAMS summarises Country Energy's asset management approach and demonstrates this integrated approach.

3.7. Appropriate Uses

Country Energy recognises the need to allocate appropriate uses for its heritage assets, and will, as far as practicable, maintain its assets in the original use for which the asset was designed. Where changing operational requirements and provision of adequate community facilities arise, Country Energy will ensure that where practical its heritage assets are adaptively reused for a purpose sympathetic to their heritage significance.

3.8. Maintenance of Heritage Assets

Country Energy recognises the need to maintain its heritage assets in a manner which retains their heritage significance, prevents their deterioration and, in respect of heritage assets listed on the State Heritage List, complies with the minimum maintenance and repair standards under the Heritage Act.

3.9. Alterations

Country Energy recognises the need to plan and execute alterations to its heritage assets to minimise negative impacts on their heritage significance including curtilage and setting.

3.10. Transfer of Ownership

By developing a strategic approach to heritage management and disposal and renewal plans for its heritage assets under this HAMS, Country Energy recognises the need to transfer or dispose of its heritage assets in an appropriate manner so as to conserve their heritage significance.

3.11. Management of Redundant Heritage Assets

By developing a strategic approach to heritage management and disposal and renewal plans under this HAMS, Country Energy recognises the need to manage its redundant heritage assets in an appropriate manner so as to conserve their heritage significance.

3.12. Prudent Financial and Budgetary Management

Country Energy acknowledges the importance of implementing the five stages of TAM in an efficient and effective manner which achieves value for money and does not unreasonably burden the community into the future to achieve effective heritage management.

3.13. Staff Expertise and Compliance

Country Energy is committed to providing the appropriate expertise for management of its heritage assets to the greatest extent practicable. Where in-house consultants require additional heritage expertise, they will be provided with specialist training or be able to engage suitably qualified heritage consultants. Country Energy aims to select local tradesmen based on appropriate experience when working with Country Energy's heritage assets.

3.14. Monitor Performance

Country Energy will as far as practical monitor and report on the significance of its heritage assets, their condition, appropriate maintenance and security issues, their effective and efficient use, innovative promotion, and take prompt action to provide optimal heritage conservation outcomes.

3.15. Monitor Condition

Country Energy recognises the importance of monitoring and the reporting on the physical condition of the heritage assets in its Heritage and Conservation Register under s 170(4) of the Heritage Act, through cyclic maintenance schedules so that immediate action may be taken to ensure the heritage significance of its assets is not eroded and any specific issues may be addressed immediately.

3.16. Reporting

Country Energy recognises the importance of reporting in its annual report in accordance with s 170A (4) of the Heritage Act as a tool for achieving continuous improvement in heritage management.

3.17. Promotion

Country Energy recognises the importance of the heritage significance of all of its heritage assets and the value of those sites to the community.

4. MANAGEMENT AND CONSERVATION

In accordance with the Guide, this HAMS now sets out the following key components:

1. Management Action Plan;
2. Asset Maintenance Plan;
3. Redundant Assets Transfer Plan;
4. Asset Transfer Plan;
5. Performance And Reporting Plan; and
6. A completion date for Country Energy's Heritage and Conservation Register.

Country Energy will develop and implemented the above plans with regard to the Guide and, in particular, the Guidelines in relation to management, implementation and monitoring and reporting. Country Energy also acknowledges that particular management issues arise in relation to moveable heritage and will endeavour to address those as outlined below in section 4.7.

Country Energy is committed to completing this HAMS and implementing the above plans and interested in the opportunities to obtain delegated powers from the Heritage Council to independently and responsibly manage its heritage assets.

4.1. Management Action Plan

Country Energy' will develop and implement a staged Management Action Plan to achieve the conservation and management of heritage items listed on Country Energy's Heritage and Conservation Register.

Country Energy and the Heritage Council of NSW acknowledge that the Burra Charter provides for conservation and management of heritage.

Country Energy will use its best endeavours to manage its heritage assets:

1. In accordance with the requirements under the Heritage Act , the Burra Charter, and the Guide; and
2. Having regard to:
 - a. Country Energy's core functions, service delivery requirements and financial and budgetary constraints; and
 - b. NSW Government policy and procedures

Under the Management Action Plan, Country Energy will adopt the following principles in the management of its asset portfolio:

1. Understanding that Country Energy's heritage assets are significant to the history and development of NSW and to the community;
2. Ensuring that Country Energy's heritage assets are appropriately managed, with reuse opportunities compatible with their heritage values and Government and community expectations considered;
3. Ensuring that Country Energy's Heritage and Conservation Register includes all heritage assets identified to be of state and local heritage significance by the State Heritage Register, an environmental planning instrument or which is subject to, or could be subject to, an interim heritage order under s 170(4) of the Heritage Act;

4. Ensuring that management of Country Energy heritage assets will be integrated with risk management assessments;
5. Understanding that adequate resourcing (staffing, expertise and financial) is required to effectively manage Country Energy's heritage assets;
6. Understanding that staff involved with the management of key heritage assets will require adequate training; and
7. Understanding that management of Country Energy's heritage assets should be fully integrated into all Country Energy corporate systems, for example Heritage Database, Asset Management Plan, Corporate Plan and employee training materials.

4.2. Asset Maintenance Plan

Country Energy will develop and implement an Asset Maintenance Plan to achieve sound heritage conservation outcomes, while optimising the efficient use of Country Energy maintenance funding in its annual budget.

Country Energy identifies the following critical requirements of the plan:

1. The need to complete condition based assessments of all heritage assets;
2. Implementation of a 10-year preventative maintenance program across its portfolio to ensure retention of the portfolio's heritage values;
3. Ensuring that any heritage assets listed on the State Heritage Listed properties are maintained in accordance with the minimum standards specified in the Heritage Regulation 2005;
4. Ensuring that all works at individual properties are undertaken in accordance with the requirements of the State-Owned Heritage Management Principles and Heritage Asset Management Guidelines;
5. Ensuring that all contractors and tradespeople interacting with its heritage portfolio are appropriately advised of the item's values, significance and key heritage fabric, and that their skills are suitable;
6. Ensuring sufficient budgetary flexibility to support the Asset Maintenance Plan and to accommodate urgent breakdown maintenance; and
7. Investigating opportunities for the creative interpretation of heritage assets to explain their significance to the public.

Country Energy will ensure that the Asset Maintenance Plan will address the following issues where relevant to individual heritage assets:

1. Breakdown maintenance;
2. Preventative maintenance;
3. Servicing maintenance;
4. Cyclic maintenance;
5. Condition-based maintenance;
6. Specialist heritage requirements;
7. Scheduled maintenance to address special needs;
8. Maintenance of "non-built" heritage assets, for example, natural and cultural landscapes, archaeological sites, movable objects and collections;
9. Guidelines for building managers about the protection of heritage significance on a day-to-day basis and for future owners/occupiers;
10. Maintenance plans based on the total asset management process including:
 - a. Linking assets to Country Energy's service strategies;
 - b. Defining the level of performance required;

- c. Ensuring the asset is productive at lowest possible long-term cost (including conservation of heritage significance of asset);
 - d. Long-term plans (ten years plus) that include conservation of major components; and
 - e. Medium-term plans (five to ten years) that define major impending tasks;
11. Capital investment plan that includes medium and long-term maintenance plans; and
 12. Annual program to implement the maintenance program.

Country Energy will consider developing separate specific asset maintenance plans for significant heritage assets, to reflect that a higher level of an asset's significance requires a higher level of maintenance.

Country Energy acknowledges, and will use its best endeavours, to meet the minimum standards of maintenance and repair under the Heritage Act outlined in section 2.2 above.

4.3. Redundant Assets Plan

This Redundant Assets Plan covers the management and conservation of heritage assets with no apparent economic re-use options. Country Energy acknowledges that where heritage assets do not meet its service delivery needs, alternate management options including transfer or lease to other parties will be investigated as far as practicable, particularly prior to any proposal to demolish.

Operating Principles:

Country Energy will follow the agreed assessment identification stages.

A heritage asset may be identified as surplus and as no longer meeting Country Energy's service delivery needs when one or more of the following occurs:

1. The asset is not required for the delivery of its services, either currently or in the long term;
2. The asset has become uneconomical to maintain and/or operate; or
3. The asset is no longer suitable for ongoing core service delivery needs.

Asset disposal will be dependent on one or more of the following:

1. Whether there are net disposal benefits, either in financial or other terms;
2. Whether there are secondary service obligations associated with the asset, which may dictate its retention; or
3. Whether a disposal can be carried out without adverse impacts on the physical environment and heritage values of the item.

Prior to the identification of a suitable body to transfer ownership and control, Country Energy will maintain the redundant assets with regard to its obligations under the Heritage Act, the Burra Charter and the Guide, and in respect of assets listed on the State Heritage Register, the minimum maintenance and repair standards under the Heritage Act.

4.4. Asset Transfer Plan

Country Energy will prepare and implement an Asset Transfer Plan outlining management requirements for any heritage assets proposed for transfer including short, medium or long-term transfer by lease, license or by placement under the care, control and/or management of a local council or community group or Crown Property Portfolio). The plan will outline measures to maintain the significance of the heritage assets with transfer of ownership and achieve the long-term conservation of the heritage assets Country Energy's Asset Transfer Plan will address the following issues:

1. Country Energy will seek a compatible use, where possible, for heritage assets to be transferred and to ensure that the heritage asset is secure and the risk of damage is minimised prior to, and during, the transfer process and, where practicable, that provision is made for public access and interpretation after transfer;
2. Assets will have a completed or updated Conservation Management Plan (CMP) prepared prior to a decision to transfer an item and Country Energy will provide copies of the CMP and any other relevant documents as part of the transfer documentation;
3. Country Energy will ensure that the recipient is fully informed of, and understands, the heritage significance of the asset, any statutory and non-statutory heritage listings and their effect, and the CMP for the asset;
4. The identified heritage significance values of the assets will guide discussions regarding its transfer to appropriate bodies;
5. Transfer will be considered only to those bodies with appropriate resources and shared heritage values;
6. The requirement to provide 14-days written notice to the Heritage Council of NSW under s 170A(1) of the Heritage Act;
7. The Heritage Council of NSW shall consider any proposals to transfer assets and will endorse each application prior to any transfer; and
8. The plan will include thorough documentation of the asset and management requirements for movable items, the type and degree of change that could occur to the asset and, where appropriate:
 - a. Recommendations for the management of land within the curtilage or setting of a heritage asset and the treatment of archaeological remains; and
 - b. Requirements for an appropriate level of maintenance to conserve heritage significance of the asset (for example, under a lease).

Country Energy will also consider preparing individual asset transfer plans for heritage assets or a class of heritage assets.

4.5. Performance

To monitor performance, this HAMS adopts the following indicators relevant to the heritage assets and core functions of Country Energy:

1. Heritage conservation outcomes;
2. Business outcomes;
3. Service delivery obligations;
4. Asset portfolio performance requirements;
5. Community satisfaction; and
6. Comparison of actual performance against anticipated performance.

The results of Country Energy monitoring these indicators will inform the periodic reviews of this HAMS and Country Energy's budget planning.

4.6. Completion date for Heritage and Conservation Register

Country Energy acknowledges the deadline for completion of all State agency heritage and conservation registers in accordance with s 170 of the Heritage Act by December 2009.

The following actions are required:

1. Development of inventory sheets for each item using required electronic SHI software;
2. Uploading of S.170 item data on Heritage Database (HOD) for public access and information;

3. Periodic review of web site content including curtilage, pictorial, condition and management information;
4. Development of a draft thematic history detailing the history and operations of Country Energy;
5. Completion of the draft thematic history to provide a background for the Heritage and Conservation Register;
6. Compilation of the thematic history and SHI data sheets into a comprehensive Heritage and Conservation Register;
7. Forwarding the completed Heritage and Conservation Register to the Heritage Council of NSW for endorsement;
8. Ensuring that all heritage assessments of properties include consideration of any indigenous, archaeological, natural, landscape or movable heritage significance;
9. Ensuring integration of the Heritage and Conservation Register into corporate and asset management systems;
10. Annually reviewing the Heritage and Conservation Register, particularly the conservation status of the items, as required by the Heritage Act;
11. Incorporating any changes, e.g. through the sale, transfer or disposal of items on the Heritage and Conservation Register and advising the Heritage Council of NSW of such changes; and
12. Identifying appropriate staff resources to achieve the above actions.

4.7. Moveable Heritage Issues

Country Energy acknowledges the particular management issues associated with moveable heritage items and recognises that the retention of significance attributes embodied in such items, through context and setting, is critical. Country Energy will investigate the potential for movable heritage assets to be retained or displayed appropriately in context within key properties and the adoption of appropriate movable heritage data inventory sheets. Country Energy will, as far as practicable, progressively complete inventory sheets for all identified movable heritage assets or collections and add the data to the Heritage and Conservation Register, via the online Heritage Office website. The recording and preservation of movable heritage assets will be undertaken in accordance with the *Movable Heritage Guidelines* published by the Heritage Council of NSW (2000). Country Energy will also liaise with lessees of its properties to encourage them to compile inventories of movable heritage assets within their properties to ensure their safekeeping, storage and display.

Country Energy will use its best endeavours to ensure that the management of archival documents and materials continues to be undertaken within the requirements of State records guidelines and the *State Records Act 1998*.

5. COUNTRY ENERGY HERITAGE ASSET MANAGEMENT STRATEGY (HAMS) STAGES

	Action	Target	Timing	Responsibility	Budget Notes
1 I D E N T I F Y	Identify each “built” item of environmental heritage.	Establish a draft Heritage and Conservation Register suitable to be endorsed by Heritage Council	Completed by December 2008	Group Manager Property FM	External Consultant required.
	Identify each item of “non built” / moveable heritage	Establish a draft Heritage and Conservation Register suitable to be endorsed by Heritage Council	Completed by December 2008	Group Manager Property FM	External Consultant required.
	Identify Policies and Procedures across all Business Units relevant to HAMS	Work with other Business Units to ensure all relevant policies and procedures refer to HAMS.	Completed by December 2008	Group Manager Property FM	External Consultant required.
	Identify process owners for heritage matters.	Ensure all relevant staff with identified responsibilities in the HAMS are made aware of the actions required and any training needs identified.	Completed by December 2008	Group Manager Property FM	To Be Internally Carried Out.

	Action	Target	Timing	Responsibility	Budget Notes
2. P L A N	Prepare Heritage and Conservation Policies and Procedures	Identified relevant company policies and procedures to be amended to include reference to HAMS.	Completed July 2009	Identified Managers	External Consultant required.
	Prepare Heritage and Conservation Register	Identified "built" items to be finalised. Heritage and Conservation Register endorsed by Heritage Office.	Completed by February 2009	Group Manager Property FM	External Consultant required.
		Identified "non built" items to be finalised. Heritage and Conservation Register endorsed by Heritage Office.	Completed by April 2009	Group Manager Property FM	External Consultant required.
	Prepare Conservation Management Plans (CMP) for all land and building heritage items	All CMPs to be prepared after Heritage and Conservation Register is endorsed by Heritage Council	Completed by September 2009	Group Manager Property FM	External Consultant required.
	Prepare Asset Transfer Plan	Develop a plan for disposal of redundant items or possible transfer of identified items of environmental heritage.	November 2009 Ongoing as part of strategic network and property planning process	Group Manager Property FM	External Consultant required.
	Prepare Heritage training for process owners.	Develop a training program for staff in Management of Heritage Assets by NSW Government Agencies	Completed by November 2009	Learning and Development	External Consultant required.
	Undertake budget planning based on identified priorities and risks. Develop integrated budgets for heritage maintenance	Budget bids finalised based on prioritised works program	Annual	Process Owners	Budget to be based on funding availability, risks & priorities

	Action	Target	Timing	Responsibility	Budget Notes
3. M A N A G E	Prepare Heritage Maintenance Schedules for sites with CMPs	Maintenance schedules for all heritage sites	July 2009 (budget preparation)	Group Manager Property FM	External Consultant required.

	Action	Target	Timing	Responsibility	Budget Notes
4. I M P L E M E N T	Ensure all Heritage items meet the Minimum Standards of Maintenance and Repair	Prioritise maintenance program based on CMPs and audit results	100% of properties comply by 2010	Group Manager Property FM	
	Enter Heritage Asset Maintenance Plans / Schedules in asset maintenance information systems	All heritage maintenance plans / schedules entered into asset information maintenance systems (Manhattan) and updated as necessary	Ongoing	Group Manager Property FM	
	Train all process owners in heritage matters	Minimum 1 training session targeted at asset, building and maintenance staff who are process owners	Ongoing for new staff and/or as required	Learning and Development	

5.	Action	Target	Timing	Responsibility	Budget Notes
M O N I T O R A N N U A L R E P O R T	Maintain Heritage and Conservation Register in accordance with Section 170A of the Heritage Act.	Review and, if necessary, amend Heritage and Conservation Register not less than once each year	Ongoing	Group Manager Property FM	
	Prepare report containing statements of condition for all heritage assets listed on Heritage and Conservation Register and, as requested by the Heritage Council. Information on the Heritage and Conservation Register and compliance with the Guidelines for the Annual Report	Annual report includes statements of condition for all heritage assets listed on Heritage and Conservation Register and, as required by Heritage Council. information on Heritage and Conservation Register assets and compliance with the Guidelines	Annually	Group Manager Property FM	
	Review HAMS	Review and, if necessary, amend HAMS not less than once each year	Ongoing	Group Manager Property FM	