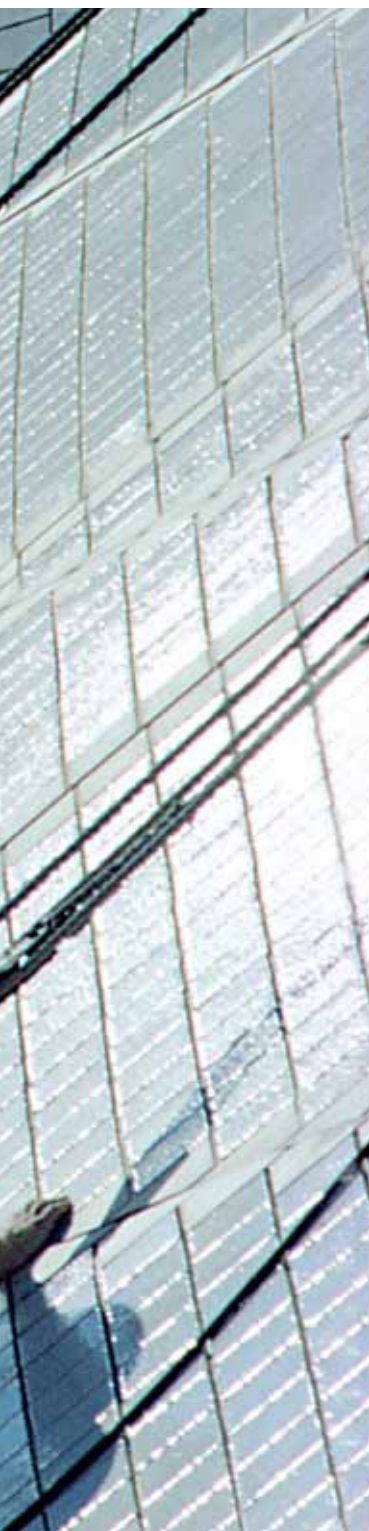


PART 6. MONITORING







6.A KEY INDICATORS FOR MEASURING STATE OF CONSERVATION

The Sydney Opera House Trust uses sophisticated mechanisms and procedures to manage the maintenance and presentation of the building and its site under a program of continuous conservation. Formal monitoring systems with wide ranging indicators that measure the state of conservation are in place. These are enshrined in legislation and overseen by the New South Wales Government and the Australian Government. Baseline data for measuring the state of conservation for the property are detailed in the *Sydney Opera House: a plan for the conservation of the Sydney Opera House and its site 2003* (the Conservation Plan (SOH)), the *Sydney Opera House upgrade program*, the condition monitoring reports and various other conservation and monitoring documents (see Part 6.A ii).

6.A (i) External monitoring mechanisms

The *Management plan for the Sydney Opera House 2005* establishes formal monitoring mechanisms and obligations for various parties regarding the management of the heritage values of the Sydney Opera House. The plan is described in Part 5.E. Key requirements include:

- the Sydney Opera House Conservation Council providing advice to the Sydney Opera House Trust on a wide range of issues relating to the conservation and condition of the Sydney Opera House and the management of its heritage values; and
- the Sydney Opera House Trust reporting on conservation matters to New South Wales Government ministers responsible for the administration of planning and heritage legislation.

The Conservation Plan (SOH) is a central document used in monitoring the property's state of conservation. It identifies the heritage significance of the building and its site and outlines the policies and actions required to conserve that significance. The Conservation Plan (SOH) specifies ways for managing change to ensure that there is no degradation to the building or its site. It also identifies thresholds at which change would have an adverse effect on the heritage values.

6.A (ii) Internal monitoring mechanisms

A range of documents have been developed by the Sydney Opera House Trust to monitor the Sydney Opera House's state of conservation, protect its heritage values and manage its assets. These include a building standards manual; strategic building plans; strategic asset maintenance plans; building asset strategy plans; emergency plans; security plans and policies; and a crisis management plan. These management tools are reviewed and updated regularly. They ensure that maintenance requirements and projected capital improvements are identified over a 25-year cycle. Maintenance and replacement cycles are set out within this 25-year cycle. These explain clearly what needs to be done and when it needs to be done in order to conserve the heritage values of the property and maintain its reputation as a leading performing arts centre and iconic building.



6.2

Figure 6.2 Monitoring the sealants to the tiling

The method of monitoring and assessing the conservation and condition of the site is encapsulated in Building Condition Indices that have evolved from quarterly condition monitoring reports. The Building Condition Indices database details thousands of individual building fabric inspections that are used to determine trends in the building's condition and to plan future preventative conservation works. They are also used by the Sydney Opera House staff responsible for the care of the building and by maintenance and cleaning contractors to assess the condition of the site. The Building Condition Indices database has over 490 000 entries that detail the condition of every place, room, functional space, location zone and level of the building.

The Sydney Opera House has a specially trained, around-the-clock security team to address security needs and specifically ensure no damage occurs to the building by third parties.

6.B ADMINISTRATIVE ARRANGEMENTS FOR MONITORING PROPERTY

The Sydney Opera House Trust is the custodian of the building and its site and is responsible for its administration and upkeep under the terms of the *Sydney Opera House Trust Act 1961* (NSW). The internal administrative arrangements for monitoring the property's state of conservation are undertaken by the Trust's Facilities Portfolio, its staff and contractors. The Facilities Portfolio has responsibility for developing strategies and maintenance plans (outlined in Part 6.A) and preparing maintenance schedules and contracts consistent with these. A specialist technical department within the Facilities Portfolio is responsible for the ongoing care of the site.

The Sydney Opera House's asset maintenance and planning framework requires the Building Conservation Contractor to conduct monthly or quarterly inspections. This periodic monitoring ensures quick identification and rectification of maintenance and conservation matters.

The Sydney Opera House Conservation Council provides advice on the care, control and maintenance of the building. The council was established in 1996 and is guided by the Conservation Plan (SOH). It conducts formal annual inspections of the property and reviews significant works and expenditures, in accordance with the Sydney Opera House's strategic building and asset maintenance plans. In the event that the Sydney Opera House is inscribed on the World Heritage List, the charter and membership of the council would be expanded to incorporate further functions (see *Management plan for the Sydney Opera House 2005: 22–23*).

The Sydney Opera House Trust and the executive management of the Sydney Opera House consider the impact of day-to-day and minor management actions on the condition of the property. This ensures that these actions, which would not require assessment or approval in a less significant building, are also monitored. See Part 8.B for contact information.

6.C RESULTS OF PREVIOUS REPORTING EXERCISES

The first major assessment of the condition of the Sydney Opera House was undertaken by the New South Wales Department of Public Works (now the New South Wales Department of Commerce) in 1988. The assessment found that the property was in good condition but identified areas where maintenance and preservation could be improved. The resulting report, the *Sydney Opera House upgrade program*, became the basis for a 10-year program. The upgrade program overlapped with the development of the Conservation Plan (SOH). The Conservation Plan (SOH) was first drafted in 1993, updated in 1999 and revised in 2003. The 1993 plan found that intrusive additions or alterations had occurred over time and made a number of recommendations to ensure the preservation of the building and its site. These recommendations have been acted upon or incorporated into the relevant strategic building and asset maintenance plans.