
The Parliament of the Commonwealth of Australia

Reserve Bank of Australia Proposed Head Office Building Works

Parliamentary Standing Committee on Public Works

30 November 2000

Canberra

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Membership of the Committee

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Extract from the Votes and Proceedings of the House of Representatives

No. 137 dated Wednesday, 6 September 2000

16 PUBLIC WORKS - PARLIAMENTARY STANDING COMMITTEE -
REFERENCE OF WORK - PROPOSED RESERVE BANK OF AUSTRALIA HEAD
OFFICE BUILDING WORKS, SYDNEY

Mr Slipper (Parliamentary Secretary to the Minister for Finance and Administration), pursuant to notice, moved — That, in accordance with the provisions of the *Public Works Committee Act 1969*, the following proposed work be referred to the Parliamentary Standing Committee on Public Works for consideration and report: Proposed Reserve Bank of Australia Head Office building works, Sydney.

Question - put and passed.

Introduction

Inquiry Process

- 1.1 On 6 September 2000, the Minister for Finance and Administration referred the proposed building works for the Reserve Bank of Australia (RBA) Head Office building to the Parliamentary Standing Committee on Public Works for consideration and report to Parliament, in accordance with the provisions of the *Public Works Committee Act 1969*.¹
- 1.2 The Committee sought submissions by advertising the Inquiry in the *Sydney Morning Herald* on 16 September 2000.
- 1.3 The Committee also sought submissions from organisations, peak bodies and individuals with a possible interest in the Inquiry. The Committee invited Senators representing New South Wales and Federal and local Members of Parliament, in whose electorates the building works are located, to make submissions and to attend the inspection of the works site and public hearing.²
- 1.4 On 26 October, the Committee inspected the RBA building and was briefed by senior representatives of the RBA on the works proposal. Following the inspection, the Committee held a public hearing at Parliament House Sydney and took evidence from representatives of the

1 Extract from Votes and Proceedings No. 137, 6.9.2000.

2 A list of submissions is at Appendix A.

RBA, the City of Sydney and the National Trust of Australia (New South Wales).³

Scope of Proposal

- 1.5 The building works proposed by the RBA have been described as a 'consolidation' of current accommodation at Head Office rather than a refurbishment. The main works include:
- improving access to the upper floors by providing two new centrally located passenger lifts serving Levels 16 to 20;
 - converting Level 16 and above from workshop, plant and recreation areas to accommodation space for the RBA or tenants;
 - reconfiguring the RBA's accommodation to free up the equivalent of six floors of standard commercial office space appropriate for external tenants; and
 - minor works to Basements 2 and 3 to improve the use of available space by the RBA.⁴

The Cost

- 1.6 The RBA noted that the estimated cost for the proposal was \$21.5 million. This figure was inclusive of contingencies, all professional fees and GST.⁵ The cost would be funded from the RBA's resources.⁶

Project Delivery

- 1.7 The RBA advised that it expected the project would be completed over an eighteen month period. Subject to the Committee's approval, the RBA proposed commencing detailed design in January 2001. Work on the building and tenancy works packages would be undertaken simultaneously in April 2001. Completion of the last of the tenancy consolidation works was scheduled for late 2002.⁷

3 A list of witnesses is at Appendix B.

4 Evidence, p. 51. See existing and proposed configuration at Appendix C. 3, p. C-4

5 Evidence, p. 55.

6 Evidence, p. 2.

7 Evidence, p. 61.

- 1.8 The RBA proposed that the project be divided into three packages of work:
- **Package one: Demolition and Base Building Works**
 - ⇒ This package would likely be a fixed price lump sum contract awarded to a specialist medium-sized refurbishment contractor;
 - **Package 2: Tenancy Fitout Works**
 - ⇒ This would be a tenancy work office relocation package awarded to a specialist fitout contractor on an agreed rates basis.
 - **Package 3: Miscellaneous RBA Works**
 - ⇒ This package would comprise a series of smaller packages of work to be completed by specialist contractors, including security and specialist Information Technology cabling and systems.⁸

The Reserve Bank

Role

- 1.9 The RBA is Australia's Central Bank. Its powers are vested in the Reserve Bank Board and the Payments System Board, both of which are chaired by the Governor of the RBA.
- 1.10 The broad responsibilities of the RBA are monetary policy and maintaining financial stability, including stability of the payments system.⁹
- 1.11 The RBA participates actively in financial markets and the payments system. Through its wholly owned subsidiary, Note Printing Australia, the RBA is responsible for printing and issuing Australian currency notes.
- 1.12 The Reserve Bank Board is responsible for the RBA's monetary and banking policy. The Payments System Board is responsible for payments system policy.

⁸ Evidence, p. 61.

⁹ The Payment System is a broad term which describes the payment instruments (eg cash, cheques, etc) by which individual payments are made or funds transferred.

The Structure

- 1.13 The structure of the RBA is based on groupings of related functions, as follows:
- Economic Group
 - Financial Markets Group
 - Financial System Group;
 - Business Services Group
 - Corporate Services Group;
 - Audit Department;
 - Personnel Policy Department; and
 - Secretary's Department.
- 1.14 The RBA's staff numbers peaked at 3,827 in 1983, 1,500 of whom were located at Head Office in Sydney. Since then, the nature of the RBA's work has changed considerably and there has been a steady decline in staff numbers. The RBA currently employs approximately 810 staff, 715 of whom are located at Head Office. The steady decline in staff numbers since the early 1980s has been due to a number of factors. These include:
- financial deregulation;
 - technological improvements in the RBA's registry, banking and cash handling services;
 - increased competition from other banks for government business; and
 - the transfer of responsibility in 1998 for prudential supervision of banks to the Australian Prudential Regulation Authority.¹⁰

Location

- 1.15 The RBA Head Office building is located on the southern side of Martin Place between Phillip and Macquarie Streets in Sydney's Central Business District. The Head and/or State Offices of a number of major commercial banks are located close by.¹¹

10 For a more extensive background on the role and functions of the RBA see Evidence, pp. 44-47.

11 See Appendices C.1 and C.2, pp. C-2, C-3

Existing Building

- 1.16 The building was constructed in two stages. The first, which included the main core and lift well structure fronting Martin Place, was completed in 1965. The second stage, which involved a substantial extension of each floor to incorporate an adjacent site to the south, was completed in 1980.
- 1.17 The building comprised 21 floors, approximately 85 metres above ground level. It includes a mezzanine floor, 15 office floors and five floors of plant and amenities and three basements.¹²
- 1.18 The RBA's principal submission noted that the building formed an integral part of the Martin Place 'heritage precinct'. The Australian Heritage Commission recognised the area as being significant to the urban fabric of the Sydney Central Business District. The RBA submission further noted that the form and style of the building are representative of the 1960s international style architecture.
- 1.19 The main pedestrian entrance to the building is in the centre of the Martin Place frontage on the ground floor. To date, the RBA has been the sole occupant.

Previous Works

- 1.20 On 26 June 1990, a proposal to refurbish the RBA was referred to the Committee. The Committee completed its report on 8 November 1990. The scope of the work involved the following elements:
- upgrading of office and basement areas;
 - removal of asbestos fire retardant materials from the original sections of the building;
 - upgrading of building services and the fire sprinkler system;
 - installation of new ceilings, lighting and carpets; and
 - extensive restoration of the external façade of the building.¹³
- 1.21 At that time, the RBA suggested to the Committee that it considered the cost of the refurbishment proposal to be reasonable. The purpose of the

12 Evidence, p. 47.

13 The Parliament of the Commonwealth of Australia, Parliamentary Standing Committee on Public Works Report, *Refurbishment of Head Office, Reserve Bank of Australia Martin Place, Sydney, New South Wales* (Eighth Report of 1990), (Eights PWC Report of 1990), p. 1.

refurbishment was to bring the building up to a standard to enable it to function efficiently for the next 20 years.¹⁴

- 1.22 When referred to the Committee, the cost estimate for the proposed works was \$86 million at June 1990 prices. Following the public hearing in 1990, the Committee requested the RBA to review the estimated costs of the project with the view to reducing it. That was done and the Committee subsequently approved the cost of the project at \$77.2 million at June 1990 prices.¹⁵

14 Eighth PWC Report of 1990, p. 33.

15 Eighth PWC Report of 1990, p. 32.

The Need and Proposal

The Need for the Project

- 2.1 The RBA observed that the need for the project stemmed from a variety of organisational changes that had occurred at Head Office since the early 1990s.¹ The consequence of these changes, together with declining staff numbers since the early 1980s, had resulted in surplus and under-utilised space throughout the Head Office building.²
- 2.2 Mr Les Austin, Assistant Governor, Corporate Services, Reserve Bank of Australia, advised that when the RBA submitted its refurbishment proposal in 1990, the number of Head Office staff had already fallen to 1,300 from a high of 1,500 in 1983. Further substantial falls in staff numbers to approximately 715 had created significant surplus space and given rise to the current consolidation proposal.³
- 2.3 According to the RBA, a review was conducted to assess the capacity of the Head Office building and determine its accommodation needs. The review identified a significant amount of surplus space and large areas of under-utilised space that could be converted to office use.
- 2.4 Under-utilised areas identified included:
- amenity areas such as squash courts;
 - lounge area and cafeteria;

1 Chapter 1, paragraph 1.14.

2 Evidence, p. 49.

3 Evidence, p. 5. See also Chapter 1.

- corporate space such as flats and auditorium;
- workshops;
- a pistol shooting range; and
- storage rooms no longer serving the purpose originally intended.⁴

2.5 The RBA considered a range of accommodation options. These were sale, lease, redevelopment, relocation or 'do nothing'.⁵ The most effective solution to its accommodation needs and financial outcomes, was to consolidate RBA activities in its Head Office building and lease the surplus space.⁶

The Proposal

2.6 The RBA's proposal involved leasing approximately 7,000 square metres of surplus space in its Head Office building, to suitable external tenants by:

- converting currently under-utilised amenity and corporate space into useable office space; and
- consolidating the Bank's functions to achieve a more efficient configuration.⁷

2.7 Mr Austin informed the Committee that the RBA could lease the surplus space for up to \$3.5 million a year.⁸

Description of Proposed Work

Reserve Bank Occupied Areas

2.8 The building works to be undertaken for RBA occupied areas comprise:

- Basement 2: converting current surplus areas to:
 - ⇒ workshop, storage, exercise areas, change rooms and toilet facilities and long-term archives;⁹ and

4 Evidence, p. 49.

5 Evidence, p. 50.

6 Evidence, p. 50.

7 Evidence, p. 49.

8 Evidence, p. 1.

- ⇒ reconfiguration of amenities (toilets and change rooms) that date back to the 1960's;¹⁰
- ⇒ Basement 3: converting surplus work areas to longer term storage space;¹¹
- Ground Floor: minor reconfiguration of areas to the rear of existing Banking Chamber to accommodate archives and records management functions. Minor works to the lift lobby to allow access to archives facility;¹²
- Mezzanine and Levels 1 and 2: minor works comprising additional security control points;
- Level 3: extensive works involving:
 - ⇒ the relocation of existing cafeteria, kitchen and staff amenities to Level 16;
 - ⇒ the removal of underutilised auditorium; and
 - ⇒ reconfiguration of the floor to provide leasable office space;
- Levels 7-15:
 - ⇒ minor demolition;
 - ⇒ reconfiguration of partitions, workstations; and
 - ⇒ services to meet the needs of activities relocated to these floors;
- Level 10: construction of a new dealing room;
- Levels 16: the works involve:
 - ⇒ converting existing underutilised flats and the medical centre into a new staff cafeteria and kitchen. (Full refurbishment will be undertaken with new amenities and reconfigured services); and
 - ⇒ construction of two new passenger lifts from Levels 16 to 20;¹³
- Level 18: creating a floor across part of the squash court void to accommodate the new mechanical and other plant required to service Levels 17 and 19; and
- Level 20: improved lift access and provision of additional conference, meeting and training rooms.¹⁴

9 Evidence, p. 51.

10 Evidence, p. 55.

11 Evidence, p. 51.

12 Evidence, p. 52. See Appendix C. 4, p. C-5.

13 Evidence, p. 52. See Appendix C. 5, p. C-6.

Commercially Leased Areas

2.9 The building levels identified for commercial lease are:

- Levels 3 to 7 (half floor): to be altered to provide office space of Central Business District (CBD) standard and will be fitted out by future tenants;¹⁵
 - ⇒ Level 3: work will include new windows;¹⁶
- Level 17: conversion of existing squash courts, change rooms and recreation areas into office standard accommodation suitable for leasing. Major works include:
 - ⇒ new lifts and lift lobbies;
 - ⇒ upgraded finishes, services and amenities;
 - ⇒ existing windows to the North façade will be enlarged; and
 - ⇒ new windows provided to the eastern end of the South façade;¹⁷ and
- Level 19: currently workshops, locker rooms, plant and the upper level of the squash courts. Extensive works involve:
 - ⇒ additional floor space to the upper level of the squash courts;
 - ⇒ the upgrade of finishes, services and amenities;
 - ⇒ new windows to this area are provided toward the eastern end of the North façade.¹⁸

Design Elements

Floor configuration

2.10 The Committee sought clarification of the RBA's lease proposals. The Committee observed that not all of the floors designated for tenants were consolidated in the same area. For example space had been re-allocated from the third floor to the seventh floor. RBA occupied areas intervened from the 8th to the 16th floors to be followed by more tenant spaces on the 17th and 19th floors.¹⁹

14 For a detailed description of the proposal see Evidence, pp. 51-55. See Appendix C. 6, p. C-7.

15 Evidence, p. 53. See Appendix C. 7, p. C-8.

16 Evidence, paragraph 59, p. 53. See Appendix C. 9, p. C-9

17 Evidence, p. 53. See Appendix C. 9, p.C-10.

18 Evidence, p. 53. See Also Appendices C. 9-12, pp. C-10-C.13.

19 See Appendix C. 3, p. C-4.

- 2.11 Mr Austin advised that the RBA's objective was to consolidate its areas into the top part of the building and in the lower part below level three. That allowed the middle part of the building, about 4 ½ floors, to be available for tenants.²⁰
- 2.12 Mr Austin added that the RBA had found that areas on Levels 17 and 19 were not ideally suited for the RBA's use because they are accessed via a separate lift arrangement. At the present time, the lifts terminate at Level 16. In order to reach the higher levels, it was necessary to change to separate lifts.
- 2.13 Mr Austin explained that part of the proposal was to install faster lifts to service the top part of the building. However, the RBA believed that it was more desirable if all of its work spaces were located within the one area serviced by a single lift. Mr Austin suggested that the spaces available on Levels 17 and 19 had views that would attract prospective tenants.²¹

Security/Access Control

- 2.14 The RBA informed the Committee that arising from shared access to the building with tenants, the existing security system for the building would be expanded. The security provisions would include:
- access control within fire stairs to prevent authorised entry; and
 - the installation of security controlled glass walls and doors to lift lobbies on RBA floors,²² accessed by RBA staff using a card system.²³

Roof Works

- 2.15 The RBA noted that the proposed roof works would involve a small lift overrun and safety barriers. This was necessary in order to comply with the Building Code of Australia and relevant Occupational Health and Safety requirements.²⁴

Structural Works

- 2.16 As a result of the proposed extensive modifications to the building, a number of structural works would be required. These involved:

20 Evidence, p. 3.

21 Evidence, p. 4.

22 Evidence, p. 55.

23 Evidence, p. 4.

24 Evidence, p. 53. See also Appendix C. 8, p. C-9.

- addition/modification of structure to the upper floors to accommodate new lifts;
- insertion of two new infill floors above the Level 17 squash courts;
- localised modification/strengthening of steel floor beams to accommodate penetrations for new services, mainly above Level 16; and
- localised modification/strengthening to accommodate changed usage, such as relocation of major items of plant or compactus storage.²⁵

Mechanical Services

2.17 According to the RBA the existing mechanical services have the capacity to provide ventilation, air conditioning and heating throughout the building.²⁶ The Committee noted that the majority of these components were upgraded during major refurbishment undertaken by the RBA in the early 1990s.²⁷

2.18 However, the Bank indicated that as a result of the proposed 'consolidation project' some modifications and new works were required. These included:

- chilled and hot water feed and expansion tanks to upper levels to support new plant;
- relocation of exhaust plant for cafeteria kitchens to Level 16;
- plant room space on Level 18 for Levels 16, 17 and 19 air conditioning equipment;
- upgrading Level 3 air conditioning system to office standard; and
- servicing and re-using existing major plant items such as chillers and boilers.²⁸

Electrical Services

2.19 The RBA advised that the existing electrical services infrastructure was capable of servicing the proposed consolidated areas with the following proposed inclusions:

25 Evidence, p. 54.

26 Evidence, p. 54.

27 See Eight PWC Report of 1990.

28 Evidence, p. 54.

- separate RBA/tenant electrical services;
- separate telecommunications infrastructure for leased floors; and
- new acoustic ceilings and lighting and power to Levels 3, 17 and 19 suitable for office use.²⁹

Hydraulic and Fire Services

2.20 The RBA proposed that hydraulic and fire services be modified and extended to suit any new or amended partitioning. These comprised:

- new male and female toilets on Levels 3, 16, 17 and 19 and modifications to water supply and drainage to serve the new kitchen/cafeteria;
- fire services pipework, sprinkler tanks and associated pumps relocated to accommodate new lifts; and
- re-routing of stormwater downpipes away from new office areas.³⁰

Car Parking Facilities

2.21 The Committee asked the RBA why its principal submission made no mention of car parking spaces. This appeared to be at odds with the objective of the project to attract 'suitable' tenants to the Head Office building.

2.22 Mr Austin explained that the provision of car parking facilities was considered, but rejected on the basis that the costs involved would be too high and the space was required for other purposes. Mr Austin noted that the RBA was in the fortunate position of being close to the Domain and other parking stations that tenants could use.

2.23 Mr Austin added that the RBA building did not have sufficient space for 'substantial amounts of car parking'. The facilities that exist in Basement 1 were reserved for armoured vehicles and a loading dock for delivery vehicles. A number of car parks had also been reserved for senior officers, for example, the Governor and Deputy Governor.³¹

2.24 The Committee noted that access to the Martin Place Railway Station was at the front of the RBA building.³²

29 Evidence, p. 54.

30 Evidence, p. 55.

31 Evidence, p. 36.

32 Evidence, p. 36.

Status of Previous Refurbishment

- 2.25 The Committee noted that it had recommended a substantial refurbishment project to the Head Office building in 1990. The refurbishment works were completed in 1994 at a cost of approximately \$80 million. The life expectancy of the works was estimated to be between 15 and 20 years.³³ Given that prediction, the Committee asked the RBA to discuss why a further expenditure of \$21.5 million was now required.
- 2.26 Mr Austin explained that the work undertaken in the 1990s was of a different nature to that currently proposed.³⁴ He argued that the RBA had little discretion about the works undertaken then, because the removal of asbestos was involved and the asbestos had posed a potential health hazard. Added to that were dangers to pedestrians created by falling marble that had deteriorated over time from the façade of the building. While undertaking these works, the RBA took the opportunity to refurbish, because a significant amount of the interior of the building was 25 years old and substantially worn.³⁵
- 2.27 Having regard to the previous refurbishment undertaken on the building, the Committee asked the RBA to indicate the life expectancy of the work currently proposed. Mr Austin replied that the life expectancy for some structural parts of the work, such as putting new pieces of flooring through the squash courts, was expected to be quite long, up to 40 years. However, the works of a fit-out nature had a shorter life expectancy and could be replaced in four or five years.³⁶
- 2.28 The Committee sought advice from the RBA as to the extent to which the refurbishment work from the previous project could be salvaged and reused on the floors currently occupied by the RBA.
- 2.29 Mr Austin advised that the RBA would reuse as many items of fittings as possible. Examples included workstations, panelling and carpet,³⁷ as well as some leather doors.³⁸ He added that under the previous refurbishment project asbestos was removed and the façade clad. The cladding would not be reused.³⁹

33 Eighth PWC Report of 1990, p. 23.

34 Evidence, p. 3.

35 Evidence, p. 3.

36 Evidence, p. 3.

37 Evidence, p. 5.

38 Evidence, p. 35.

39 Evidence, p. 35.

- 2.30 The Committee sought details of the work that had been carried out in the 1990-94 refurbishment on the existing main passenger lifts. The Committee noted that they were modernised and that as part of the current proposal, the other lift systems would be upgraded to suit the functions in the refurbished building.
- 2.31 Mr Richard Mayes, Head of Facilities Management Department, RBA advised that during the 1990-94 refurbishment, the main lifts in the main tower were upgraded and the lift cars were substantially refurbished. The lift controls were replaced. This led to a significant improvement in the efficiency of the main lifts. Also, the lifts associated with the cash services area in the basements had been upgraded in terms of controls and interiors to ensure they met the required performance levels of the building.⁴⁰
- 2.32 The Committee noted that during its inspection of the RBA building, it was evident that some of the previous refurbishment of the building was of a good quality. In particular, it was observed that the RBA had installed fireproof or fire-resistant wool carpets as the Committee had recommended in its 1990 report. The Committee commended the RBA for its commitment to re-use a significant amount of its current fittings.

Options

- 2.33 The Committee asked the RBA why it chose to pursue the direction proposed in this project. Mr Mayes replied that during 1997-98, surplus and underutilised space became issues that the RBA had an obligation to address. The preferred option was to consolidate the RBA's activities, rather than look at the issue of accommodation needs in a piecemeal manner.⁴¹
- 2.34 Mr Austin noted that behind the 'consolidation project' title was a specific objective. The RBA wished to consolidate its activities and staff in a single space thereby producing space that was available for rental.⁴²
- 2.35 Mr Mayes advised that the RBA was very conscious of the need to make good use of its property assets. It was clearly not prudent for the RBA to be sitting on an underutilised asset located in the Sydney CBD.⁴³

40 Evidence, p. 12.

41 Evidence, p. 7.

42 Evidence, p. 5.

43 Evidence, p. 7.

- 2.36 Mr Austin indicated that the RBA had looked at a range of options before deciding on the lease arrangement. He said that the RBA identified up to 21 possible alternatives after examining a number of combinations. A starting point was a lease or buy solution of the current building or another building.⁴⁴
- 2.37 The Committee sought an assurance from the RBA that, having spent a significant amount of money on building works, it proposed to remain in its present location. Mr Mayes advised that the RBA's Head Office would remain on the present site for as long as possible.⁴⁵ He added that it was generally held view by the RBA that Head Office should continue to be located in the Sydney CBD, particularly in the financial district. Mr Mayes further noted that it was 'very important for the ongoing adaptive reuse of that building that we stay where we are'.⁴⁶

44 Evidence, p. 6.

45 Evidence, p. 7.

46 Evidence, p. 7.

Heritage and Environmental Issues

Heritage

Heritage Local Environmental Plan

- 3.1 The RBA advised the Committee that its Head Office building was not on the Australian Heritage Commission's Register of the National Estate. However, the building formed a part of the Martin Place 'heritage precinct' that was included on the Register.¹
- 3.2 Locally, the RBA Head Office building was listed on the Central Sydney Heritage Local Environmental Plan (CSHLEP). The RBA advised that the CSHLEP described the building as being 'of historical importance for its ability to exemplify a post war cultural shift within the banking industry'.²
- 3.3 The RBA understood that the areas of high significance described in the CSHLEP included:
- the north, east and west façade of the tower;
 - the podium space (the grey and black granite terrace on the Martin Place side);
 - the ground floor foyer;
 - the Banking chamber;
 - the lift lobby; and

1 Evidence, p. 56.

2 Evidence, p. 56.

- the external and entry foyer art.³
- 3.4 According to the RBA, it planned to retain existing finishes and features. It would do this by:
- conserving exterior finishes and features;
 - preserving the existing form, surfaces and façade material; and
 - ensuring that new matching window openings would maintain the existing form and style of the façade.
- 3.5 The RBA noted that major refurbishment work would be primarily limited to office interiors, amenity areas and workshops. These were not listed as being of significance.⁴
- 3.6 The RBA stated that it had notified the Australian Heritage Commission (AHC) in regard to the proposed heritage works. At the time of the preparation of its submission to the Committee, the AHC had not indicated any objections.⁵
- 3.7 In its submission to the Committee, the AHC confirmed that the Head Office of the RBA was included in the Martin Place Conservation Area. The area was entered in the Register of the National Estate. The AHC noted that while not individually mentioned, the RBA building was a 'refined example of the modernist style'.⁶ The AHC also confirmed that the significance of the building relies on the features mentioned by the RBA in its Submission.⁷ (These are outlined in paragraph 3.3 above).
- 3.8 The AHC advised that landmark buildings constructed of quality materials have a significantly longer life than buildings constructed using less durable fabric. The AHC also made the following observation:
- landmark and heritage buildings contribute to the character and significance of urban areas, streetscapes and conservation areas;
 - are usually located in prime locations;
 - provide a sense of tradition and corporate identity to organisations and institutions that can take advantage of these qualities for marketing purposes; and
 - for developing a culture of pride in the organisation.⁸

3 Evidence, p. 56.

4 Evidence, p. 56.

5 Evidence, p. 59.

6 Evidence, p. 99.

7 Evidence, p. 99.

8 Evidence, pp. 99-100.

- 3.9 The AHC emphasised that compliance with the CSHLEP would protect the heritage values of the building. The AHC concluded that for these reasons it supported the RBA's proposal to 'retain ownership and consolidate its accommodation in Martin Place'⁹ The AHC advised the Committee that the proposed Head Office consolidation was 'unlikely to have any adverse affect on national estate values'.¹⁰
- 3.10 A submission from the City of Sydney confirmed the RBA building's listing. It noted that the building appeared on Schedule 1 as item 221 of the CSHLEP 2000. The submission claimed that the City of Sydney considered the building to be of State significance for aesthetic, social and scientific reasons and of national significance for its historic value.¹¹
- 3.11 The submission also noted that as a result of the listing:
- the City of Sydney would normally require a Development Application to be submitted in accordance with Clause 7 of the CSHLEP for 'structural or non-structural alterations to the exterior or interior of a heritage item';
 - the RBA building was marked with an asterisk (*) meaning that any Development Application should be referred to the New South Wales Heritage Council for comment; and
 - a Conservation Management Plan and Heritage Impact statement should accompany the Development Application.¹²
- 3.12 The City of Sydney submission noted, however, that as the RBA building was Commonwealth owned, it was not subject to development consent from local authorities. The Submission forecast that proposed State legislation might alter this procedure.¹³ These points were confirmed at the Public Hearing by Ms Anne Warr, Area Manager, Heritage, City of Sydney.¹⁴
- 3.13 Ms Warr advised that the RBA building was listed on Schedule 1 of the CSHLEP. This came into effect in April 2000. Prior to this date, the building was not previously listed. Ms Warr said that the RBA building was the 'only Commonwealth designed, Commonwealth owned building, high-rise, post World War II building' on the CSHLEP.¹⁵

9 Evidence, p. 100.

10 Evidence, p. 100.

11 Evidence, p. 80.

12 Evidence, p. 80.

13 Evidence, p. 81.

14 Evidence, p. 27.

15 Evidence, p. 24.

Heritage Database

- 3.14 Ms Warr referred to the City Council's heritage database explaining that it held information about the significance of the RBA building and that information had been made available to the RBA and to their consultants.¹⁶ Ms Warr noted that there was no link between the CSHLEP and the database.¹⁷
- 3.15 The Committee drew to Ms Warr's attention the RBA's version of the heritage database. It was noted that the RBA's version, agreed to between the RBA and the City of Sydney in December 1999, differed from that attached to the City of Sydney submission.
- 3.16 Ms Warr agreed that a discrepancy existed. She said that the City of Sydney had received information from the RBA about the listing and the listing was modified accordingly. The points made by the RBA were of a minor nature. The City of Sydney agreed to some and accordingly, amendments were made to the database and a copy sent to the RBA. There had been no correspondence between them after that action had been taken.¹⁸
- 3.17 The Committee sought clarification from Ms Warr about the status and significance of the Heritage Database.
- 3.18 Ms Warr explained that the database was not used to ascertain heritage significance. It was provided by the City of Sydney Council as a courtesy to building owners.¹⁹ The database was established in 1994 by the Sydney City Council to explain to building owners why their building had attracted a heritage listing. The database was accessible to members of the public at the City Council's Library located at Town Hall House.²⁰
- 3.19 Ms Warr further advised that many of the listed buildings have nothing on the database. She said that it was the responsibility of a building owner to do a Conservation Management Plan to determine themselves the heritage values of their building. Ms Warr added that it was not the city council's job to do that job for them.²¹
- 3.20 In reply to questions from the Committee regarding legal obligation on building owners in relation to the database. Ms Warr indicated that the database had no legal basis and no legal implications for organisations whose buildings are listed on it. The Register of the National Estate had no
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16 Evidence, p. 24.

17 Evidence, p. 33.

18 Evidence, p. 25.

19 Evidence, pp. 28, 30.

20 Evidence, p. 30.

21 Evidence, p. 28.

legal binding for other than Commonwealth owned properties.²² However, the CSHLEP had no legal binding for Commonwealth-owned properties.²³

- 3.21 Ms Warr advised that the RBA was not legally bound to produce a Heritage Impact Statement or a Conservation plan. She also added that there was no legal obligation on the RBA to produce a Development Application to the City of Sydney Council.²⁴
- 3.22 Ms Warr was asked to comment about the extent of discussions the Sydney City Council undertook with the AHC in relation to heritage listed buildings. Ms Warr replied that there was no legislative basis for such discussions to take place. The only discussions that take place are on a colleague-to-colleague basis.²⁵

Conservation Management Plan

- 3.23 A submission from the National Trust of Australia (New South Wales) pointed out that alterations made to heritage buildings, especially if they are heritage listed, should be guided by a Conservation Plan. The National Trust had some concern that the preparation of a Conservation Plan was not mentioned by the RBA in its main submission to the Committee. Of further concern to the National Trust was the need for contract documentation and administration to be undertaken by an appropriately qualified conservation architect.²⁶
- 3.24 In relation to the building works being considered for the RBA building the Conservation Management Plan and the guidance of a conservation architect for the period would determine:
- whether any of the interior spaces proposed for alteration were of heritage significance (for example, the auditorium); and
 - guide changes to the fenestration [windows] and cladding on the north, south and west façade.²⁷
- 3.25 The RBA did not accept the criticisms made by the National Trust and made the following points in reply:

22 Evidence, pp. 31, 103.

23 Evidence, p. 103.

24 Evidence, p. 32.

25 Evidence, p. 31.

26 Evidence, pp. 76-77.

27 Evidence, p. 76.

- the National Trust's Submission was made without receiving a copy of the Heritage Impact Statement prepared for the project by the RBA's architects, Woodhead International;
- Woodhead International is registered with the New South Wales Public Works and Services Department. In particular, Woodhead personnel engaged on the project had extensive heritage experience and had undertaken many significant heritage conservation projects in Sydney;
- it was agreed with Sydney City Council in late July 2000 that a Conservation Management Plan would not be necessary and that a Statement of Heritage Impact would suffice, given the time frames associated with obtaining Parliamentary Public Works Committee approval;
- the Heritage Impact Statement, together with Sydney City Council's Heritage Datasheet and RBA's additional research formed the basis for the project's direction in relation to heritage issues;
- the RBA's architects did not believe that a Conservation Management Plan would provide any additional major information regarding the affect of the proposal on the heritage significance of the building;
- Woodhead International would be responsible for documentation and supervision; and
- Woodhead International's conservation architect would be an active member of the contract documentation and project supervision team.²⁸

- 3.26 At the public hearing, Professor Peter Johnson, Board Director and Treasurer of the National Trust of Australia (New South Wales), emphasised the need for a Conservation Management Plan for the project. He rejected the adequacy for the project of the Heritage Impact Statement noting that it was a relatively 'lightweight document'.²⁹ Professor Johnson was highly critical of the RBA for not emphasising in its main Submission the heritage importance of the building.³⁰
- 3.27 The Committee asked Professor Johnson to indicate his level of satisfaction with Woodhead International as appropriate conservation architects for RBA building.
- 3.28 Professor Johnson replied that he had not had sufficient time to examine the curriculum vitae of the architects. He assumed that the RBA would take adequate measures to ensure that the architects possessed the

28 Evidence, pp. 78-79.

29 Evidence, p. 17.

30 Evidence, pp. 17-18.

credentials and skills to undertake work on a building of that period.³¹ His concern related to the question of conservation and knowledge of the period.³²

- 3.29 Despite his criticism, Professor Johnson acknowledged that there had been changes made to the building since its construction in 1964. These he noted had occurred in 1980 and 1992 and that as a result, the building differed 'very much' from its original design.³³
- 3.30 Professor Johnson was asked to comment on the public's impression of the heritage value of the RBA building. He observed that what the general public may say now would be quite different from what they would say in 20 years' time.³⁴
- 3.31 The Committee drew Professor Johnson's attention to the comments made by the AHC in their submission to the Committee and asked Professor Johnson whether discussions had taken place between the AHC and the National Trust.
- 3.32 Professor Johnson replied that on some occasions both organisations considered projects of this nature. However, discussions had not taken place on the project under discussion. He believed that, in part, that was due to shortage of time because of the Olympic period.
- 3.33 Professor Johnson stated that the National Trust and the AHC did not necessarily share the same view on particular projects. He stressed that the National Trust believed it was important that they maintained an independent view that was not necessarily the view of a government organisation.³⁵
- 3.34 The Committee asked professor Johnson's to examine 'before' and 'after' photographs of the building on display in the hearing room and asked whether he had any problems with the current and proposed façade.³⁶
- 3.35 Professor Johnson replied that he was interested in the detail of the windows and of the finishes generally. He suggested that when one is concerned with heritage values one is concerned not just with the overall appearance, as seen in a photograph, but with the particular detail.³⁷

31 Evidence, p. 18.

32 Evidence, p. 19.

33 Evidence, p. 17.

34 Evidence, p. 21.

35 Evidence, p. 23.

36 See Appendices, 13, 14, pp. C-14, C-15.

37 Evidence, p. 21.

Professor Johnson emphasised that a Conservation Management Plan would point out what changes would or would not be appropriate.³⁸

- 3.36 Ms Warr agreed and said she understood that the RBA would commission a Conservation Management Plan. She was concerned, however, that the Conservation Management Plan had not formed part of forward planning for the project. Had it been, decisions may have been made to retain the squash court and leave the cafeteria in its current location.
- 3.37 Ms Warr was concerned that the heritage significance of the interiors were not fully understood.³⁹ She added that she was not satisfied that the Heritage Impact Statement produced by the RBA sufficiently indicated the heritage values of some of the buildings features.⁴⁰
- 3.38 The Committee asked Ms Warr to confirm the RBA's understanding that all parties had agreed that the production of a Heritage Impact Statement was sufficient.
- 3.39 Ms Warr replied that it was her understanding that a Heritage Impact Statement would be prepared for the Public Works Committee's Public Hearing. It was a shorted version of a Conservation Management Plan.
- 3.40 She stated that all parties had acknowledged that a Conservation Management Plan was necessary.⁴¹ Ms Warr added that she had some reservations as to the extent the RBA would modify its project as a result of the Conservation Management Plan.⁴²
- 3.41 The Committee asked the RBA to comment on the issues raised by Professor Johnson and Ms Warr in relation to a Conservation Management Plan.
- 3.42 Mr Austin confirmed that the Sydney City Council had recommended the preparation of a Conservation Management Plan and the National Trust believed it was a good idea. On that basis, the RBA had agreed to its preparation. Mr Austin noted that preparing a Conservation Management Plan as part of the project would cost between \$15,000 to \$20,000.⁴³
- 3.43 Mr Austin further noted that, that a Conservation Management Plan was unlikely to have a significant impact on the project. For example, it was unlikely that a recommendation would ensure the retention of the squash courts. Mr Austin advised that in 1998 a heritage expert, Robert Staas of

38 Evidence, p. 21.

39 Evidence, p. 25.

40 Evidence, p. 28.

41 Evidence, p. 26.

42 Evidence, p. 27.

43 Evidence, p. 37.

the firm Noel Bell Ridley Smith, prepared a heritage assessment. It was in that context that the Sydney City Council had originally listed the building on its Schedule 1.⁴⁴

Squash Courts

- 3.44 The Committee asked Professor Johnson and Ms Warr to comment on the heritage significance of the squash courts.
- 3.45 Professor Johnson observed that the had some historical significance in terms of the general way the RBA had conducted its business and its relationship with its staff.⁴⁵
- 3.46 Ms Warr commented that it was probable the squash courts were the only high-rise squash courts in Sydney. She also noted that the reason they did not appear on the CSHLEP was perhaps due to the City of Sydney consultants not visiting them.⁴⁶ However, Ms War did not suggest that they should remain.⁴⁷
- 3.47 Mr Austin replied that in broad terms, the RBA was very conscious of its history and of the heritage significance of the building. However, a quick estimate of the annual rental indicated that for the space currently occupied by the squash courts, the RBA would be able to receive \$420,000 per annum – slightly more than \$1,000 a day.⁴⁸
- 3.48 Mr Austin said that the RBA could not responsibly keep the squash courts for heritage purposes when they were substantially under used. He believed that a balance must be struck. He stressed that the RBA was obliged to manage its asset to ensure that recognition was paid to the broader interest of the community.⁴⁹

Lift Motor Room

- 3.49 A further point drawn to the Committee's attention by the National Trust related to the new lift motor room. In its submission, the National Trust observed that the new lift motor room might be greater in height than that shown on the drawings attached to the RBA's Submission. The National

44 Evidence, p. 37.

45 Evidence, p. 20.

46 Evidence, p. 34.

47 Evidence, pp. 29, 33.

48 Evidence, p. 37.

49 Evidence, pp. 36-37.

Trust suggested that the height of the lift motor room should be kept down as far as possible.⁵⁰

- 3.50 In its reply to the National Trust's concern, the RBA advised that their consulting lift engineers, Norman Disney Young Pty Ltd, could undertake some modifications. The motor rooms for the new lifts could be located on Level 18 rather than above the lifts themselves. As a result, the lifts would require an over run of 1.2 metres height above the existing roof line.⁵¹
- 3.51 Professor Johnson was asked whether the adjustments proposed by the RBA's consulting lift engineers met the concerns of the National Trust. He indicated that the change 'could be appropriate'.⁵²

Photographic Record

- 3.52 The Committee asked the RBA whether documented records, such as photographs and written material were kept. In particular, the Committee was interested in facilities such as the squash courts and the shooting gallery.
- 3.53 Mr Austin replied that the RBA had an extensive photographic collection of most facilities. He thought that the proposed Conservation Management Plan might help to fill in any gaps. Mr Austin said that the RBA was committed to maintaining a comprehensive record of the amenities and facilities that were part of the original building.⁵³

Environmental

Asbestos Removal

- 3.54 In their main submission, the RBA noted that the proposed works would require the removal of 'a small amount of residual asbestos'. This would be done in accordance with a recently undertaken Asbestos and Hazardous Materials Audit.⁵⁴
- 3.55 At the Public Hearing, Mr Mayes explained that a substantial amount of asbestos had been removed when the building was refurbished in the early 1990s. However, isolated pockets remained. These were difficult to

50 Evidence, p. 76.

51 Evidence, pp. 11, 79.

52 Evidence, p. 22.

53 Evidence, p. 38.

54 Evidence, p. 57.

access and were therefore sealed. The current project was likely to expose areas that might contain asbestos, for example, on Level 19, where some new windows would be created. Mr Mayes stressed that the removal of asbestos would be monitored independently by an asbestos monitoring consultant and contractor.⁵⁵

Energy Management

- 3.56 The RBA noted in its principal submission that engineering services would be reconfigured. Such a proposal would ensure these services became energy efficient and produced less greenhouse gases. The existing Building Automation System would be supplemented with additional energy management software. That would provide increased floor by floor control and minimise energy consumption.⁵⁶
- 3.57 The submission outlined existing energy management systems that would be retained and extended into newly occupied areas. They were:
- photo electric movement detectors for control of meeting room lighting;
 - low brightness high energy efficient fluorescent light fittings;
 - air conditioning systems with outside air and economy cycles; and
 - after hours-on-demand air conditioning systems.⁵⁷
- 3.58 At the Public Hearing, Mr Mayes advised that as part of the 1990s refurbishment of the building a substantial amount of work was undertaken to upgrade the building's systems and services. In particular work was undertaken on the basic engineering design to ensure that it was energy efficient.⁵⁸
- 3.59 One of the major components of that work was the introduction of an automated building management and control system. The facility monitored airconditioning performance and lighting throughout the building. It was intended that the current work proposal would extend the control system to all floors. In addition, the current works would include specifications for high efficiency fittings that already existed in the rest of the building.⁵⁹
- 3.60 Mr Mayes indicated that for a number of years the RBA had completed an energy management plan. One of the components of the plan was the

55 Evidence, p. 10.

56 Evidence, p. 57.

57 Evidence, p. 57.

58 Evidence, p. 11.

59 Evidence, p. 11.

completion of regular energy audits. From that energy audit, the RBA had identified opportunities for savings. Mr Mayes advised that on the floors that would be opened up for tenants, the proposal was to introduce separate meters in order to get a precise picture of energy consumption.⁶⁰

- 3.61 The Committee noted that in the 1990-1994 refurbishment program, it was estimated that the savings from improved energy efficiency would be in the order of \$340,000 per annum. At the public hearing Mr Mayes advised that the savings were \$600,000 per year.⁶¹

Fire Services

- 3.62 The Committee asked the RBA to comment on the provisions made for adequate fire services in the refurbishment and environmental considerations.
- 3.63 Mr Mayes advised that given the substantial amount of work that was done to the fire services as part of the 1990-1994 project, it was proposed to extend the systems to the office areas in the current project. All levels to be converted to leased office space would have the same level of fire protection as the rest of the building.⁶²

60 Evidence, p. 11.

61 Evidence, p. 14.

62 Evidence, p. 10.

Costs/Benefits and Consultations

Costs

- 4.1 Mr Austin explained that the costs involved in the project were broken up into two components:
- \$7 million related to heavy works, eg the lift and the new floors through the squash courts; and
 - \$14.5 million was designated for moving staff and consolidating activities into areas designated for retention by the RBA. This included suitable work on floors to be tenanted.¹
- 4.2 Mr Austin emphasised that at this stage, the cost of the current works proposal was indicative. The estimates had been provided to the RBA by a quantity surveyor engaged for this purpose. The works would go out to tender in order to ensure a competitive process.²
- 4.3 As mentioned in Chapter 1, the estimated cost of the proposed project is \$21.5 million, inclusive of contingencies, professional fees and GST. Mr Austin noted that the RBA was subject to GST, it had no special concessions.³

Building Valuation

- 4.4 The Committee noted that \$80 million was spent on refurbishment of the building between 1990-94.⁴ Its was currently valued at \$132.75 million

1 Evidence, p. 5.

2 Evidence, p. 4.

3 Evidence, p. 15.

4 Evidence, p. 2.

which included \$53 million for the land.⁵ Mr Austin advised that after the completion of the building works in two and half years' time, it was expected that the property would be valued at approximately \$153 million.⁶

Project Management Fees

- 4.5 The Committee asked the RBA to discuss why the project was being delivered in three packages of work.⁷ Mr Adam Stent, Incoll Management Pty Ltd,⁸ the senior project manager, stated that a procurement plan had not been finalised. It was proposed, therefore to maintain a degree of flexibility over the life of the project.⁹
- 4.6 Mr Stent explained that the directions proposed for the delivery of the project would ensure that appropriate contractors are commissioned for particular elements of the works. Mr Stent observed that a contractor who had a good reputation for putting in concrete slabs may not be appropriate to install lift computers.¹⁰
- 4.7 In reply to a question from the Committee relating to the cost estimate for the project. Mr Stent advised that the project consultant team believed that the cost estimate for the project would be achieved.¹¹ To date the RBA had spent \$450,000 on consultants' costs.¹²
- 4.8 The Committee queried the high professional fees as a percentage of the project.¹³ Mr Mayes replied that the RBA was satisfied that the overall fees were competitive. He said the RBA undertook a competitive process prior to selecting a consultant. An examination of the fees is part of the process.¹⁴
- 4.9 In relation to contingency costs, Mr Mayes replied that there were two elements to the overall contingency costs of 10%. These were divided equally between the design and construction processes. He noted that,

5 Evidence, p. 43.

6 Evidence, p. 3.

7 See Chapter 1.

8 Incoll are the elected project managers for the project, appointed by the RBA as independent consultants. See Evidence, p. 8.

9 Evidence, p. 8.

10 Evidence, p. 9.

11 Evidence, p. 9.

12 Evidence, p. 10.

13 See evidence by Mr Stent, p. 9.

14 Evidence, p. 14.

based on the advice of the quantity survey, the percentages in respect of contingency were appropriate for this particular project.¹⁵

- 4.10 Mr Mayes emphasised that there was some element of risk, namely in respect of the façade work and flooring, for example, over the squash courts. Mr Mayes suggested that it was ‘prudent’ to allow sufficient amounts to cover those contingencies in the overall budget.¹⁶

Benefits

- 4.11 As outlined in Chapters 1 and 2, the RBA’s objective in formulating this works proposal was to make use of spare and underutilised space. A decline in staff numbers provided the RBA with an opportunity to consolidate its activities in the Head Office building and lease available space to tenants.
- 4.12 Mr Austin suggested that profits made through leasing 7,000 square metres of floor space¹⁷ in the present building would produce an initial revenue of approximately \$3.5 million a year. The monies would be passed to the Commonwealth Government. On that basis spending \$21.5 million on the building at this stage was a ‘good financial decision’.¹⁸

Consultations

Agencies

- 4.13 In their principal submission, the RBA noted that ongoing consultations were being undertaken with the following organisations:
- Sydney City Council with respect to
 - ⇒ Development Controls, including changes in floor area;
 - ⇒ Heritage, including changes both internally and to the façade; and
 - ⇒ Building Code of Australia (BCA) ;
 - NSW Fire Brigade, in relation to existing and proposed fire services;
 - NSW Workcover Authority in relation to the Lift works;

15 Evidence, p. 14.

16 Evidence, p. 14.

17 Evidence, p. 42.

18 Evidence, p. 5.

- Australian Council for Rehabilitation of the Disabled (ACROD) in relation to access for the disabled;
 - ⇒ Australian Heritage Commission; and
 - ⇒ Adjoining Land Owners, in regard to the proposed scope of the works, demolition and construction noise and traffic.
- 4.14 The Committee noted that none of the organisations consulted by the RBA had expressed concerns about the project. However, as discussed in Chapter 3, the Sydney City Council, and the National Trust of Australia (New South Wales) had raised a number of heritage matters.
- 4.15 The Committee received a submission from the New South Wales Fire Brigades. The submission advised that the proposed works described by the RBA were in accordance with the issues discussed at a meeting held on 17 August 2000 with representatives of the RBA. The Brigades had no objections to the proposal.¹⁹

Staff

- 4.16 The RBA advised that their staff had been informed of the objectives of the project. Information on progress had been regularly posted on the RBA's Intranet site and comments sought from staff about the proposal. In addition, articles were placed in the staff magazine and official memoranda to staff had been issued from time to time. The RBA noted that a large proportion of the staff affected had been directly involved in the preparation of the architectural brief that was subsequently endorsed. The staff association had also been kept informed.²⁰
- 4.17 At the public hearing, Mr Austin noted that the RBA was 'fairly careful' about its staff consultations in relation to the project. At the initial stages, a number of focus groups had been formed from the likely affected areas and staff views sought. He reiterated that, as the project developed, staff were advised through various internal mechanisms.²¹
- 4.18 Mr Austin observed that, in general, the staff had been supportive of the proposal and understood the reasons for it. With the exception of a couple of regular users of the squash courts who were 'a little disappointed', at the loss of the facility. Staff understood that the courts were significantly underused.²²

19 Evidence, p. 102.

20 Evidence, p. 59.

21 Evidence, p. 7.

22 Evidence, p. 8.

Conclusions and Recommendations

- 5.1 While the Committee supports the project, it would like to record its concern that in the last ten years more than \$100 million has been spent on a building that is now over 30 years old. The current value of the building is \$132 million and the projected value, after the completion of the proposed works in approximately two years, is estimated to be \$153 million.
- 5.2 The Committee was informed that a variety of organisational changes since the early 1990s and a steady decline in staff numbers since the early 1980s resulted in large areas of unused space at the RBA Head Office building. The purpose of the project arose from the need to improve the use of that space by leasing it to outside tenants.
- 5.3 The revenue likely to be generated from tenants would be approximately \$3.5 million per annum. The Committee welcomes the commitment by the RBA to such an entrepreneurial endeavour. The Committee looks forward to examining other building proposals submitted to it for consideration that display similar initiative.
- 5.4 However, the Committee was concerned that the organisational changes that led to the current project were being muted during large-scale refurbishment to the building. The Committee was surprised that an organisation such as the Reserve Bank of Australia was unable to show sufficient foresight at that time to integrate into an \$80 million project some of the features it was currently proposing.
- 5.5 In all of its Reports, the Committee has given specific attention to heritage and environmental issues. These issues must continue to have priority of concern in any works proposal submitted to the Committee for consideration – they can never be an afterthought. Features of cultural and

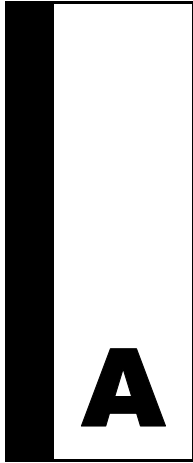
historical significance attached to major public buildings should be, as far as practicable, preserved and bequeathed to future generations.

- 5.6 At times, the Committee has had some issue with how such features are assessed to be significant culturally and historically. With regard to the RBA Head Office building, the Committee experienced challenges in ascertaining how features such as a squash court, shooting range or staff cafeteria had captured the imagination of some in the community to the extent that they had demanded their preservation. To this end, the Committee was not convinced by the arguments presented by the National Trust, nor the City of Sydney.
- 5.7 However, the Committee expects the RBA to photograph and carefully document and maintain those features of heritage and historical value that have been identified. That should be done in consultations with the Australian Heritage Commission and the Australian National Archives.

Recommendation 1

- 5.8 **The Committee recommends that the building works proposed by the Reserve Bank of Australia proceed after features of heritage and historical value, identified by the National Trust of Australia (New South Wales) and the City of Sydney have been photographed and appropriately documented. This should be done in consultation with the Australian Heritage Commission and the Australian National Archives.**

Judi Moylan MP
Chair
30 November 2000



Appendix A—Witnesses

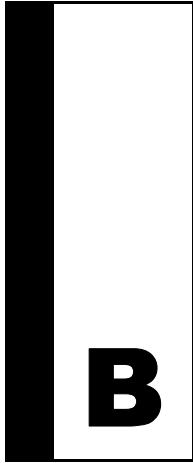
Austin, Mr Les, Assistant Governor, Corporate Services, Reserve Bank of Australia

Johnson, Professor Richard Norman (Peter) AO, Board Director and Treasurer of the Board, National Trust of Australia (New South Wales)

Mayes, Mr Richard, Head of Facilities Management Department,
Reserve Bank of Australia

Stent, Mr Adam, Senior Project Manager, Incoll Management Pty Ltd

Warr, Ms Anne, Area Manager, Heritage, City of Sydney



Appendix B—List of Submissions

Submission No. 1	Reserve Bank of Australia
Submission No. 2	Australian Heritage Commission
Submission No. 3	The National Trust of Australia (New South Wales)
Submission No. 4	Environment Australia
Submission No. 5	New South Wales Fire Brigades
Submission No. 6	Reserve Bank of Australia (supplementary)
Submission No. 7	Reserve Bank of Australia (supplementary)
Submission No. 8	City of Sydney
Submission No. 9	Reserve Bank of Australia (supplementary)
Submission No. 10	City of Sydney (supplementary)