

7. CONSERVATION POLICY FOR UNIVERSITY OF SYDNEY GROUNDS

Introduction

The terms ‘policy’ and ‘policies’ used throughout this document are to be read solely in the context of accepted conservation management planning terminology, as established in the Burra Charter. ‘Policies’ in this context are agreed principles and guidelines to the appropriate management of the elements of the campus that are of heritage significance. These policies are endorsed by the University as guiding principles. They are not to be confused with higher level management policies established by the Senate of the University of Sydney.

7.1 OBJECTIVE

The objective of the policies is to give management direction in areas that are central to the conservation of the assessed heritage significance of the University of Sydney grounds.

This plan does not replace the Landscape Masterplan (Conybeare Morrison & Partners 1993) or any successor landscape plan, as it only deals with those aspects of the grounds relating to heritage significance, whereas the landscape masterplan is concerned primarily with retaining or improving contemporary user amenity. The suggested broad formal relationship between the plans is described in a policy below.

7.2 NATURE AND RELATIONSHIP OF POLICIES AND IMPLEMENTATION STRATEGIES

The policies listed below state the major management directions and provide the basis for actions that are necessary to conserve the heritage values identified in this plan. The policies are linked to and are supported by the assessment of significance and the understanding of the management circumstances of the University of Sydney grounds, as outlined in the plan. Any changes to policies or development of new policies during the life of the plan should be similarly linked to the text, which may need revision to reflect the new assessments or new management information that led to the policy changes.

The implementation strategies are general or specific actions that would give effect to the policies. There may be a number of strategy approaches that would satisfy each policy, in addition to those included in this plan. While each strategy has to be consistent with the conservation of the assessed significance of the place and with the policies as a whole, their development is more flexible than is the case with policies. It is to be expected that strategies to implement specific policies will continue to be developed and refined during the life of the plan. Initial strategies, and suggestions for strategy development, follow each policy.

Some policies are already being implemented by the Facilities Management Office.

7.3 DEFINITIONS

The definitions for terms used in this report are those adopted by Australia ICOMOS in *The Burra Charter (The Australia ICOMOS Charter for Places of Cultural Significance)* (1999).

Place means site, area, land, landscape, building or other work, group of buildings or other works, and may include components, contents, spaces and views.

Cultural significance means aesthetic, historic, scientific, social or spiritual value for past, present or future generations. Cultural significance is embodied in the *place* itself, its *fabric*, *setting*, *use*, *associations*, *meanings*, records, *related places* and *related objects*.

Fabric means all the physical material of the *place* including fixtures, contents and objects.

Conservation means all the processes of looking after a *place* so as to retain its cultural significance.

Maintenance means the continuous protective care of the *fabric*, and *setting* of a *place*, and is to be distinguished from repair. Repair involves *restoration* or *reconstruction*.

Preservation means *maintaining* the *fabric* of a *place* in its existing state and retarding deterioration.

Restoration means returning the existing *fabric* of a *place* to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material.

Reconstruction means returning a *place* to a known earlier state and is distinguished from *restoration* by the introduction of new material into the *fabric*.

Adaptation means modifying a *place* to suit the existing use or a proposed *use*.

Use means the functions of a *place*, as well as the activities and practices that may occur at the place.

Compatible use means a use which respects the *cultural significance* of a *place*. Such a use involves no, or minimal, impact on *cultural significance*.

Setting means the area around a *place*, which may include the visual catchment.

Related place means a *place* that contributes to the *cultural significance* of another place.

Related object means an object that contributes to the *cultural significance* of a *place* but is not at the place.

Associations mean the special connections that exist between people and a *place*.

Meanings denote what a *place* signifies, indicates, evokes or expresses.

Interpretation means all the ways of presenting the *cultural significance* of a *place*.

7.4 CONSERVATION MANAGEMENT POLICY

Conservation based on Significance and appropriate practices

Policy 1 Significance the basis for planning and work

The statement of cultural significance set out in Chapter 5 should be a principal basis for future planning and work.

Policy 2 ***Adoption of Burra Charter***

The conservation and development of the University of Sydney grounds, being a place of cultural significance, should be carried out in accordance with the principles of the Australia ICOMOS *Burra Charter*,⁶ and any revisions of that Charter that might occur in the future.

Policy 3 ***Adoption of policies***

The policies recommended in this conservation management plan should be endorsed as a guide for future planning and work.

Conservation of Significance

Policy 4 ***Conservation of the historical planning framework of the University grounds***

The basic historical planning framework of the University grounds should be conserved. This comprises the key historical axes of campus development, people movement, and view and vistas through the two campuses, these being:

- Petersham Ridge/ Eastern Avenue axis
- Science Road axis
- University Avenue axis
- Manning Road axis
- Physics Road axis
- Western Avenue/Ross Street axis
- Fisher Road axis
- St Pauls/Refectory vista axis
- Darlington suburban road pattern (as a planning template), and the Darlington Rd/Maze Crescent south spinal axis.

Conservation of individual components of the place should respect these axes. New developments and uses should be planned to retain or reinforce these axes, without diminishing the significance of any component of heritage significance. (see also the two following policies)

Policy 5 ***Conservation of significant components of the University grounds***

Components of the grounds identified as significant in the statement of significance at Section 5 of this report should be conserved. The significant buildings in both the Camperdown and Darlington campuses should eventually have individual conservation management plans to guide their conservation and future use.

Some aspects of potential heritage significance, such as the minor surviving features of the former Darlington suburb (eg fences, curbs, sculpture/memorials, buildings, roadways, spatial patterning) should be fully documented and assessed as a basis for future planning of the Darlington campus. A more intensive assessment of the heritage potential of post-WWII buildings and developments should be carried out, particularly in the context

⁶ Australia ICOMOS 1999.

of planning for the next generation of University developments, which may propose the removal of some of these buildings.

Commentary:

The policy indicates the key concept that places of significance should be conserved. However, the specific management decisions about what conservation action is feasible and appropriate are best considered in a conservation management planning process. A number of individual buildings already have conservation management plans (CMPs).

The information on heritage significance at section 5.2 indicates that features have different levels of significance. However, this does not automatically imply a particular management outcome. Very significant features may have to be changed for justifiable and unavoidable reasons, and features of moderate significance might be well conserved because there is no pressure to change or remove them and their conservation is easily achieved.

The specific heritage values of any feature, including the contextual ranking of heritage values, should be used as a major factor in management decision making. A decision making process for heritage features is specifically dealt with under another policy. In all cases, the effort should be made to maximise the conservation of heritage significance.

Strategies:

- Review existing CMPs for University buildings and precincts, and develop a prioritised list of places requiring new or revised CMPs.
- Commission a study of Darlington, incorporating a planning study and a survey/inventory of surviving features of the suburban development (eg fences, curbs, sculpture/memorials, buildings, roadways, spatial patterning).
- Commission a study of post-WWII University buildings and developments to determine their heritage significance.

Policy 6 ***Conflicting heritage values***

In those cases where there are overlapping features which have apparently conflicting conservation requirements, the objective should be to seek coexistence of these features and their heritage significance. Failing that, the removal or alteration of one feature to improve the conservation of another can only be justified when what is removed or altered is of slight cultural significance and that which is emphasised or interpreted is of much greater cultural significance.

Commentary:

There may be cases where, for example, the conservation of a particular heritage building suggests changes to the surrounding heritage precinct, where the values of the building and precinct are somewhat different. The suggested changes might involve removing or damaging the heritage significance of the precinct in order to conserve the heritage significance of the building. In such cases, this policy applies. The primary objective is to

retain the significance of both setting and building, even if this is not a perfect outcome for one or other feature. Making changes which diminish the heritage significance of one feature in order to conserve the significance of another can be justified but only if the significance is slight on the one hand and much greater on the other.

Conservation of fabric and planning of new developments

Landscape and plantings

Policy 7 *Replacement strategy for mature trees*

FMO should develop a program for the identification and replacement of historically or aesthetically important trees and planting groups as they near the end of maturity, so that replacement can occur in a planned fashion.

Strategy:

- Survey tree age and flag it within the existing tree survey documentation, with should provide triggers for action at certain ages.

Policy 8 *Retention and maintenance of vistas and views and the settings of significant buildings*

FMO should protect the lines of vistas and views identified in this report. Maintenance would involve the judicious pruning or removal of encroaching vegetation, and the maintenance of framing vegetation and other landscape and built elements. The siting and design of new buildings, planting and other grounds features should be limited so as not to obscure or otherwise reduce significant views, vistas, or other heritage values.

Commentary:

The opportunity also exists to introduce new vistas and views that, while not strictly related to historical ones, reinforce the visual qualities and appreciation of the University, including its heritage qualities. The provision of views from ground level and from within buildings outwards across Victoria Park towards the city is an opportunity in the planning of new and replacement buildings along the eastern side of Eastern Avenue. The heritage aspects of the potential provision of physical access points into Victoria Park are dealt with in Policy 15.

Strategy:

- Include the management and retention of vistas and views in the landscape masterplan for the University.

Policy 9 *Maintain and protect plantings with significant attachment to particular buildings*

Some plantings close to particular buildings were associated with the original design of the building, or have subsequently become an important part of the building's setting. Where such plantings and related buildings are shown to have associations of heritage significance, the plantings should, where feasible, be maintained.

Policy 10 *Use new plantings to support heritage values*

Where new planting or landscape features are to be developed, they should be planned so as to conserve or reinforce heritage values of the related buildings, spaces and views. This should extend to the selection of plant species, grouping and massing of planting, the appropriate design of fencing, road surfacing and hard landscaping.

Commentary:

This policy should be extended to precincts, to maintain existing differentiation of planting patterns (as along Science Road for example), or to develop a contemporary precinct character drawing attention of users to aspects of heritage distinctive to that precinct. An example might be the development of a palette of landscaping and planting designs for the Darlington campus, to emphasise its distinctive suburban origins. In the Darlington case, such a landscape/plantings approach should reinforce an understanding of the underlying suburban planning pattern of the campus, rather than confusing or overriding it.

Policy 11 Current memorial plantings

Current memorial plantings should be maintained. In the event of dangerous, diseased or dead plantings:

- the particular and continuing significance of the memorial should be assessed;
- those responsible for or associated with the memorial should be consulted, if possible; and
- a decision taken in the light of the above factors about the replanting of the memorial or otherwise.

Policy 12 Future memorial plantings

Proposed memorial plantings (either for new memorials or for the replacement of continuing memorials) should:

- be consistent with the conservation of the heritage significance of the grounds—that is, they should not conflict with the understanding and appreciation of buildings or landscape elements of assessed heritage significance; and
- be compatible with existing significant landscape features in terms of species choice and location. This does not preclude the introduction of new species, but demands appreciation and avoidance of any likely adverse visual or physical impact significant landscape elements.

Roads, Parking, Pedestrians and Streetscape

Policy 13 Design road and parking to be compatible with heritage significance

Road design, traffic flow rates, and parking areas should be designed to minimise conflict with the conservation and appreciation of heritage features, vistas and views.

Commentary:

Within the Camperdown campus vehicle traffic has been both imposed on nineteenth century movement corridors and specifically accommodated in the creation of roads in the twentieth century. Car usage within the campus limits pedestrian circulation space, imposes barriers of parked cars, and thereby reduces the opportunities to appreciate the heritage qualities of the campus. The reduction of vehicle traffic and surface parking would have a beneficial effect on the appreciation of heritage significance.

City Road has always been a boundary defining the Camperdown campus. With the development of the Darlington campus, crossing City Road and creating visual connections has posed challenges in linking and unifying the

two campuses. Planning solutions to these issues should respect and where possible reinforce the heritage significance of both campuses, and particularly the different historical planning patterns of each.

Strategies:

- Progressively reduce surface parking and traffic flow east from the Main Building, along Science Road, Eastern Avenue, and Western Avenue near the Ovals, and wherever else it conflicts with significant views or appreciation of heritage buildings, or with longer vistas.
- Planning for improved access and visual connection between the Camperdown and Darlington campuses should respect and where possible reinforce the heritage significance of both campuses, and particularly the different historical planning patterns of each. (see also the need for further historical planning study of the Darlington suburb, a strategy for Policy 5)
- Any road engineering solutions to perceived problems at the junction of City Road, Eastern Avenue and Butlin Avenue should be planned to minimise direct impact on the curtilage of the Institute Building (such as the boundary fencing outside the Merewether Building), and on the fences and gateways into the Camperdown campus. If either of these features has to be disturbed or removed, the fences and gates should be relocated as close as feasible to their current positions, and in a functional relationship with the revised road/entrance arrangement (ie, the gates as gateways and the fences reinstated connecting with historical fence alignments and surviving fencing).

Policy 14 Design of street furniture

New street furniture should be designed and located to respect the heritage values of particular precincts and areas, but should avoid mock period designs.

Gateposts, Gates, Fences and Walls

Policy 15 Detailed conservation planning for gateposts, gates, fences and walls

The conservation of gates, gatehouses, fences and walls, required by other policies, should be guided by detailed conservation management planning that considers these components as a group of related features.

Commentary;

The potential exists for providing additional access points into Victoria Park from the Eastern Avenue precinct. This might become an active proposal when new or replacement buildings are planned for this precinct. The boundary between the University and the Park has existed on this alignment since the 1924. The fence appears, from photographic evidence, to have been built before WWII. New penetrations of the fenceline should not obliterate the understanding of the alignment as a boundary of the campus, and should be designed as new gateways rather than as ill-defined gaps in the fence.

New Building and Grounds Developments

Policy 16 New developments or changes to existing buildings or grounds features to respect heritage significance

The conservation of significant components and values of the grounds should be ensured before any new building or grounds developments or changes to existing buildings are approved. Other policies deal with the conservation of significant components and values.

Strategy:

- Implementation of the University's Capital Development Plan (see Table 6.3 above) should include detailed consideration of the heritage implications of proposals, and modification as necessary to ensure the conservation of heritage values.

Policy 17 Relate new buildings to heritage buildings, spaces and views

Ensure that the design and orientation of new or altered buildings and other developments are sympathetic to significant buildings, open spaces, views and vistas, and the historical planning framework. Along Eastern Avenue this might include orientation both into the University and outward across Victoria Park.

Future development should reinforce patterns of planning and circulation that are of heritage significance. In the case of the Darlington campus, future development should incorporate the historical pattern of suburban street alignments in the form of roads, lanes, building alignments or movement corridors. The physical and social relationship between Darlington and the surrounding suburbs should be considered in the planning of new development and the retention of the Darlington suburban planning pattern.

Strategy:

- Incorporate into building design briefs the requirement to design, locate and orientate new buildings, external activity areas, parking, entrances, associated plantings and landscaping to relate to and be respectful of significant built components, open spaces, views and vistas, and the historical planning framework.
- New Buildings along the eastern side of the Eastern Avenue precinct might be oriented towards Victoria Park (while not presenting blank walls to Eastern Avenue), re-introduction this visual relationship and views to the east, largely lost with the development of Eastern Avenue from the 1950s.
- Any proposed development at the eastern end of the Hockey Square precinct (on the current tennis court site) should be designed to respect the open space north of the Physics Building, views of that building from the north and north-east, and views east across Hockey Square towards Petersham Ridge. The height, bulk and design of any new structure will be critical factors in conserving the historic, visual and planning significance of this space, and should be the subject of specific studies during the planning phase.

Research before Development

Policy 18 Investigate sites of archaeological potential before development

Investigate the archaeological potential for Aboriginal sites before any decisions on the development or disturbance of land in the following areas:

- Darlington School, Town Hall, terraces site, on the area surrounding the former Darlington School, and terrace areas west of Codrington Street, not yet developed by the University; and
- areas around University Ovals No 1 and 2.

Investigate the archaeological potential for historical sites before any decisions on the development or disturbance of land in the following areas:

- The site of the 1840s convict road gang stockade and garden west of Orphan School Creek, now possibly partly located within the Veterinary Sciences boundary;
- Site of the Women's Common Room, Main Building Quadrangle;
- Possible housing site on Cleveland Street, north-east of the Seymour Centre;
- Darlington School, Town Hall, terraces site, on the area surrounding the former Darlington School not yet developed by the University;
- Housing and commercial building sites between Maze Crescent and City Road, not yet intensively redeveloped by the University; and
- Areas west of Codrington Street previously assessed by Casey and Lowe (nd), being the site of former terrace housing.

Policy 19 Encourage investigation of sites of archaeological potential on adjacent land

Through the liaison mechanism established with the Colleges and South Sydney Council, recommended in another policy, encourage the parallel investigation of archaeologically sensitive sites of significance to the University's history.

These sites are the Aboriginal archaeologically sensitive sites in:

- the St John's College sports ground; and
- areas adjacent to the boundary fence between the University grounds and Victoria Park;

and historical archaeologically sensitive areas in:

- the site of the 1840s convict road gang stockade and garden west of Orphan School Creek, now located in the north-east corner of the St John's College sports ground, and adjacent to and possibly within the Veterinary Sciences boundary;
- the original Parramatta Road university gate house site, possibly very close to Parramatta road near Baxter Lodge, but exact site not identified;
- toll gate site, very close to Parramatta road, but exact site not identified;
- site of the 1898 Messenger's Lodge in Victoria Park, on City Road; and
- 1840s toll gate site, very close to City/Newtown Road, but exact site not identified.

Use of the Grounds

Policy 20 Overall primary use of the grounds

The grounds should continue to be used for University purposes including teaching and research, and to provide support services and passive and active recreational amenities for the University community.

Policy 21 Use of the grounds by nearby residents and visitors

The grounds should continue to be available for passive recreational use by nearby residents and visitors, to the extent possible without compromising the primary use of the grounds by the University and the University community.

Policy 22 Conservation of significant uses

Particular parts of the grounds should be used in ways which help conserve and interpret their heritage significance. The following table outlines the proposed primary use of specific areas. In all cases carefully designed and located interpretation would be compatible use that would enhance the appreciation of significance (see policy on interpretation below).

Table 7.1 Use of particular parts of the grounds to retain heritage significance

Part of grounds	Significant Use
Ovals 1 and 2	Sporting use – open space
Hockey Square	Sporting use – open space
Tennis courts	Sporting use
Quadrangle	passive recreation and low key, short-term university activities
Vice Chancellor's Garden	passive recreation
Botany Lawn	passive recreation and low key, short-term university activities
University Place	passive recreation
Eastern Avenue	recreational /pedestrian use of the green spaces (vehicular use of roads acceptable, but not essential to significance).
The Tunnel	pedestrian passage and display of posters and graffiti
Old Darlington School area/ Maze Green	recreational use / passive enjoyment, and low key, short-term university activities.
Science, Manning and Physics, Fisher Roads and adjacent curtilage	pedestrian use and low key, short-term university activities, (vehicular use of roads acceptable, but not essential to significance)
Darlington Road Terraces	residential and other uses, retaining multiple small-scale uses
Darlington Road / southern Maze Crescent	pedestrian and low-volume vehicular use.
Veterinary Science precinct open space	recreational use / passive enjoyment, and low key, short-term university activities
s.170 Register buildings	uses that retain traditional scale of occupation, conserve significant fabric, and retain important associated elements of the grounds, views and vistas.
Parramatta and City Roads	retain use of roads, fences and gates as defining boundaries to Camperdown campus

Interpretation

Policy 23 *Interpretation of significance and history*

The heritage significance and history of the grounds should be interpreted for the range of audiences/users of the campuses.

Strategies:

- An interpretation plan should be developed, which might include a range of presentation approaches such as signage, plant labels on or near individually significant trees, guided tours, and self-guide or topic-based brochures.

- Topics which should be included in interpretation include:
 - earlier landforms and occupation, Indigenous and European;
 - development of the University over time;
 - significant buildings and grounds features;
 - significant views, vistas and axes;
 - significant trees and plantings; and
 - memorials and memorial trees.

- Localities for signage presentation should be carefully chosen. Suggested key locations might include:
 - Science Road near Union / Bank;
 - Southern terrace of Main Building (outside Nicholson Museum);
 - Eastern Avenue (at southern edge of University Place?) oriented to both Eastern Avenue and Anderson Stewart / Main Buildings;
 - at Main Building entrance or University Place, near the axis of University Avenue (though siting and design would have to be sensitively done); and
 - pedestrian overpass between Wentworth and Biochemistry buildings, overlooking Maze Green.

General Policies

Policy 24 *Minor ongoing revision of policies*

The conservation management plan should be seen as a living document subject to change as new information or circumstances arise. Accordingly, minor ongoing policy revisions may be undertaken so long as they are consistent with:

- the clearly defined heritage significance of the grounds, noting this may itself change over time;
- such changes being clearly documented and supported by appropriate evidence; and
- an understanding of the complete policy framework provided in this plan.

Strategies:

- Revise Grounds Conservation Plan in response to changing information and circumstances.

Policy 25 *Grounds Conservation Plan and other planning documents*

All other planning documents developed for the grounds should refer to this conservation management plan as the primary guide for the conservation of the heritage significance of the grounds. The direction given in those documents and in this plan should be mutually compatible. This policy includes existing planning documents, which may need revision in the light of this Grounds Conservation Plan.

Commentary

Other planning documents might include landscape plans, development masterplans, plantings management plans, and conservation management plans for individual buildings or other components of the place. Where there is a conflict between other planning documents and this plan, consideration should be given to both documents and a resolution that best achieves the conservation of heritage significance while also achieving the development or management objectives be agreed upon. Any conflict should be resolved by amending the relevant plan.

Where CMPs for components buildings and other places within the University exist, those documents take precedence as a guide for the management of that component (see also Policy 5). If there is a conflict in relation to elements covered in the Grounds Conservation Plan, it should be resolved as outlined above.

Strategies:

- Review and if necessary amend existing planning documents in light of the this plan. If the Grounds Conservation Plan itself needs amendment, the process outlined in Policies 24 and 31 should be followed.
- Before implementing works under a CMP for a specific component of the place, compare policies of the CMP with the Grounds Conservation Plan, identify any conflicting or incompatible policies, and resolve them before undertaking works.

Policy 26 *Decision-making process for proposed changes or works*

A clear and consistent decision-making process should be established for all proposed changes or works which may affect the heritage significance of the grounds or features within them.

Strategies:

- Promote the reference to and use of planning documents, including the Grounds Conservation Plan, as a normal part of decision making.
- Insert heritage conservation management planning as a clear and integrated step in existing decision-making processes.
- Formally define and adopt the decision-making process relating to the grounds, including heritage matters.

Policy 27 *Information management system for grounds*

A consistent, integrated information management system should be developed and maintained on the heritage features and their significance within the grounds. This system should include information on significant:

- landscapes;
- plantings;
- views and vistas and axes;
- gateposts, gates, fences and walls;
- other constructed features;
- artworks and memorials;
- memorial plantings;
- buildings (as per s.170 register); and
- areas of archaeological sensitivity.

Any registers created for these places should be integrated sub-components of an overall information system.

Strategies:

- Strengthen the heritage ‘layer’ in the University’s GIS by the addition and flagging of heritage features identified in this plan.
- Cross-reference or link GIS and other planning support systems to heritage planning documents for buildings and grounds.
- Keep information management systems and any associated registers/inventories open-ended so that information about newly identified components of the place, or information arising from new research, can be added (such as might arise from a survey of suburban features in Darlington).

Policy 28 *Link between information system and operations/management decision-making*

All levels of operations and management responsible for taking decisions should have ready access to the information system referred to above. The information system should be checked prior to any decisions being taken which may have an impact on the heritage significance of the grounds or the features within them.

Policy 29 *Utilise expert heritage conservation advice*

People with relevant expertise and experience in the management or conservation of heritage properties should be engaged for the consistent interpretation of the conservation management plan and the provision of advice to University staff on the resolution of conservation issues, as well as for advice on the design and review of work affecting the significance of the grounds.

Strategies:

- Establish a list or register of professional heritage practitioners for quick reference, and refine it as capabilities are tested in the context of the University.

Policy 30 ***Develop in-house heritage expertise***

Staff of the Facilities Office should be encouraged and supported to develop in-house expertise in heritage conservation and management, through formal courses, staff exchanges, and involvement in conservation projects.

Strategies:

- Encourage development of heritage skills in staff training programs and in staff work agreements.

Policy 31 ***Periodic and other reviews of the Grounds Conservation Plan***

The conservation management plan should be reviewed to take account of new information and ensure consistency with current management circumstances every five years. The conservation policy should also be reviewed when major changes to the place occur by accident (such as fire or natural disaster), or when the management environment changes to the degree that policies are not appropriate to the new management circumstances.

Strategies:

- Identify in forward estimates funding for a review of the Grounds Conservation Plan in five years time.

Liaison, Information Flow and Training

Policy 32 ***Information about proposed changes or works***

Stakeholders should be identified and provided with information about proposed changes or works affecting the grounds.

Policy 33 ***Information and training***

Staff, contractors and others with a role in the management of the grounds should be provided with information and training regarding the significance of the grounds, and the policies and practices for their appropriate management.

Strategies:

- Develop an induction package or course for new staff and major contractors as relevant.
- Arrange presentations for appropriate FMO staff about heritage related works and research taking place in the University.

Policy 34 ***Liaison with adjacent land managers/owners***

The FMO should establish a liaison program with adjacent land owners/managers, such as the Colleges, South Sydney Council and Prince Alfred Hospital, to discuss management and any proposed changes or developments in the University and in the areas surrounding the Camperdown and Darlington campuses. The objective of this liaison is to promote the understanding and conservation of heritage significance shared between the University and the adjoining properties.