The Royal Australian Mint – Former Process Building Heritage Management Plan 2026

PREPARED FOR
Department of Finance

DATE
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The Department of Finance would like to acknowledge the Traditional Custodians of the lands, waters, sky and surrounds, the Ngunnawal people, and pay respects to their Elders past, present and emerging.

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ACRONYMS AND ABBREVIATIONS

Acronym	Description
ACT	Australian Capital Territory
BCA	Building Code of Australia
CHL	Commonwealth Heritage List
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DDA	*Disability Discrimination Act 1992*
EPBC Act	*Environment Protection and Biodiversity Conservation Act 1999*
EPBC Regulations	Environment Protection and Biodiversity Conservation Regulations 2025
ERM	Environmental Resources Management Australia Pty Ltd
FHR	Finance Heritage Register
Finance	Department of Finance
HIA	Heritage Impact Assessment
HMP	Heritage Management Plan
HRH	His Royal Highness
ICOMOS	International Council on Monuments and Sites
MNES	Matters of National Environmental Significance
NCA	National Capital Authority
NCC	National Construction Code
NCDC	National Capital Development Commission
NCP	National Capital Plan
NHL	National Heritage List
PAMP	Property Asset Management Plan
PSP	Property Service Provider
The RAM	The Royal Australian Mint
RAO	Representative Aboriginal Organisation
RNE	Register of the National Estate
The Burra Charter	*The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance* (Adopted 31 October 2013)
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHL	World Heritage List

DEFINITIONS

The following definitions are taken from The Burra Charter. Sources for other terms not included in the Burra Charter are noted.

Name	Definitions
Adaptation	Changing a place to suit the existing use or a proposed use.
Associations	The connections that exist between people and place.
Compatible use	A use which respects the cultural significance of a place. Such a use involves no, or minimal, impact on cultural significance.
Conservation	All the processes of looking after a place as to retain its cultural significance.
Interpretation	All the ways of presenting the cultural significance of a place.
Maintenance	The continuous protective care of a place and its setting. Maintenance is to be distinguished from repair which involves restoration or reconstruction.
Preservation	Maintaining a place in its existing state and retarding deterioration.
Reconstruction	Returning a place to a known earlier state and is distinguished from restoration by the introduction of new material. This is not to be confused with either re-creation or conjectural reconstruction, which are outside the scope of the Burra Charter.
Restoration	Returning a place to a known earlier state by removing accretions or reassembling existing components without the introduction of new material.
Setting	The immediate and extended environment of a place that is part of or contributes to its cultural significance and distinctive character.
Tolerance for Change	The extent to which heritage attributes or elements of a place are able to tolerate change (modification/alteration) without adversely affecting heritage values (Bourke 2010).

EXECUTIVE SUMMARY

Environmental Resources Management Australia Pty Ltd (ERM) was commissioned in December 2024 by the Department of Finance (Finance) to prepare an updated Heritage Management Plan (HMP or plan) for the Royal Australian Mint in Canberra, ACT (the RAM). This plan has been prepared to assist Finance with meeting its Commonwealth heritage obligations under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

This plan replaces the previous plan prepared for the RAM by ERM for Finance in 2020. This plan responds to and reflects changes that have occurred over the past 5 years at and in relation to the RAM. These include any updated statutory information, changes to heritage status, provision of a revised condition and significance assessment, update of inspection and maintenance regime, revision of roles and responsibilities, and the demonstration of the plan's compliance with statutory requirements.

This plan is focused on the Former Process Building and its immediate setting. A separate HMP has been prepared for the Former Administration Building.

This plan contains practical policies and guidelines for the ongoing heritage management of the RAM. The RAM is located on Commonwealth land, managed by a Commonwealth agency, and is therefore required to be managed in accordance with the provisions of the EBPC Act. The RAM was included on the Commonwealth Heritage List (Place ID # 106191) in January 2016 for its historic heritage values.

This updated HMP reaffirms that the RAM meets the threshold for inclusion on the Commonwealth Heritage List for its historic heritage values and additional items of heritage significance that were identified in the 2020 HMP including the timber block flooring and vaults in the Former Process Building. This plan concurs that the RAM does not contain Indigenous or natural heritage values.

Policies and guidelines have been included within this document to provide management advice to the responsible Site stakeholders and support implementation of this plan. Any proposed action that is not consistent with the policies outlined within this plan would require consideration under the EPBC Act, with expert advice sought from a heritage consultant where necessary. Maintenance plans also provide schedules for catch-up maintenance, cyclical preventative maintenance, and planned works.

A practical Heritage Handbook including "Dos and Don'ts" guidelines for the heritage values of the study area has been updated and is presented as Appendix G of this plan. This handbook provides further guidance for tradespeople, maintenance supervisors, and tenants and provides technical advice consistent with retaining the RAM's heritage values.

Any proposed action at the RAM needs to be considered under the EPBC Act, with expert advice sought from a heritage consultant where necessary.

This plan has been structured to provide clear guidance that aligns with statutory requirements as follows:

HMP Section	HMP Information
1. Introduction	Site location, heritage status, methodology
2. Aims of the HMP	Aims of the plan
3. Planning Framework	Statutory and non-statutory information and guidance to support compliance and implementation
4. Site Overview	Site description, historical chronology, and management responsibilities
5. Heritage Values Summary	Summary of assessment of heritage values
6. Management Analysis	Constraints, opportunities, and issues to consider in the long-term management of the RAM
7. Policies and Guidelines	Policies and guidelines to support heritage conservation, maintenance, and compliance in the management of the RAM; maintenance inspection plans and a schedule of catch-up maintenance is included
8. Implementation Plan	Actions, responsibilities, and timeframes to support the implementation of the plan
9. References	Reference list of key sources used to prepare the plan
Appendix A:	Heritage Citation
Appendix B:	Aboriginal Stakeholder Consultation
Appendix C:	Indigenous Heritage Assessment Methodology
Appendix D:	Historical Background
Appendix E:	Natural Heritage Assessment
Appendix F:	ERM – Finance Significance Ranking System
Appendix G:	Former Process Building Heritage Handbook
Appendix H:	Chance Find Protocols
Appendix I:	Work Maintenance Record Form
Appendix J:	EPBC Regulations Compliance Checklists

1. INTRODUCTION

Environmental Resources Management Australia Pty Ltd (ERM) was commissioned in December 2024 by the Department of Finance[1] (Finance) to prepare an updated Heritage Management Plan (HMP or plan) for the Royal Australian Mint (the RAM) Former Process Building in Canberra, Australian Capital Territory (ACT). This plan has been prepared to assist Finance with meeting its Commonwealth Heritage obligations under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).



PHOTOGRAPH 1-1 THE RAM C.1960S (SUPPLIED BY THE RAM)

The whole site is included in the Commonwealth Heritage List (CHL). References to the RAM site in this report refer to the site as a whole, including the Process Building, the Administration Building, and various ancillary buildings.

The Royal Australian Mint Process Building - also now known as The Mint - is referred to throughout this report as the Former Process Building. The Former Process Building is occupied by the Royal Australian Mint, a government agency within the Commonwealth Government portfolio of the Treasury and the provider of Australia's circulating coinage. Any references in this plan to the government agency will be simply the RAM.

This plan is focused on the Former Process Building and its immediate setting. A separate HMP has been prepared for the Former Administration Building.

1.1 SITE LOCATION

The RAM site is positioned on 3.5 hectares of land located approximately 4 kilometres south-west of Parliament House on Block 1 Section 65 in the suburb of Deakin. The Former Process Building's street address is 60-66 Denison Street, Deakin ACT. The location of the RAM is shown in Figure 1-1.

[1] The Department of Finance acts on behalf of the Minister for Finance and the final making of a HMP (i.e. legislative instrument) rests with Minister.

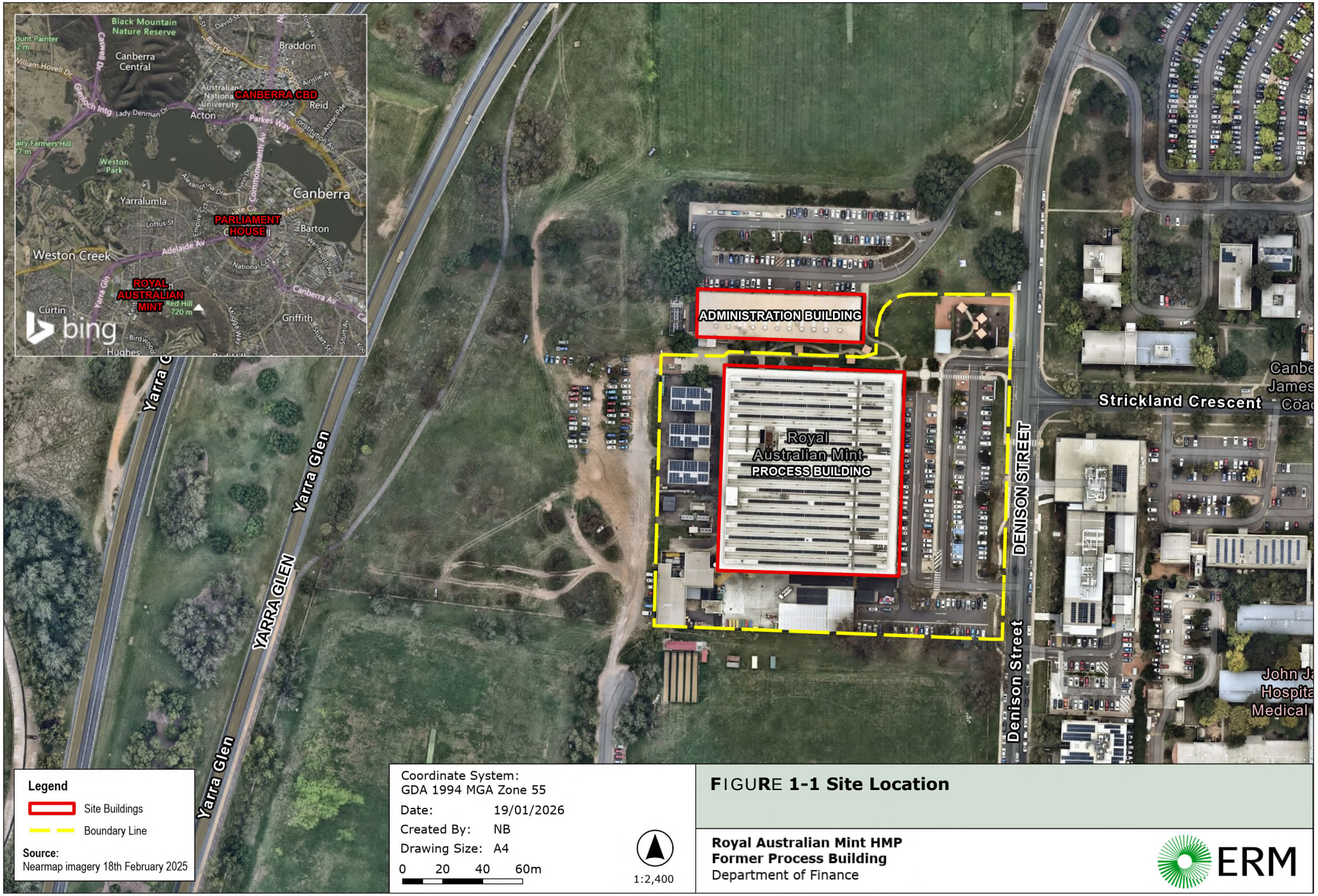
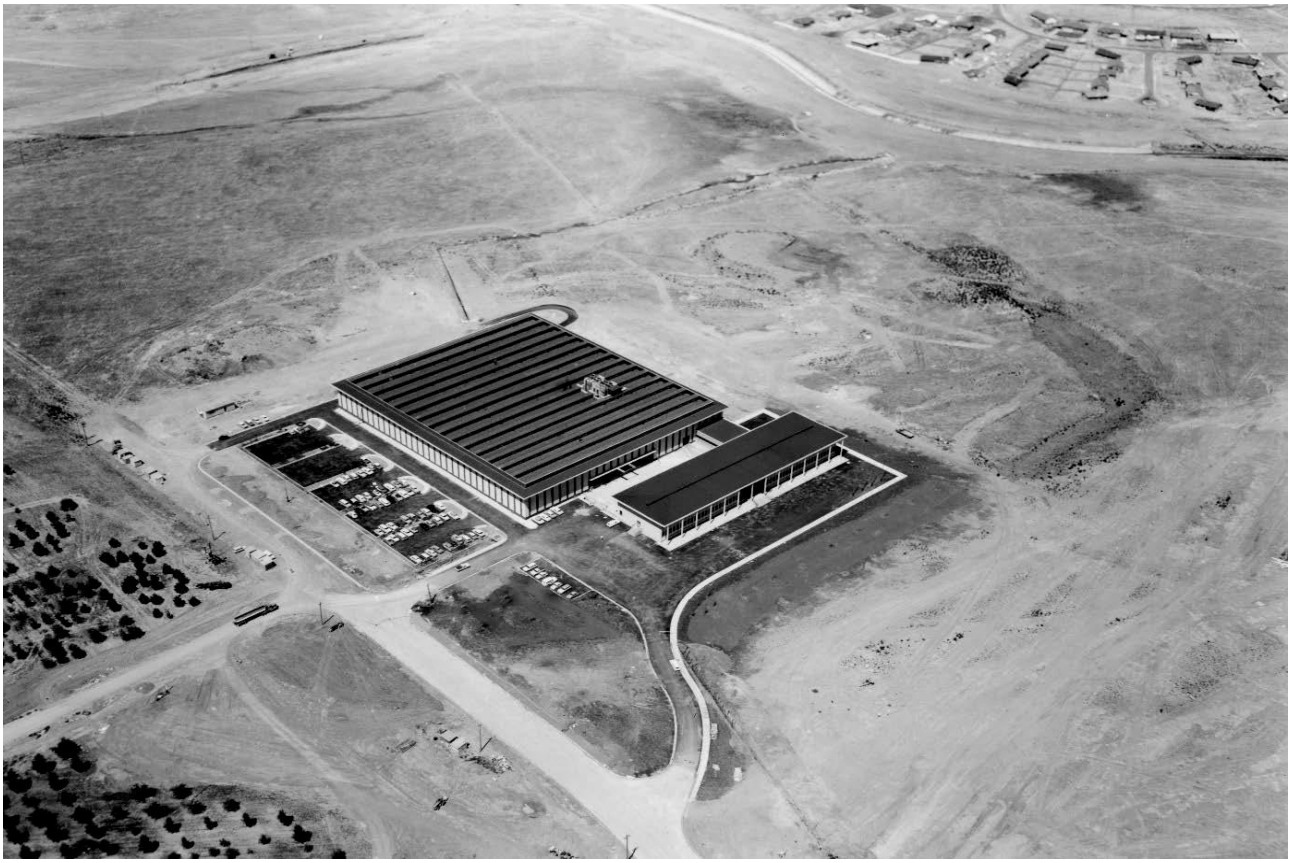


FIGURE 1-1 Site Location

Royal Australian Mint HMP
Former Process Building
Department of Finance

ERM

0762239_Ventia_RAM_HA_R1.aprx



PHOTOGRAPH 1-2 AERIAL VIEW OF THE RAM, C1960S (SUPPLIED BY THE RAM)

1.2 CURRENT HERITAGE STATUS

The RAM site is included on the CHL and the Finance Heritage Register (FHR).

1.2.1 COMMONWEALTH HERITAGE STATUS

The RAM site (including the Former Process Building, Former Administration Building, and landscape features) was listed on the CHL (Place ID #106191) in February 2016. The official citation is provided at Appendix A for ease of reference.

The RAM's key listed heritage values include:

- its historical and architectural significance to the Commonwealth of Australia;
- its significance as the first Australian mint to be established independently of the Royal Mint, London;
- its iconic status in Canberra as a key tourist attraction;
- its representativeness as part of a period of rapid civic development that occurred in Canberra during the 1960s; and
- as an excellent example of the stripped-classical style of architecture.

1.2.2 FINANCE HERITAGE REGISTER

Finance has established a heritage register in accordance with the EPBC Act and Regulations to ensure properties within the Finance property portfolio identified as having heritage values are appropriately assessed and managed. The Former Process Building is included on the FHR.

1.2.3 ACT HERITAGE REGISTER

The RAM was included on the ACT Heritage Register in 2012 as a Provisional Registration. In 2013 the decision was made to reject the Provisional Registration status, since the RAM is on Commonwealth Land, and therefore outside the jurisdiction of the *Heritage Act 2004* (ACT). The RAM is therefore not included on the ACT Register.

1.3 METHODOLOGY

The preparation of this plan involved review of background documents (including previous management plans), consultation with the Former Process Building Facility Manager, and Site assessment. This plan's consistency with the EPBC Act requirements for management plans for Commonwealth Heritage places is provided in Appendix J. It has been prepared in reference to the following legislative instruments, frameworks, and leading practice guidelines:

- EPBC Act and Environment Protection and Biodiversity Conservation Regulations 2025 (EPBC Regulations);
- *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, 2013* (the Burra Charter);
- *Commonwealth Heritage Strategy Guidelines and Template*, Department of Climate Change, Energy, the Environment and Water (DCCEEW) 2025;
- *Identifying Commonwealth Heritage Values and Establishing a Heritage Register*, Australian Heritage Council (AHC) 2010;
- *Working Together Managing Commonwealth Heritage Places, A guide for Commonwealth Agencies*, Commonwealth of Australia 2019;
- *Ask First: A Guide to Respecting Indigenous Heritage Places and Values*, AHC 2002;
- *Interim Engaging with First Nations People and Communities on Assessments and Approvals under the EPBC Act*, DCCEEW 2023; and
- *Australian Natural Heritage Charter for the Conservation of Places of Natural Heritage Significance*, AHC 2002;
- The ERM-Finance Significance Ranking guide;
- *Heritage Act 2004* (ACT); and
- ACT Heritage (Representative Aboriginal Organisations) Declaration 2006 (No. 1).

1.3.1 BACKGROUND REVIEW

Background research for the preparation of this plan is based on existing information as presented in the previous HMP prepared by ERM in 2020, the Building Inspection Report from December 2024, Outline of Roles and Responsibilities, updated Site Plans as provided in 2025, and updated heritage database searches.

1.3.2 SITE INSPECTION

A site inspection of the Former Process Building was undertaken by an ERM Heritage Consultant and ERM Principal Heritage Consultant on 20 February 2025. All photos included in the report were taken at this time unless otherwise identified.

1.4 CONSULTATION

Consultation has been undertaken during ERM's involvement with the Former Process Building with the following organisations:

- Finance; and
- the Property Service Provider (PSP) for Finance.

Consultation with the PSP Facilities Manager for the RAM was undertaken during the site inspection to understand any Site changes, physical condition changes, and any Site management issues that have occurred since 2020.

Public consultation for this plan was undertaken on XX 2026.

Drafting Note: To be updated following consultation with detail of comments received.

Details of consultation with Indigenous stakeholders (2020) is provided in Appendix B.

1.5 ASSUMPTIONS AND LIMITATIONS

HMPs, through their inventories of assets and precinct descriptions, enable Finance to identify and manage heritage values in its property portfolio. HMPs should be the first port of call to assist in decision-making. However, the HMP will not necessarily cover all activities that could potentially impact on heritage values on-site. Additional advice may need to be sourced from heritage professionals, either internally or externally, to determine whether a proposed action may cause a significant impact on the heritage values.

Whilst the HMP presents a robust framework for effective management, the implementation of management actions is subject to resource availability. It should be acknowledged that the heritage requirements of the EPBC Act and the EPBC Regulations at times require significant investment of resources by Finance. Therefore, a balance must be identified between Finance's objectives to manage and maintain its property portfolio to support the ongoing use and function of these properties and the ongoing protection of heritage values.

1.6 AUTHORSHIP

This report was prepared by an ERM Heritage Consultant and an ERM Principal Heritage Consultant. An ERM Consulting Director – Heritage completed the technical review. An ERM Partner completed a quality assurance review.

1.7 ACKNOWLEDGEMENTS

ERM would like to thank the following people for their assistance in preparing this report:

- The Property Management and Projects Branch, Commercial Group, Department of Finance for input and review;
- PSP Facilities Manager; and
- The PSP for providing resources.

2. AIMS OF THE PLAN

This updated plan has been prepared to assist Finance with understanding and meeting its Commonwealth Heritage obligations for the Former Process Building as part of the RAM under the EBPC Act. This plan responds to and reflects any changes that have occurred over the past 6 years at and in relation to the Site, including any updated statutory information and changes to heritage status, and provision of a revised condition and significance assessment. This plan contains practical policies and guidelines for the ongoing heritage management of the Site in Section 7. An action plan to support implementation of this plan is provided in Section 8.

3. PLANNING FRAMEWORK

3.1 FEDERAL LEGISLATION

3.1.1 ENVIRONMENT PROTECTION AND BIODIVERSITY CONSERVATION ACT 1999

The primary objective of the EPBC Act is to provide for the protection of the environment, particularly those aspects that are Matters of National Environmental Significance (MNES). The key parts of the EPBC Act that are of direct relevance to the heritage assessment and management of RAM are:

- Part 3, Division 1: Requirements Relating to Matters of National Environmental Significance;
- Section 26: Requirement for approval of activities involving Commonwealth land with the potential to have a significant impact on the environment;
- Section 28: Requirement for approval of activities undertaken by a Commonwealth agency with the potential to have a significant impact on the environment;
- Sections 341S, 341V and 341X: Management plans for Commonwealth Heritage Places, Compliance with plans by the Commonwealth and Commonwealth agencies and Review of plans at least every 5 years;
- Section 341ZC: Requirement to minimise adverse impacts on the heritage values of a place included on the National Heritage List (NHL) and/or CHL; and
- Section 341ZE: Requirement to provide ongoing protection of heritage values of a place included on the CHL in the event of sale or transfer.

3.1.1.1 MATTERS OF NATIONAL ENVIRONMENTAL SIGNIFICANCE

Part 3, Division 1 of the EPBC Act requires that actions that have, will have, or are likely to have a significant impact on MNES require approval from the Environment Minister[2]. The MNES are:

- World Heritage Areas;
- National Heritage Places;
- Wetlands of international importance (through the Ramsar Convention on Wetlands[3]);
- Listed threatened species and communities;
- Listed migratory species;
- Nuclear actions;
- Commonwealth marine environments;
- The Great Barrier Reef Marine Park; and
- a water resource, in relation to coal seam gas development and large coal mining development.

Under this Division of the EPBC Act, any action that will or is likely to have a significant impact on a MNES is to be referred to the DCCEEW for consideration by the Environment Minister.

[2] The Minister administering the EPBC Act.
[3] The Convention is in Australian Treaty Series 1975 No. 48 ([1975] ATS 48) and could in 2026 be viewed in the Australian Treaties Library on the AustLII website (http://www.austlii.edu.au).

DCCEEW administers a web-based search tool that allows a geographic search of all the species and ecological communities listed under the EPBC Act, and NHL and CHL places that are expected/likely to be present within a given area. This tool does not preclude site verification.

3.1.1.2 SECTIONS 26 AND 28

Section 26 relates to actions undertaken on Commonwealth land which will or are likely to significantly impact the environment and Section 28 relates to actions undertaken by a Commonwealth agency (such as Finance) which will or are likely to significantly impact the environment. The term 'environment' has a broader coverage than MNES or sections 341ZC & 341ZE (outlined below) and relates to environmental matters that are not necessarily formally listed. This provision can include the consideration of state or territory listed species and heritage values. The EPBC Act defines the environment as:

a. ecosystems and their constituent parts, including people and communities; and
b. natural and physical resources; and
c. the qualities and characteristics of locations, places and areas; and
d. heritage values of places; and
e. the social, economic and cultural aspects of a thing mentioned in paragraph (a), (b), (c) or (d).

Any actions which will or are likely to significantly impact the environment need to be assessed with respect to the potential significance of impacts on the environment generally. If potentially significant impacts are identified, opportunities for their avoidance, reduction, or management must be sought. A referral under Part 7 of the EPBC Act may also need to be considered.

3.1.1.3 SECTIONS 341S, 341V AND 341X

Section 341S of the EPBC Act requires a Commonwealth agency to prepare a Management Plan for a place on the CHL in accordance with the EPBC Regulations, which provide the Commonwealth Heritage Management Principles.

The Commonwealth and Commonwealth agencies must comply with the Management Plan (EPBC Act, Section 341V) and the responsible Commonwealth agency must undertake a review and update of the plan at least once every 5 years in accordance with Section 341X of the EPBC Act.

3.1.1.4 SECTION 341ZC

This section of the EPBC Act requires adverse impacts to the heritage values of a National or Commonwealth Heritage place to be avoided and minimised. This includes direct impacts from physical disturbance or could also include secondary impacts in the event of activities that would impact on the visual aspect, cultural importance, landscaping, or curtilage of an adjacent property.

3.1.1.5 SECTION 341ZE

This section of the EPBC Act applies whether a Commonwealth agency sells or leases a Commonwealth area that is or includes part of a Commonwealth Heritage place. Finance must notify the Environment Minister of such an intent at least 40 business days prior to the transfer or sale and include in the sale or lease contract a covenant to protect the Commonwealth Heritage values of the place during the sale process and after the property has left Commonwealth control.

3.1.1.6 COMMONWEALTH HERITAGE LIST CRITERIA

The CHL criteria are established under Section 341D(3) of the EPBC Act and provided in regulation 10.03A(2) of the EPBC Regulations. A place can be included on the CHL if it is found to be **significant** against one or more of the following criteria:

TABLE 3-1 COMMONWEALTH HERITAGE LIST CRITERIA

Assessment Criteria for the Commonwealth Heritage List
Criterion A The place has significant heritage value because of the place's importance in the course or pattern of Australia's natural or cultural history.
Criterion B The place has significant heritage value because of the place's possession of uncommon, rare or endangered aspects of Australia's natural or cultural history.
Criterion C The place has significant heritage value because of the place's potential to yield information that will contribute to an understanding of Australia's natural or cultural history.
Criterion D The place has significant heritage value because of the place's importance in demonstrating the principal characteristics of: A class of Australia's natural or cultural places; or A class of Australia's natural or cultural environments.
Criterion E The place has significant heritage value because of the place's importance in exhibiting particular aesthetic characteristics valued by a community or cultural group
Criterion F The place has significant heritage value because of the place's importance in demonstrating a high degree of creative or technical achievement at a particular period.
Criterion G The place has significant heritage value because of the place's strong or special association with a particular community or cultural group for social, cultural or spiritual reasons.
Criterion H The place has significant heritage value because of the place's special association with the life or works of a person, or group of persons, of importance in Australia's natural or cultural history.
Criterion I The place has significant heritage value because of the place's importance as part of Indigenous tradition.

The RAM is included on the CHL against criteria A, B, D, and G. The CHL citation is provided at Appendix A.

Previous assessments have concluded that the building also meets the threshold for criteria E.

3.1.2 ABORIGINAL AND TORRES STRAIT ISLANDER HERITAGE PROTECTION ACT 1984

The *Aboriginal and Torres Strait Islander Heritage Protection Act 1984* protects significant Aboriginal areas and objects which are declared under the Act. The Act will take precedence over inconsistent State and Territory laws. A significant Aboriginal area or object is defined as one that is of particular importance to Aboriginal people according to Aboriginal tradition. Declarations under the Act may be made by the relevant Minister on application by or on behalf of an Aboriginal or Torres Strait Islander person or group if the Minister is satisfied that the area or object is under serious and immediate threat of injury or desecration.

3.1.3 AUSTRALIAN CAPITAL TERRITORY (PLANNING AND LAND MANAGEMENT) ACT 1988 AND THE NATIONAL CAPITAL PLAN

All land in the ACT belongs to the Commonwealth and, under the *Australian Capital Territory Planning and Land Management Act 1988* (Commonwealth) (P&LM Act) is either:

- National land – managed by the Commonwealth; or
- Territory land – managed by the ACT Government under the *Planning and Development Act 2007* (PD Act).

National Land that is designated as land required for the special purposes of Canberra as the National Capital is administered by the NCA. Finance is responsible for National Land that is not administered by the NCA. The Site sits within National land which is administered by the NCA.

The P&LM Act provides for the preparation of the National Capital Plan (NCP), which is to be administered by the NCA. The P&LM Act legislates the object of the plan: "to ensure that Canberra and the Territory are planned and developed in accordance with their national significance." To that end, the NCP outlines planning principles and policies, standards for the maintenance and enhancement of the National Capital and general aesthetic principles. The Commonwealth and ACT governments must not undertake an activity that is inconsistent with the NCP.

The NCP may also define Designated Areas, which are those that have special characteristics of the National Capital, and may also set out detailed conditions on planning, design, and development. Works within Designated Areas must be approved by the NCA, rather than the ACT Government.

The NCP can be accessed online at https://www.legislation.gov.au/F2007B00014/latest/text.

3.1.3.1 PLANNING FRAMEWORK: NATIONAL CAPITAL PLAN

The NCP is administered by the NCA and outlines planning principles and policies, standards for the maintenance and enhancement of the national capital, and general aesthetic principles. The Commonwealth and ACT governments must not undertake an activity that is inconsistent with the NCP. The NCP was updated in September 2024.

The Former Process Building is included within the Diplomatic Precinct (Yarralumla, Deakin and O'Malley) which is a Designated Area in the NCP (Figure 3-1). Designated Areas are classified as areas that have the "special characteristics of the National Capital" (NCP 2025). These areas are subject to specific development guidelines under the NCP.

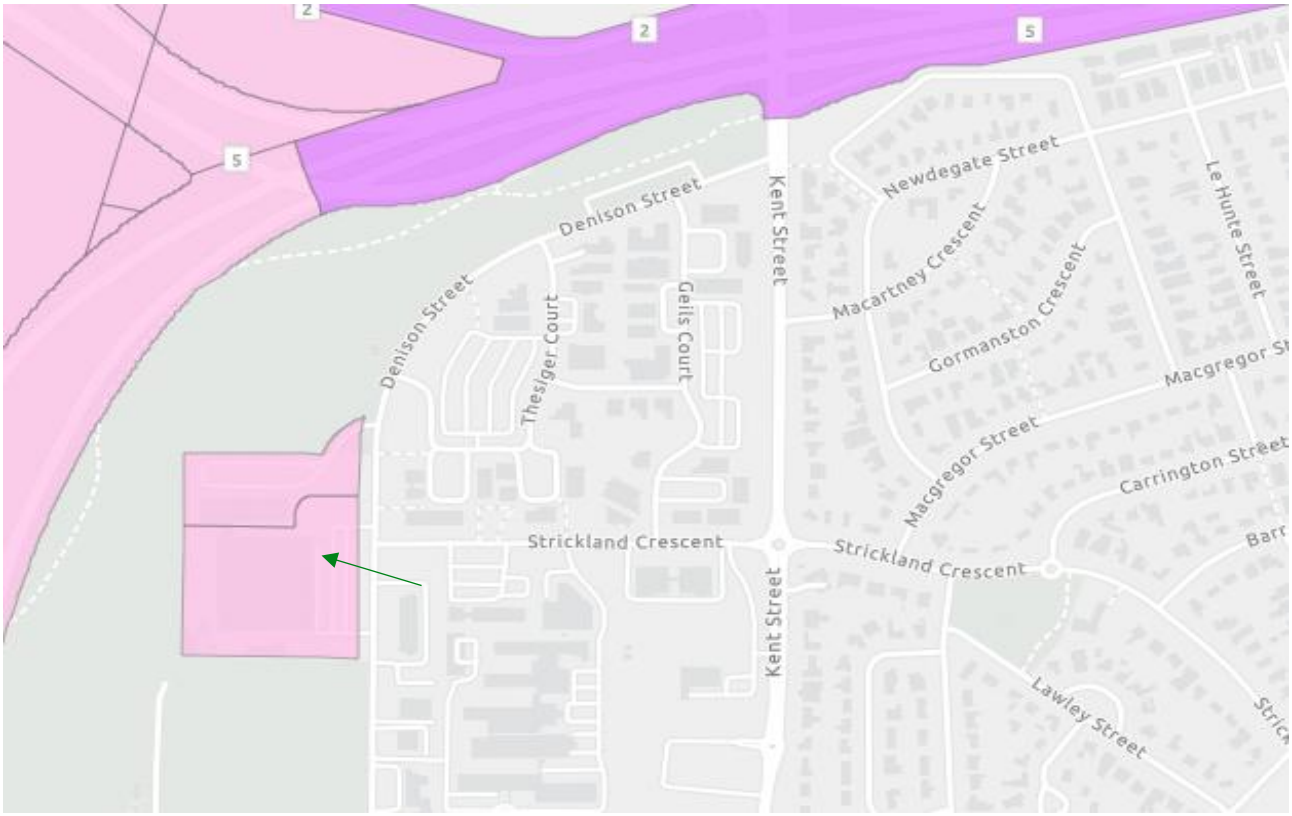


FIGURE 3-1 YARRALUMLA AND DEAKIN DIPLOMATIC PRECINCT LOCATION, RAM LOCATION SHOWN IN PINK, INDICATED BY GREEN ARROW (NCP 2025)

Diplomatic Precinct Code

Designated Areas are subject to specific policies; each designated area precinct is subject to its own code, the Diplomatic Precinct Code includes policies relating to building form and envelope and architectural requirements that apply to diplomatic missions, the Former Process Building is subject to the Diplomatic Precinct's Land Use Policy which is detailed below.

Land Use

Land use for the Former Process Building is designated as National Capital Use (Figure 3-2) which is defined in the NCP as:

> *The use of any land, building or structure for the purpose of a work of special status and national interest. This includes the National Library, the National Gallery, the High Court, the National Archives, the National Museum of Australia, the Australian War Memorial, the Prime Minister's Residence, the Governor-General's Residence, the Australian National University, the Australian National Botanic Gardens, Commonwealth Offices needing prestigious locations, national memorials, National Association Offices as herein defined, a hospitality house or a Commonwealth Government conference centre and the like.*

In August 2018 an amendment to the NCP was approved (Amendment 90 – Block 5 Section 65 Deakin: Mint Administration Building) to change the land use policy of the Administration Building from National Capital Use only, to a mixed-use policy. The NCP (Vol. 4, Section 4.14.4) states that permitted land uses on sites identified for 'Mixed Use' are:

- National Capital Use;
- Consulting Rooms (veterinary services restricted to small/domestic animals only);
- Health Centre; and
- Office.

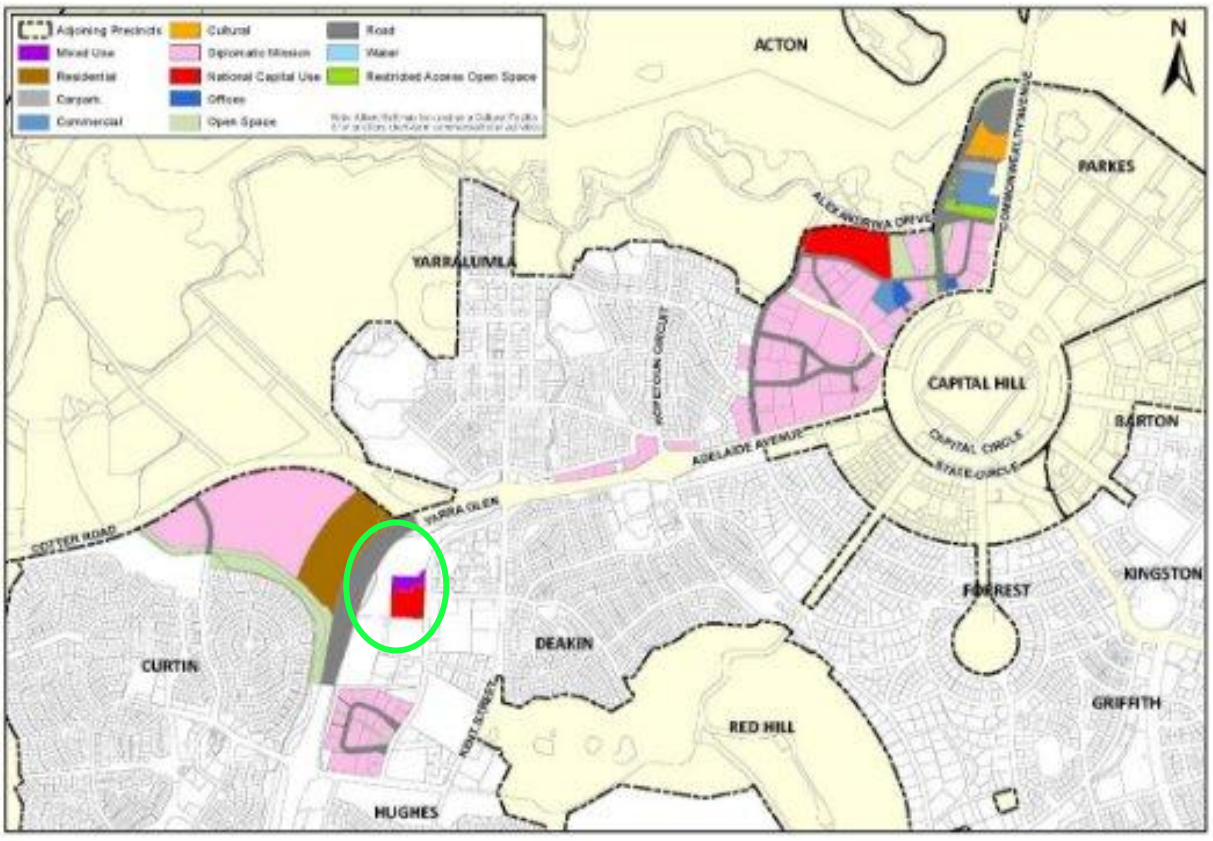


FIGURE 3-2 LAND USE FOR THE YARRALUMLA AND DEAKIN DIPLOMATIC PRECINCT, RAM LOCATION SHOWN IN GREEN CIRCLE (NCP 2025)

3.1.4 NATIVE TITLE ACT 1993

Section 211 of the *Native Title Act 1993* provides that holders of native title rights covering certain activities do not need authorisation required by other laws to engage in those activities. At present, the RAM is not subject to a native title determination, however, if native title is determined to exist over the Site in the future, the native title holders would have the right recognised in the determination.

3.1.5 DISABILITY DISCRIMINATION ACT 1992

The *Disability Discrimination Act 1992* makes it unlawful to discriminate against people with disabilities and aims to remove the direct and indirect barriers preventing equal opportunities for disabled persons, and thus their full participation in the community.

This Act relates to the provision of goods and services, access to facilities, and physical access to public places. Section 23 of the Act states it is unlawful to discriminate against another person on the grounds of another person's disability in connection with access to premises. Section 29A of the Act has the effect that it is not unlawful for a person to discriminate against

another person on the grounds of a disability in connection with access to premises if avoiding the discrimination would impose unjustifiable hardship on the discriminator.

Unjustifiable hardships in complying with the requirements of the National Construction Code (NCC) may include financial impacts as well as adverse heritage impacts. If strict adherence to these requirements is likely to cause adverse heritage impacts to significant fabric, then alternative means of meeting the objectives of the codes/legislation should be investigated.

3.1.6 NATIONAL CONSTRUCTION CODE OF AUSTRALIA

The NCC is published and maintained by the Australian Building Codes Board. It contains technical provisions for the design and construction of buildings and other structures throughout Australia and is given legal effect by building regulatory legislation in each state & territory. The NCC covers such matters as structure, fire resistance, access and egress, services and equipment, and certain aspects of health and amenity. The operation of parts of the NCC is varied by ACT building regulations.

3.1.7 COPYRIGHT ACT 1968

The information provided in this section has been drawn from the Copyright Agency's website:

www.copyright.com.au/about-copyright/copyright-basics/moral-rights

There are legal obligations to attribute (credit) creators, and not to treat their work in a derogatory way. Moral rights are rights provided to creators, including architects, under copyright law to protect both their reputation and the integrity of their work. In Australia, moral rights were introduced in December 2000 an amendment - the *Copyright Amendment (Moral Rights) Act 2000*. This legislation provides creators with 3 rights:

- the right of attribution of authorship;
- the right not to have authorship of their work falsely attributed; and
- the right of integrity of authorship. This protects creators from their work being used in a derogatory way that may negatively impact on their character or reputation.

Moral rights (except in relation to a cinematographic film) last for the same time as copyright in a work, the term of which is usually the creator's life plus 70 years.

3.2 TERRITORY LEGISLATION AND PLANNING

ACT legislation and planning controls may apply to certain activities while the RAM remains in Commonwealth ownership or control. All ACT requirements would apply in the event of sale or divestment from Commonwealth ownership.

3.2.1 ACT HERITAGE ACT 2004

The *Heritage Act 2004* (ACT) protects the natural and cultural history of the ACT through protection provisions and the establishment of a Heritage Council. This Act was updated with the Heritage Amendment Act 2020.

The *Heritage Act 2004* (ACT) would apply to the RAM in the event that the property leaves Commonwealth control. Guidance on managing this type of change is provided at Section 6.2 of this plan. While the Former Process Building remains in Commonwealth ownership, the requirements of the *Heritage Act 2004* provide relevant information in the event that divestment of the Site is considered in the future.

The *Heritage Act 2004* (ACT) outlines 8 criteria for the identification and assessment of heritage values. The criteria are used to identify places with heritage significance and include a ranking system. Places assessed against one or more criteria as being of Territory significance can be included on the ACT Heritage Register.

For a place or an object to be determined as having heritage significance it must satisfy one or more of the legislative criteria:

a) it is important to the course or pattern of the ACT's cultural or natural history;

b) it has uncommon, rare or endangered aspects of the ACT's cultural or natural history;

c) it has potential to yield information that will contribute to an understanding of the ACT's cultural or natural history;

d) it is important in demonstrating the principal characteristics of a class of cultural or natural places or objects;

e) it is important in exhibiting particular aesthetic characteristics valued by the ACT community or a cultural group in the ACT;

f) it is important in demonstrating a high degree of creative or technical achievement for a particular period;

g) it has a strong or special association with the ACT community, or a cultural group in the ACT for social, cultural or spiritual reason; and/or

h) it has special association with the life or work of a person, or people, important to the history of the ACT.

3.2.1.1 ACT HERITAGE (REPRESENTATIVE ABORIGINAL ORGANISATIONS) DECLARATION 2006 (NO 1)

Under the *Heritage Act 2004* (ACT) (Section 14), this instrument provides for the scope of consultation with declared ACT Representative Aboriginal Organisations (RAOs).

3.2.1.2 HERITAGE AND DEVELOPMENT IN THE ACT

The following information is provided in the event that the Site is divested from Commonwealth ownership and control, and the land tenure changed; ACT legislation would apply and the Site would be nominated for inclusion on the ACT Heritage Register.

The ordinary definition of 'development' under the *Planning Act 2023* (ACT) is broadened where the land to be developed is in an urban lease area and it is registered or nominated for registration under the Heritage Register. In this circumstance, any works that would affect the landscape of the land are considered to be 'development' and therefore must follow the development process.

For development for which an Environmental Impact Assessment (EIA) is required, consideration must be given to the heritage significance of the land including the surrounding land.

Development applications that have potential to damage heritage items listed on the ACT Heritage Register are sent from ACT Planning and Land Authority to the Heritage Council for advice.

3.2.2 TERRITORY PLAN

The Territory Plan has been revised by the ACT Government, with the most recent version coming into effect on 27 September 2024. The revised Territory Plan does not affect the Site, as it does not apply to Designated Land under the NCP, National Land, or land used by or on behalf of the Commonwealth.

3.3 NON-STATUTORY CONSIDERATIONS

3.3.1 THE BURRA CHARTER 2013

The Australian ICOMOS Charter for the conservation of places of cultural significance (the Burra Charter) was issued in 2013 and sets a standard of practice for those who provide advice, make decisions about, or undertake works to places of cultural significance including owners, managers and custodians. The Charter provides specific guidance for physical and procedural actions that should occur in relation to significant places.

A copy of the charter can be accessed online at https://australia.icomos.org/.

3.3.2 AUSTRALIAN NATURAL HERITAGE CHARTER

The Australian Natural Heritage Charter is a distillation of best practice conservation principles for Australia, based on the consensus of a broad range of experts. It aims to assist everyone with an interest in natural places to establish their natural heritage values and manage them. It can be applied to a wide range of places whether terrestrial, marine, or freshwater. It offers a framework for making sound decisions for managing and restoring natural heritage places based on the ecological processes which occur in natural systems. It also provides a process that can be used to support and implement local, state and territory, national and international policies, agreements, strategies, and plans. It does not replace statutory obligations.

3.3.3 ASK FIRST

The Australian Heritage Commission document Ask First: a Guide to Respecting Indigenous Heritage Places and Values, issued in 2002, provides a practical guide for land developers, land users and managers, cultural heritage professionals and many others who may have an impact on Indigenous heritage. The Ask First guidelines are considered the national best practice guidelines for cultural heritage management. This guideline sets out principles and processes to encourage the consultation with and active involvement of Indigenous people in the identification, conservation, and management of Indigenous Cultural Heritage. In particular, the document emphasises that Indigenous people should be the determinants of the significance of places in accordance with their culture.

The Ask First guidelines can be accessed from: https://culturalheritage.org.au/resource/ask-first-a-guide-to-respecting-indigenous-heritage-places-and-values/

3.3.4 INTERIM ENGAGING WITH FIRST NATIONS PEOPLE AND COMMUNITIES ON ASSESSMENTS AND APPROVALS UNDER THE EPBC ACT

The interim guidance was issued in 2023 and outlines the statutory obligations that apply to, and the department's expectations of, proponents engaging with First Nations people and communities under the EPBC Act, and updates the Engage Early: Guidance for proponents on best practice Indigenous engagement for environmental assessments under the EPBC Act

(2016). This guidance applies to proponents undertaking referral, assessment and approval processes under Chapter 4 of the EPBC Act.

The interim guidance document is available at:
https://www.dcceew.gov.au/environment/epbc/publications/engage-early

3.3.5 REGISTER OF THE NATIONAL ESTATE

The Register of the National Estate (RNE) is now an archive of information about more than 13,000 places throughout Australia including many places of local or state significance. The RNE was closed in 2007 and is no longer a statutory list. The closure of the RNE does not diminish protection of Commonwealth Heritage places. The RNE is maintained on a non-statutory basis as a publicly available archive and educational resource. RNE places can be protected under the EPBC Act if they are also included in another Commonwealth statutory heritage list or are owned or leased by the Commonwealth. In addition, places in the RNE may be protected under appropriate state, territory, or local government heritage legislation.

3.3.6 NATIONAL TRUST OF AUSTRALIA (ACT)

The National Trust of Australia has been gathering information about heritage places in Australia for more than 3 decades and has a list of heritage places including individual buildings, precincts, natural environment places or culturally significant artefacts. These listings do not attract any legal protection for a place, nor do they put the owner of a listed place under any legal obligation.

4. SITE OVERVIEW

4.1 SITE DESCRIPTION

The RAM site comprises 2 separate main buildings:

- the Former Process Building (also referred to by Finance as "The Mint" building and the subject of this plan), which is used by the Commonwealth for the minting of currency and as a tourist attraction (Photograph 4-1), and has a number of ancillary buildings; and
- the Former Administration Building (also referred to by Finance as "60 Denison Street") which has been divested by Finance and is currently occupied by Questacon, including the Ian Potter Foundation Technology Learning Centre (Photograph 4-2).



PHOTOGRAPH 4-1 FORMER PROCESS BUILDING (ERM 2025)



PHOTOGRAPH 4-2 FORMER ADMINISTRATION BUILDING (ERM 2025)

4.1.1 SETTING AND VIEWS

The RAM is bounded to the east by Denison Street and development associated with health and commercial facilities. The land immediately to the north-west and south comprises sports fields and cleared land. This affords expansive views to the RAM site; however, these views are partially obscured at the south and west of the Former Process Building due to the installation of security fencing, sheds, and other items (Photograph 4-3 to Photograph 4-5 and Figure 4-1. The streetscape views to the place are considered the most significant.



PHOTOGRAPH 4-3 VIEW TO RAM FROM DENISON STREET, C1960S (SUPPLIED BY THE RAM)



PHOTOGRAPH 4-4 VIEW TO RAM FROM DENISON STREET (ERM 2025)



PHOTOGRAPH 4-5 VIEW TO FORMER PROCESS BUILDING FROM SPORTS FIELDS AT EAST (ERM 2025)



Legend

Subject Building

Source:
Nearmap imagery 18th February 2025

Coordinate System:
GDA 1994 MGA Zone 55

Date: 19/01/2026

Created By: IY

Drawing Size: A4

0 20 40m

1:3,000

FIGURE 4-1 Significant Views

Royal Australian Mint HMP
Former Process Building
Department of Finance

ERM

0762239_Ventia_RAM_HA_R1.aprx

4.1.2 SITE CONTEXT

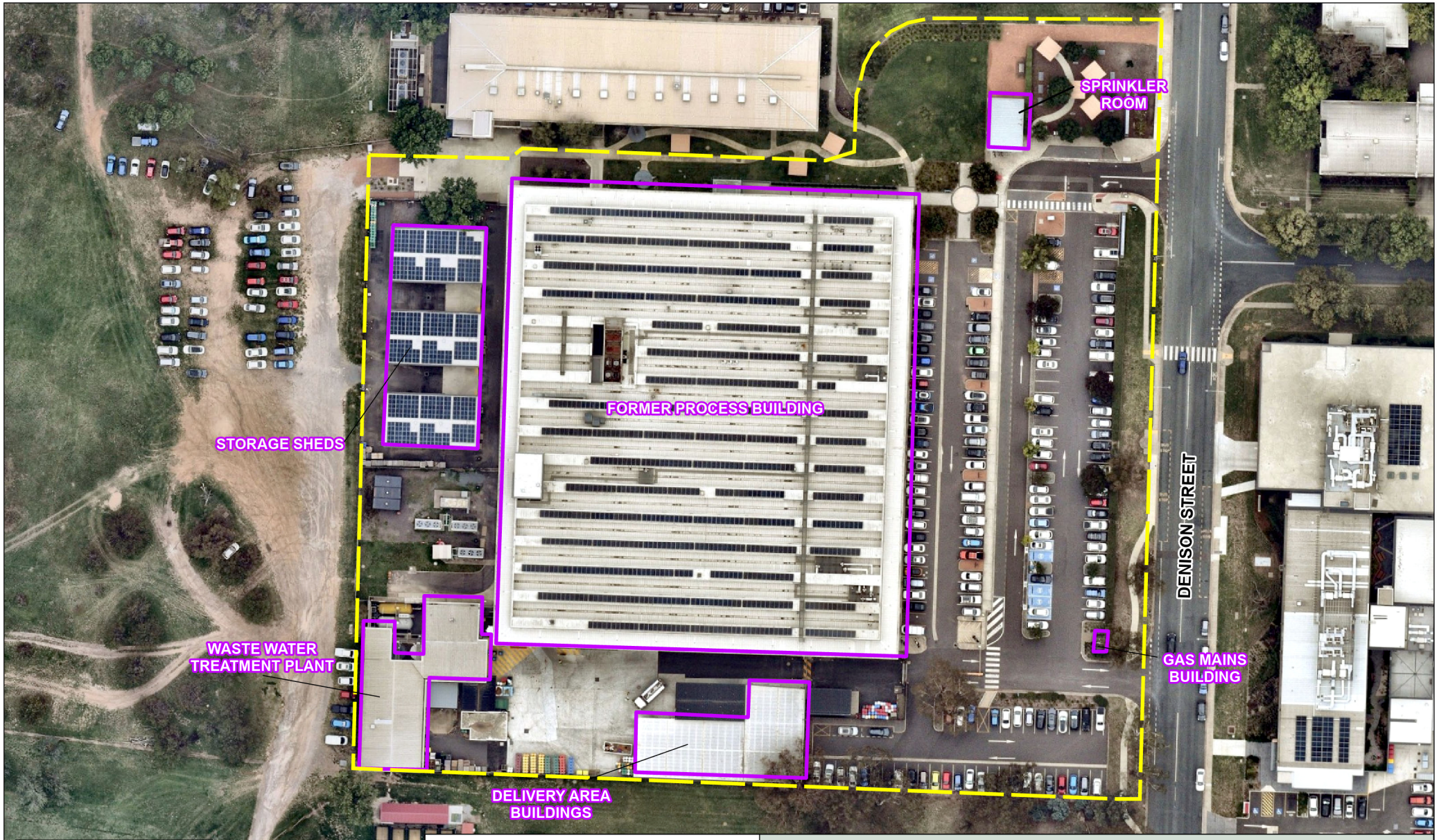
The RAM is a developed site, dominated by the 2 core buildings - the centrally positioned Former Process Building, and the smaller Former Administration Building, positioned to the north of the Former Process Building (Figure 4-2).

The north-eastern corner of the Site is landscaped and features a small number of trees and shrubs, a grassed space, a new barbeque/seating area with a bark mulch surface, and the sprinkler room (Photograph 4-6).



PHOTOGRAPH 4-6 BBQ AND GRASSED AREA AT THE RAM SITE (ERM 2025)

A large, bituminised car park is located to the east of the Former Process Building (Photograph 4-7*)*, and a privet hedge along the Site's eastern boundary separates this carpark from Denison Street. New signage has been erected on either side of the northernmost driveway entry to this carpark. The new signs are plinth mounted with an Australian coat of Arms and "Royal Australian Mint" on the left and large up-scaled coin replicas on the right (Photograph 4-8 and Photograph 4-9). A gas meter storage block is sited adjacent to the southernmost driveway at the eastern Site boundary.



Legend

- Building Outline
- New Boundary Line

Source:
Nearmap imagery 18th February 2025

Coordinate System:
GDA 1994 MGA Zone 55

Date: 07/04/2025
Created By: IY
Drawing Size: A4

0 20 40m

1:1,160

FIGURE 4-2 Site Layout

Royal Australian Mint HMP
Former Process Building
Department of Finance

ERM

0762239_Ventia_RAM_HA_R0.aprx



PHOTOGRAPH 4-7 CAR PARK TO THE EAST OF THE FORMER PROCESS BUILDING (ERM 2025)



PHOTOGRAPH 4-8 RAM ENTRY SIGN (RIGHT HAND SIDE) (RAM 2025)



PHOTOGRAPH 4-9 RAM ENTRY SIGN (LEFT HAND SIDE) (ERM 2025)

A loading dock and associated storage structures (owned and managed by Finance) are sited to the south of the Former Process Building, and a wastewater treatment plant (owned and managed by tenant) occupies the south-western corner of the Site. Open bituminised areas currently used for storage, flank the western side of the Former Process Building and the chiller rooms are sited to the west of the Former Administration Building.

4.1.3 FORMER PROCESS BUILDING

The Former Process Building comprises 3 levels - a basement, ground floor, and upper level. It is larger, and less architecturally articulated than the Former Administration Building but also exemplifies key characteristics of the Late 20th Century stripped-classical architectural style (Apperly, Irving and Reynolds 1994: 228-229). These include symmetrical massing, considered proportions, repetitive rhythm of column-like elements, regular bays with height exceeding width, use of steel and reinforced concrete, and a horizontal skyline.

4.1.3.1 EXTERIOR

The Former Process Building is clad in vertical panels of sandstone with black basalt panelling and recessed aluminium windows between. The basalt cladding extends to form a base to the building. It has a square footprint, and a mansard style roof clad in clip-lock roofing sheets, with a projecting eave. Behind this is a system of troughed skylights that extend across the building supported by a structural steel frame. These details are seen in Photograph 4-10 to Photograph 4-13. Currently, approximately 900 solar cells have been installed on the roof of the Former Process Building (Photograph 4-13), in a move to provide 'green' energy, improved sustainability, and cost savings to the RAM. The installation of the solar cells was completed in early 2016. These are owned and managed by the RAM.



PHOTOGRAPH 4-10 NORTHERN FAÇADE OF THE FORMER PROCESS BUILDING (ERM 2025)



PHOTOGRAPH 4-11 SHOWING SANDSTONE AND BASALT CLADDING, PROJECTING EAVES AND RECESSED WINDOWS (ERM 2025)



PHOTOGRAPH 4-12 ROOF OF FORMER PROCESS BUILDING, WITH TROUGHED SKYLIGHTS (SUPPLIED BY FINANCE 2016)



PHOTOGRAPH 4-13 SOLAR CELLS ON ROOF OF FORMER PROCESS BUILDING, ALSO SHOWING SECTIONS OF SKYLIGHTS THAT HAVE BEEN COVERED OVER (SUPPLIED BY FINANCE 2016)

A new entrance to the Former Process Building was created in 2009 following site-wide refurbishments. A plaque installed in the new entrance commemorates its opening. The new entrance has been constructed in glass, which has been detailed in frames that match the width of the individual panels of the building façade. A ramp has been installed to provide access to the entry. The façade location where the link to the Former Administration Building (removed 2009) has also been replaced in glass.

These elements are shown in Photograph 4-14 to Photograph 4-16.



PHOTOGRAPH 4-14 ENTRANCE CREATED IN 2009 (ERM 2025)



PHOTOGRAPH 4-15 COMMEMORATIVE PLAQUE (ERM 2025)



PHOTOGRAPH 4-16 GLASS FAÇADE INSTALLED FOLLOWING REMOVAL OF LINK (ERM 2025)

At the south of the building a security fence has been installed (during renovations c2008) which encloses a loading dock and ancillary buildings, including the wastewater treatment plant and storage buildings. The western area is also used for temporary storage with several shipping containers and pallets with sandstone blocks currently present. The fencing and storage sheds in western area are shown in Photograph 4-17 to Photograph 4-19.



PHOTOGRAPH 4-17 SECURITY FENCE ALONG THE SOUTHERN-EASTERN CORNER OF THE BUILDING, FACING EAST (ERM 2025)



PHOTOGRAPH 4-18 FENCING AT SOUTH SIDE OF THE BUILDING (ERM 2025)



PHOTOGRAPH 4-19 FENCING AND STORAGE SHEDS AT WEST OF BUILDING (ERM 2025)

4.1.3.2 INTERIOR

The interior of the Former Process Building is a complex arrangement of public spaces, workshops, plant rooms, and offices.

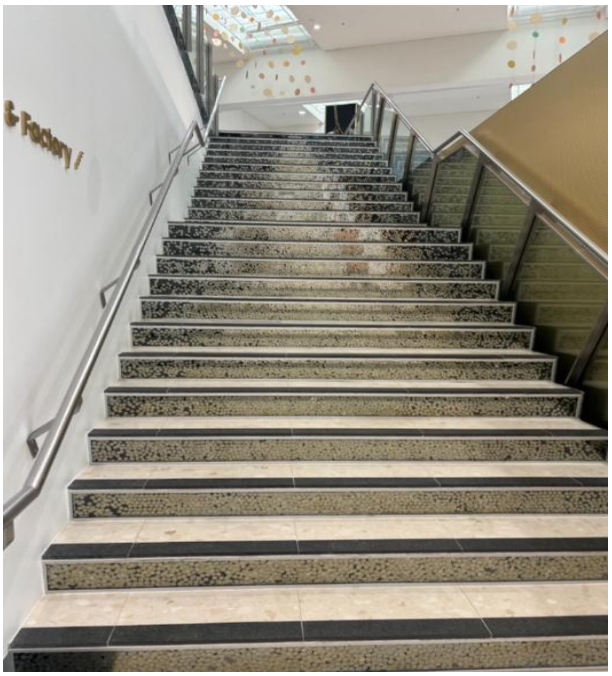
Basement

An extensive basement is used for secure storage of numismatics and siting of plant rooms. A large storage facility has been constructed to the north-east of the building proper, accessed by a tunnel. These were constructed during building renovations in 2008.

Ground Level

At ground level, the formal entry at the north of the building opens to a large foyer space (Photograph 4-20 to Photograph 4-28) with a café, objects display, shop, amenities, and a large stairway; the stairs contain 15,500 5 cent coins ($775) and 6,000 5 cent blanks (unstamped coins). These stairs provide access to a viewing platform of the workshop and coin hall (Photograph 4-20 and Photograph 4-21). A $2 gold coin column installation has been introduced in the foyer area made up of 24,432 new dollar coins (Photograph 4-25).

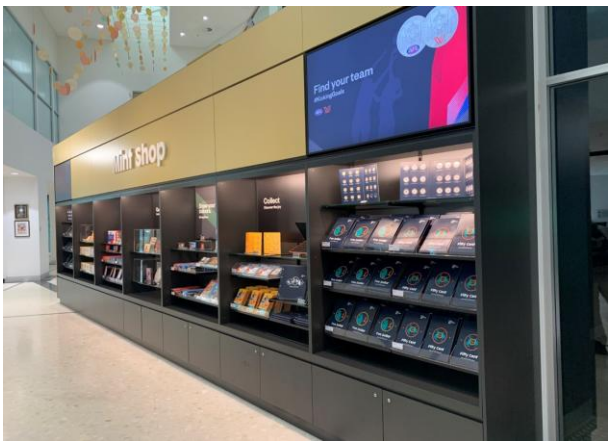
The use of currency in the foyer stairs required the permission of the Treasury which was sought prior to the stairs' installation as part of the 2007/2008 refurbishment works at the Former Process Building; the coins are owned by the RAM. The stairs are a notable focal point in the public foyer area preserving and displaying the function of the building in a creative way. The foyer is the main public space in the building and the stairs lead to further displays and public viewing areas on Level 1. Below the stairs are a number of display cases and a display/demonstration room, separated from the foyer by a glass wall (Photograph 4-20). The foyer design uses a similar atrium style to the Former Administration Building.



PHOTOGRAPH 4-20 ATRIUM STAIRS, SHOWING COIN DETAIL (ERM 2025)



PHOTOGRAPH 4-21 ATRIUM AND STAIRS (ERM 2025)



PHOTOGRAPH 4-22 MINT SHOP DISPLAY (ERM 2025)



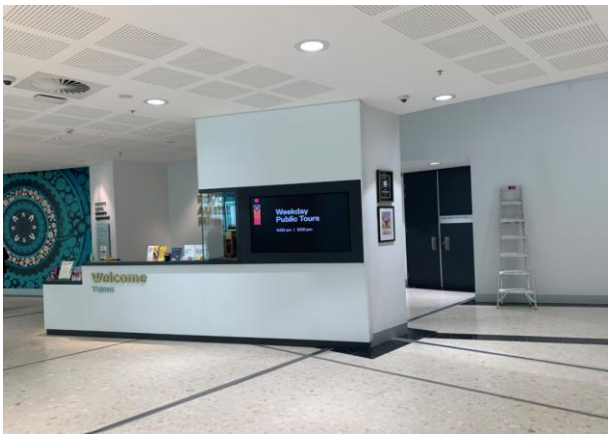
PHOTOGRAPH 4-23 MINT SHOP AND ASSOCIATED CAFÉ (ERM 2025)



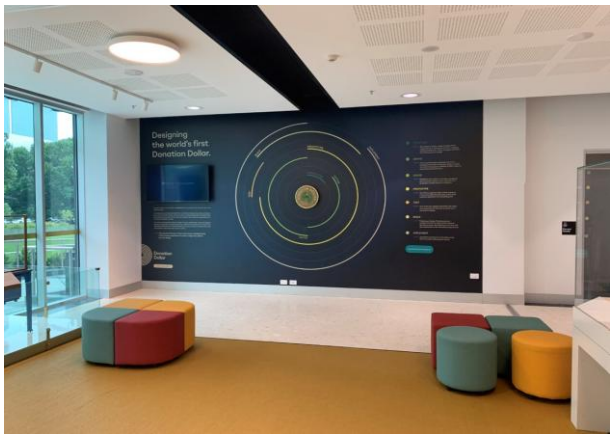
PHOTOGRAPH 4-24 MINT SHOP DISPLAY (ERM 2025)



PHOTOGRAPH 4-25 NEW GOLD COIN COLUMN INSTALLATION (ERM 2025)



PHOTOGRAPH 4-26 RECEPTION DESK LOCATED IN THE FOYER (ERM 2025)

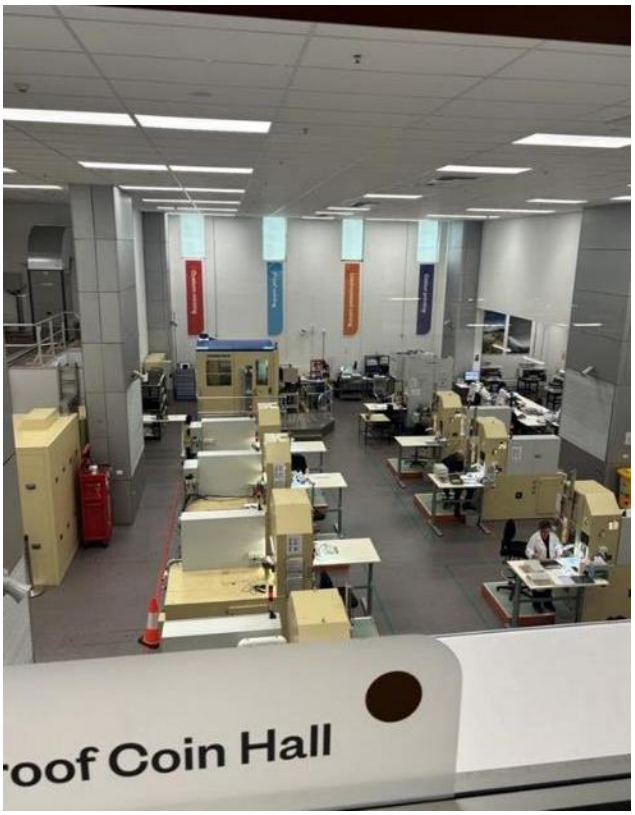


PHOTOGRAPH 4-27 FOYER EXHIBIT CREATED IN 2023 (ERM 2025)

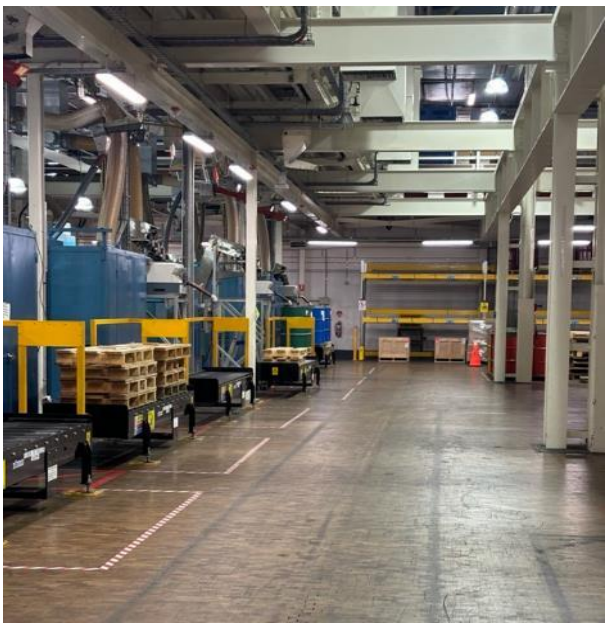
A small number of staff offices, a staff lunchroom, and original vaults (Photograph 4-28) are located at the western side of the building, and the balance of the ground floor is primarily comprised of the workshops dedicated to coin production and proofing (Photograph 4-29 and Photograph 4-30). The majority of these workshop spaces have had their original timber block floors removed and now have concrete floors; however the original timber end-grain block floor has been retained in the coin production workshop (Photograph 4-30). These types of floors were common for workshops due to the ability to absorb the vibrations from the coin production machinery and thereby reduce vibration through the machine and reduce noise levels in the workshop.



PHOTOGRAPH 4-28 ORIGINAL JOHN TANN VAULT (ERM 2025)



PHOTOGRAPH 4-29 PROOF COIN HALL (ERM 2025)



PHOTOGRAPH 4-30 CIRCULATING COIN HALL, SHOWING TIMBER END-GRAIN BLOCK FLOOR. ALSO SHOWING OBSERVATION GALLERY AT TOP OF IMAGE (ERM 2025)

Upper Level

The staircase that leads from the foyer to the upper level of the building, accessing public areas including museum/gallery spaces (Photograph 4-20 and Photograph 4-21) and the observation gallery (Photograph 4-31 and Photograph 4-32), which essentially appears as a mezzanine level. The gallery allows visitors to view the coin production areas which are large and generally occupy the full height of the building.



PHOTOGRAPH 4-31 VISITOR MUSEUM/GALLERY SPACE (ERM 2025)



PHOTOGRAPH 4-32 OBSERVATION GALLERY (ERM 2025)

The balance of the upper level, generally occupying the northern side of the building, are offices and facilities for RAM staff, created during the refurbishments c2008. The offices have been created using modern fit-outs and generally have suspended ceilings throughout.

The original troughed skylights (Photograph 4-33) provide light to much of the interior; however some have been covered over with Colorbond (or similar) or ceilings have been installed that obscure light from these features.



PHOTOGRAPH 4-33 SKYLIGHTS OVER THE TOOL ROOM MACHINING AREA (ERM 2025)

4.1.3.3 ANCILLARY BUILDINGS

There are a number of ancillary buildings at the RAM site, the majority are noted in the HMP for the Former Process Building, and one is associated with the Former Administration Building. The ancillary buildings associated with the Former Process Building are presented below in Table 4-1. The photos below were all taken during 2025 site inspection.

TABLE 4-1 RAM SITE – ANCILLARY BUILDINGS

Building Name	Photograph
Fire Sprinkler Building, constructed 2008	
Gas Mains Building, constructed 2008	
Loading Dock Storage Buildings, some constructed during refurbishments 2006-2008	

Building Name	Photograph
Waste Water Treatment Plant, constructed 1984	
Storage Sheds, constructed 2018	

4.2 SITE CHRONOLOGY

A detailed history of the RAM site, in the context of the development of Canberra, is presented in Appendix D. The buildings were designed by the Commonwealth of Australia's Department of Works from their NSW office in Sydney in 1963 (in association with Sydney architects, J.S. Whitelock and Keith Sawdy Architects).

The final design for the RAM buildings' facades and external treatments display a strong sense of symmetry and proportion that is both exemplar and typical of the 'stripped-classical' style. Construction of the RAM commenced in 1964. The finished buildings cost $5 million (in 1965) with an additional $4 million spent on equipment.

His Royal Highness, the Duke of Edinburgh, officially opened the RAM on Monday 22 February 1965.

1984 Refurbishment

By 1984 over 8.5 billion coins had been struck at the RAM and it had become necessary to refurbish the factory area. The old circulating coining hall was converted into a dust-free proof coining hall that has been the centrepiece of what was a modern proof coin manufacturing area.

Major refurbishments, including new visitor facilities, were undertaken from 1984-87 and the RAM was reopened to the public in 1988.

Between 1988 and 2005 only minor incremental improvements were carried out on the buildings and equipment. Engineering changes were made to improve overall efficiency and to remove environmentally hazardous materials such as Freon and asbestos.

2006-09 Refurbishments

Refurbishment of the RAM site was first announced by the Government in the 2005-06 Budget and was subsequently approved by the Parliamentary Standing Committee on Public Works in October 2005. The $66.4 million refurbishment project was undertaken to provide process efficiencies for the RAM, a safe and comfortable working environment for staff, improved facilities and overall visitor experience to ensure the continued economic viability of the RAM as both a production facility and national attraction, well into the future.

Construction work began on the 3-year project in October 2006. Stage one of the project involved works to the basement of the Former Process Building where building plant was updated to increase energy and environmental efficiencies, new storage areas were created to provide a better utilisation of space, and a new goods receipt and dispatch facility was created on the southern side of the building.

The second stage of the project involved works to the circulating coin hall and incorporated the introduction of high levels of process automation, modernised infrastructure and equipment, and re-engineered processes.

Subsequent stages involved upgrades to the tool room and the collector coin production areas, and the creation of new administration offices, and a museum with new public gallery areas incorporating the display of the National Coin Collection. The final stages of the project involved the removal of the linking structure between the Former Processing Building and the Former Administration Building, the creation of a new staff amenities room, and external civil and landscaping works.

By March 2009 the RAM's administrative, business, and retail operations were completely relocated into the Former Process Building. At around this time the vacated Former Administration Building was handed over to the (then) Department of Finance and Deregulation to be refurbished.

Table 4-2 below provides an overview of the key events in the history of the RAM.

2024 Refurbishment

In 2024, the foyer and visitor areas of the Former Process Building underwent significant changes as part of the Visitor Experience Enhancement Project. This $6 million upgrade was designed to “elevate” the Former Process Building as an “iconic Australian cultural heritage tourism destination” and will provide “improved experiences that showcase Australian stories through coins, and celebrate the people, artistry, precision engineering and unique skills of its workforce” (Region Canberra, 18 September 2024). This involved designing installations and exhibitions that are more engaging and interactive. During this time, the gift shop and exhibition space were relocated to the Canberra Museum and Gallery. The building was reopened on the 12 August 2024 by the Governor-General Sam Mostyn.

4.2.2 RAM CHRONOLOGY OF KEY ELEMENTS

TABLE 4-2 RAM CHRONOLOGY OF KEY ELEMENTS

Date	Event
1927	Establishment of Canberra as the National Capital
1943	Commonwealth proposed Australian Mint; WA and NSW reportedly opposed the proposal to establish an Australian (national) Mint and progressively close the existing mints in Sydney, Melbourne and Perth
1954	Proposed Mint site at Parkes, ACT rejected
1958	National Capital Development Commission (NCDC) established
1958	Cabinet agreed to establish new Mint in Canberra
1960	Cabinet told Mint is odious factory not suitable for the Parliamentary Triangle zone of Canberra
1962	Site and architecture of new Mint under consideration by Government
1962	'Royal' prefix question raised with High Commissioner to London on behalf of Prime Minister Robert Menzies
1963	Concept Designs prepared and submitted to Cabinet
1964	Construction commenced
1965	New RAM opened on 22 February 1965 by HRH Prince Phillip, Duke of Edinburgh
1984-87	Refurbishment programme underway including new visitor facilities
1988	Refurbishment programme completed
1989	The NCDC was abolished in 1989, following the introduction of self- government to the Australian Capital Territory and the National Capital Authority (initially called the National Capital Planning Authority) was established to represent the Commonwealth's interest in the planning and development of the National Capital; the Authority performs a custodial role ensuring the unique heritage and culture of Canberra is maintained through its planning and land management as well as through its construction and restoration programs
2006	Refurbishment works project commenced, incorporating transferring all RAM operations into Former Process Building
2009	Refurbishment of Former Process Building completed and newly consolidated facility reopened on 9 September 2009
2024	$6 million upgrade to the foyer and visitor areas of the Former Process Building as part of the Visitor Experience Enhancement Project.

4.3 SITE MANAGEMENT RESPONSIBILITIES

The Site is owned by Finance with facilities management support by the PSP. Day-to-day management of the Former Process Building is the responsibility of the RAM under a triple net lease arrangement. The moveable heritage items on display and in storage at the Former Process Building is managed as part of the National Coin Collection by the RAM.

5. HERITAGE VALUES SUMMARY

The following section presents an overview of the heritage significance of the RAM site. This assessment has been drawn from the HMP prepared by ERM in 2020, with amendments to reflect any notable changes since that time. Previous Aboriginal community consultation to inform this plan is summarised in Appendix B, with the cultural heritage values assessment provided in Appendix C. A historical summary is provided in Appendix D. A due diligence natural heritage assessment is provided in Appendix E.

The RAM site (including the Former Process Building, Former Administration Building, and landscape features) was officially listed on the CHL (Place ID #106191) in February 2016.

5.1 SIGNIFICANCE THRESHOLDS

DCCEEW's online heritage information[4] provides some guidance on determining the level of heritage significance a place may have. DCCEEW states that as well as assessing a place against criteria for its heritage value, the Australian Heritage Council applies a 'significance threshold' test. This test helps the Council to determine the level of significance of a place's heritage value by asking 'just how important are these values?'

World Heritage places have outstanding universal values above and beyond the values they hold for a particular nation. Places in Australia are nominated by the Australian Government, but the list is maintained by the United Nations Educational, Scientific and Cultural Organisation (UNESCO), based in Paris.

The Operational Guidelines for the Implementation of the World Heritage Convention state that 'Outstanding Universal Value means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity'. To determine if a property may warrant World Heritage listing, the World Heritage Committee and its Advisory Bodies consider whether the property meets:

1. 1 or more of the 10 World Heritage criteria
2. the conditions of integrity and/or authenticity
3. the requirements for protection and management

All 3 must be in place for a property to be judged to have Outstanding Universal Value.[5]

To reach the threshold for the NHL, a place must have 'outstanding' heritage value to the nation against one or more criteria. This means that it must be important to the Australian community as a whole. To determine whether a place has 'outstanding' heritage values, it is compared to other, similar types of places. This allows the Council to determine if one place is 'more' or 'less' significant compared to other similar places, or if it is unique. The degree of significance can also relate to the geographic area, for instance, the extent of a place's significance locally, regionally, nationally, or internationally.

[4] National Heritage List criteria - DCCEEW, Commonwealth Heritage List criteria - DCCEEW
[5] Identifying World Heritage - DCCEEW

To be entered on the CHL, a place must have 'significant' heritage value against one or more criteria. The Australian Heritage Council's guidance document – Identifying Commonwealth Heritage Values and Establishing a Heritage Register – was issued in 2010 and states that the threshold for the CHL is local heritage significance. See Section 5.5 and Appendix F for more detail on significance ranking.

The Australian Heritage Council's guidance document can be accessed from: https://www.dcceew.gov.au/sites/default/files/documents/commonwealth-heritage-values.pdf

5.2 LISTED VALUES

As the Site is already included on the CHL, the analysis against the CHL criteria in Table 5-1 below has been undertaken as a validation exercise, based on historical and site analysis. ERM has provided revised statements against the criteria where necessary. The assessment has been undertaken based on the evidence presented in Appendices B to E and supporting documentation (forming the technical chapters of this report).

5.2.1 IDENTIFICATION OF HISTORIC THEMES

An overview of the history of the Site is provided in Appendix H. The Australian Historic Themes Framework has been used to identify the relevant historic themes for the Site. The identification of historic themes assists with the assessment of potential built heritage values. The Site provides an insight into the following Australian Historic Themes:

TABLE 5-1 HISTORIC THEMES

Theme Groups	Themes	Sub Theme
3 Developing Local, Regional and National Economies	*3.1 Constructing Capital City Economies*	
4 Building Settlements, Towns and Cities	*4.1 Planning Urban Settlements*	4.1.4 Creating Capital Cities
5 Working	*5.4 Working in Offices*	
7 Governing	*7.8 Establishing Regional and Local Identity*	

TABLE 5-2 SUMMARY SIGNIFICANCE ASSESSMENT AGAINST THE CHL HERITAGE CRITERIA

Criteria	Values	Current CHL Citation	ERM Assessment/Validation	Attributes – Former Process Building
a. the place's importance in the course, or pattern, of Australia's natural or cultural history;	Natural	*Does not reach threshold for this criterion*	The natural features of the Site are limited to trees and shrubs in landscaped areas. These features are not considered to be of importance in the course of pattern of Australia's natural history.	None
	Indigenous	*Does not reach threshold for this criterion*	There are no known Indigenous heritage sites within the Site. Due to the extensive level of disturbance to the Site, it is considered that there is a low potential for unknown Indigenous heritage objects to occur.	None
	Historic	The Royal Australian Mint was purposely constructed to facilitate the conversion of Australia's currency from the British Imperial denominations of pounds, shillings and pence into dollars and cents (decimal system) on 14 February 1966. Although part of a broader monetary trend of Commonwealth countries converting to decimal currency, the conversion was another step in the construction of a distinct Australian identity in a post-Empire world. The Royal Australian Mint is testament to the dichotomy of Australia's new and old national identity, as the "Royal" Australian Mint was pivotal in the production of vast quantities of new "Dollars" to support the conversion. The features of the Royal Australian Mint displaying this value are the existence of the former Administration Building and former Process Building as identifiable structures in which the production of decimal coinage for the conversion took place.	ERM concurs with this assessment.	• Presence of building • Building footprints and symmetrical arrangement of key RAM buildings
b. the place's possession of uncommon, rare or endangered aspects of Australia's natural or cultural history;	Natural	*Does not reach threshold for this criterion*	A search of the Atlas of Living Australia and ACT MAPi interactive map did not identify any records of threatened species within the Site. It is possible that threatened fauna species could fly over, or temporarily visit the Site, however due to the largely developed nature of the Site, the Site would be unlikely to provide valuable habitat for the species.	None
	Indigenous	*Does not reach threshold for this criterion*	There are no known Indigenous heritage sites within the Site. Due to the extensive level of disturbance to the Site, it is considered that there is a low potential for unknown Indigenous heritage objects to occur.	None
	Historic	The Royal Australian Mint has been the sole facility for the production of Australia's coinage (the Reserve Bank of Australia produces currency notes) since 1983. Historically, the Mint is unique in that it was the first and only Australian mint to be established independent of the London Royal Mint. The previous Australian Mints (Sydney, Melbourne and Perth) were established as branches of the London Royal Mint. As such, the Royal Australian Mint has significant heritage value in terms of containing an uncommon aspect of Australia's cultural history in representing Australia's development into an autonomous country from Britain, complementing other buildings in other fields in the national capital, such as Old Parliament House for the political sphere and the National Library and National Gallery in the cultural sphere.	ERM concurs with this assessment.	• Presence of building • Original design, architectural features, industrial and operating features, and surviving original features, including: ◦ Entrance; ◦ Commemorative plaque; ◦ Open workshop spaces; ◦ Public galleries; ◦ Visitor gallery and viewing platform; ◦ Storage vaults; ◦ Only remaining unmodified office space; ◦ Flared columns; ◦ Timber block floor; and ◦ Gantry crane remnants.

Criteria	Values	Current CHL Citation	ERM Assessment/Validation	Attributes – Former Process Building
		The features of the Royal Australian Mint displaying this value are the industrial, operational and visitor exterior and interior constructions and works necessary in order for the working operation of Australia's sole mint to continue. These have evolved and continue to evolve over time as the Mint improves its operation in response to engineering and other developments.		
c. the place's potential to yield information that will contribute to an understanding of Australia's natural or cultural history;	Natural	*Does not reach threshold for this criterion*	The natural features of the Site are limited to trees and shrubs in landscaped areas. The Site is not considered to have potential to yield information related to Australia's natural history.	None
	Indigenous	*Does not reach threshold for this criterion*	Due to the extensive level of disturbance to the Site, the potential for the Site to yield Indigenous heritage objects that may contribute to an understanding of Australia's cultural history is low.	None
	Historic	*Does not reach threshold for this criterion*	The buildings at the RAM are not considered to have potential to yield information about Australia's history that is not readily available from other sources. This criterion is not met.	None
d. the place's importance in demonstrating the principal characteristics of: *a class of Australia's natural or cultural places; or* *a class of Australia's natural or cultural environments;*	Natural	*Does not reach threshold for this criterion*	The Site is highly modified from its pre-colonial state and does not demonstrate the principal characteristics of a class of Australia's natural places.	None
	Indigenous	*Does not reach threshold for this criterion*	The Site does not contain any known Indigenous heritage objects or places that demonstrate principal characteristics of a class of cultural places or environments.	None
	Historic	The Royal Australian Mint's stripped classical architecture is significant because the style identifies the Mint as a national institution, in addition to a functional factory. Given its location outside the Parliamentary Triangle, the architectural style is fundamental in linking the Mint with other national institutions, such as Old Parliament House and the National Library of Australia, through their common reference to the classical foundations of western society in Ancient Greece and Rome. The former Administration Building is a better representation of stripped classical architecture than the former Process Building as the architectural elements of the latter are secondary to its primary functional purposes. Stripped classical architecture is featured in both the former Administration and Process Buildings in their uniform rectilinear elements (e.g. horizontal profiles, symmetrical facades) and lack of classical detailing. The former Administration Building displays a number of significant external elements including its two storey pavilion form, rhythmic facade treatments, recessed windows, sandstone and marble facade cladding, front terrazzo colonnade, low pitched hipped rectangular roof with projecting horizontal eaves, and formal main and secondary entrances with crests. The former Process Building's functional use is reflected in its more simplified external style, but includes a number of significant elements such as its two storey pavilion form, rhythmic facade treatments, recessed windows, sandstone and basalt facade cladding, and mansard-style parapet roof with projecting eaves.	ERM concurs with this assessment.	• Symmetrical arrangement of key RAM buildings • Original design, architectural features, exterior high-quality materials and finishes, including: ◦ Building footprint and external design features (external walls, horizontal profiles, symmetrical facades, lack of classical detailing, two-storey pavilion form, rhythmic façade treatments, recessed windows, sandstone and basalt façade cladding and mansard-style parapet roof with projecting eaves).

Criteria	Values	Current CHL Citation	ERM Assessment/Validation	Attributes – Former Process Building
e. the place's importance in exhibiting particular aesthetic characteristics valued by a community or cultural group;	*Natural*	*Does not reach threshold for this criterion*	The natural features of the Site (trees and shrubs in landscaped areas) are typical of developed parts of Canberra and do not exhibit a particular aesthetic characteristic valued by a community group.	None
	Indigenous	*Does not reach threshold for this criterion*	The Site does not contain any known Indigenous heritage objects or places that exhibit aesthetic qualities valued by a community or cultural group.	None
	Historic	*Does not reach threshold for this criterion*	ERM does not concur with this assessment. The Royal Australian Mint, together with other buildings of the period, contributes to the distinctive late twentieth century modernist architectural character of Canberra. The planning, architectural detail, layout and quality materials and finishes of the Former Administration and Process buildings demonstrate landmark qualities.	• Original design, architectural features, exterior high-quality materials and finishes, including: ◦ Building footprint and exterior design features (external walls, horizontal profiles, symmetrical facades, lack of classical detailing, two-storey pavilion form, rhythmic façade treatments, recessed windows, sandstone and basalt façade cladding, and mansard-style parapet roof with projecting eaves); ◦ Entrance; and ◦ Commemorative plaque.
f. the place's importance in demonstrating a high degree of creative or technical achievement at a particular period;	*Natural*	*Does not reach threshold for this criterion*	This criterion is not relevant to natural heritage values.	None
	Indigenous	*Does not reach threshold for this criterion*	The Site does not contain any known Indigenous heritage objects or places that demonstrate a high degree of creative or technical achievement.	None
	Historic	*Does not reach threshold for this criterion*	The vaults present in the Former Process Building were imported to Australia from Britain and were constructed by the John Tann company. John Tann Limited, known as the first British safe maker, designed safes predominantly for banking and overseas trade and are still running today. The Former Process Building was constructed around these vaults, which is considered to represent a technical achievement. However, this achievement is not considered any greater than other institutions such as banks which employ the same construction techniques and is not considered to reach Commonwealth level significance thresholds.	None
g. the place's strong or special association with a particular community or cultural group for social, cultural or spiritual reasons;	*Natural*	*Does not reach threshold for this criterion*	There is no evidence to suggest a strong or special association between the natural features of the Site and a community group.	None
	Indigenous	*Does not reach threshold for this criterion*	The Site does not contain any known Indigenous heritage objects or places that have a special or strong association with the Indigenous community.	None
	Historic	The Royal Australian Mint has a strong association with coin collectors, also known as numismatists, for the products it produces as well as its symbolic importance. The Mint produces themed coins for the collector market and is important to numismatists who collect significant coins such as the first and last coins minted each year.	ERM concurs with this assessment.	• Presence of building
h. the place's special association with the life or	*Natural*	*Does not reach threshold for this criterion*	There is no evidence to suggest a special association between the natural features of the Site and the life or works of a person of importance to Australia's natural history.	None

Criteria	Values	Current CHL Citation	ERM Assessment/Validation	Attributes – Former Process Building
works of a person, or group of persons, of importance in Australia's natural or cultural history;	*Indigenous*	*Does not reach threshold for this criterion*	The Site does not contain any known Indigenous heritage objects or places that have a special association with the life or works of a person or group of persons of important in Australia's cultural history.	None
	Historic	*Does not reach threshold for this criterion*	The RAM is not known to have a special association with the life or works of a person or group of persons of importance in Australia's cultural history.	None
i. the place's importance as part of Indigenous tradition.	*Natural*	*Does not reach threshold for this criterion*	This criterion is not relevant to natural heritage values.	None
	Indigenous	*Does not reach threshold for this criterion*	There are no known Indigenous heritage objects or places within the Site that are of importance as part of Indigenous tradition. Due to the high level of disturbance at the Site, the potential for unknown Indigenous heritage objects to occur is considered to be low.	None
	Historic	*Does not reach threshold for this criterion*	This criterion is not relevant to historic heritage values.	None

5.3 ASSESSED VALUES

5.3.1 ASSESSMENT AGAINST ACT HERITAGE REGISTER CRITERIA

Criteria	ERM Assessment	Validation 2026
(a) importance to the course or pattern of the ACT's cultural or natural history	The conversion of the nation's currency from the Imperial denominations of pounds, shillings, and pence into dollars and cents or the decimal system on 14 February 1966 is a significant event in Australia's history. The significance of this event, together with its direct association with the production of Australia's currency, has long made the RAM one of Canberra's national attractions (Woodhead 2009). Politically the development of Australia's first autonomous mint represents a significant step in Australia's move towards assuming responsibility for its own governance (Woodhead 2009). The RAM was constructed following the establishment of the NCDC in 1958 and is representative of the period of rapid civic development that occurred in Canberra during the 1960s (Woodhead 2009).	This criterion is met.
(b) has uncommon, rare or endangered aspects of the ACT's cultural or natural history	The RAM buildings share similar architectural styles and features with the National Library of Australia, the Treasury Building, and the Portal Buildings within the ACT. These buildings all contribute to Canberra's history of urban planning and evolution through Griffin's vision and design, which is unique in Australia. Several individual elements of the Former Administration Building and Process Building are rare amongst these buildings of a similar design and construction period. These elements include the timber block flooring on the basement floor level of the Former Process Building and movable heritage items relating to the historical manufacturing of coins and the vaults present within the Former Process Building. These vaults were established initially – and the Former Process Building was subsequently constructed around these vaults. The original vault doors are still present within the building.	This criterion is met.
(c) potential to yield important information that will contribute to an understanding of the ACT's cultural or natural history	The buildings at the RAM are not considered to have potential to yield information about ACT's history that is not readily available from other sources. This criterion is not met.	This criterion is not met.
(d) importance in demonstrating the principal characteristics of a class of cultural or natural places or objects	The Former Administration and Process Buildings of the RAM are significant as high-quality examples of the stripped-classical style of architecture and for demonstrating the principal characteristics of the style used for many major civic buildings in Canberra during the 1960s. The style is expressed in the buildings through characteristics such as their symmetrical facades with regular bays where height exceeds width, horizontal skylines, minimalist columns, and broad horizontal members echoing classical entablatures, central entrances quality materials with no classical detailing (Woodhead 2009).	This criterion is met.

Criteria	ERM Assessment	Validation 2026
(e) importance in exhibiting particular aesthetic characteristics valued by the ACT community or a cultural group in the ACT	The RAM has aesthetic significance through its unaffected external form in the stripped- classical style and as a part of a group of buildings that are linked through their architectural style and their aesthetic contribution to the early designs of Canberra (including the National Library of Australia, the Treasury Building, and the Portal Buildings).	This criterion is met.
(f) importance in demonstrating a high degree of creative or technical achievement for a particular period	The vaults present in the Former Process Building were imported to Australia from Britain and were constructed by the John Tann company. John Tann Limited, known as the first British safe maker, designed safes predominantly for banking and overseas trade and are still running today. The Former Process Building was constructed around these vaults. However, this achievement is not considered any greater than other institutions such as banks which employ the same construction techniques and is not considered significant in the ACT.	This criterion is not met.
(g) has a strong or special association with the ACT community, or a cultural group in the ACT for social, cultural or spiritual reasons	The RAM has long been one of Canberra's national attractions and therefore has established a strong association with various parts of the community interested in the history and production of Australia's coins (Woodhead 2009).	This criterion is met.
(h) has a special association with the life or work of a person, or people, important to the history of the ACT	The vaults present in the Former Process Building were designed and constructed in Britain by the John Tann company; however, the RAM is not known to have a special association with the life or works of a person or group of persons of importance in the ACT's cultural history.	This criterion is not met.

5.3.2 ASSESSMENT AGAINST NHL AND WORLD HERITAGE LIST (WHL) CRITERIA

The following Table 5-3 and Table 5-4 provide an assessment of the heritage values of the RAM against NHL and WHL criteria. The thresholds for the NHL and WHL are provided at Section 5.1.

TABLE 5-3 ASSESSMENT AGAINST NHL CRITERION

NHL Criterion	ERM Assessments
a. the place has outstanding heritage value to the nation because of the place's importance in the course, or pattern, of Australia's natural or cultural history	The NHL threshold for this criterion is not met.
b. the place has outstanding heritage value to the nation because of the place's possession of uncommon, rare or endangered aspects of Australia's natural or cultural history	The NHL threshold for this criterion is not met.
c. the place has outstanding heritage value to the nation because of the place's potential to yield information that will contribute to an understanding of Australia's natural or cultural history	The NHL threshold for this criterion is not met.

NHL Criterion	ERM Assessments
d. the place has outstanding heritage value to the nation because of the place's importance in demonstrating the principal characteristics of: i. a class of Australia's natural or cultural places; or ii. a class of Australia's natural or cultural environments;	The NHL threshold for this criterion is not met.
e. the place has outstanding heritage value to the nation because of the place's importance in exhibiting particular aesthetic characteristics valued by a community or cultural group	The NHL threshold for this criterion is not met.
f. the place has outstanding heritage value to the nation because of the place's importance in demonstrating a high degree of creative or technical achievement at a particular period	The NHL threshold for this criterion is not met.
g. the place has outstanding heritage value to the nation because of the place's strong or special association with a particular community or cultural group for social, cultural or spiritual reasons	The NHL threshold for this criterion is not met.
h. the place has outstanding heritage value to the nation because of the place's special association with the life or works of a person, or group of persons, of importance in Australia's natural or cultural history	The NHL threshold for this criterion is not met.
i. the place has outstanding heritage value to the nation because of the place's importance as part of Indigenous tradition.	The NHL threshold for this criterion is not met.

TABLE 5-4 ASSESSMENT AGAINST WHL CRITERION

WHL Criterion	ERM Assessments
(i) to represent a masterpiece of human creative genius	The WHL threshold for this criterion is not met.
(ii) to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design	The WHL threshold for this criterion is not met.
(iii) to bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared	The WHL threshold for this criterion is not met.
(iv) to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history	The WHL threshold for this criterion is not met.
(v) to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change	The WHL threshold for this criterion is not met.
(vi) to be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance. (The Committee considers that this criterion should preferably be used in conjunction with other criteria)	The WHL threshold for this criterion is not met.
(vii) to contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance	The WHL threshold for this criterion is not met.
(viii) to be outstanding examples representing major stages of earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features	The WHL threshold for this criterion is not met.

WHL Criterion	ERM Assessments
(ix) to be outstanding examples representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals	The WHL threshold for this criterion is not met.
(x) to contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation	The WHL threshold for this criterion is not met.

5.4 CONCLUSION

The assessment of built heritage values against the criteria for the CHL has validated the Site's CHL listing and also its ability to meet the criteria for demonstrating importance in exhibiting particular aesthetic characteristics valued by the ACT community. As no criteria were met at an outstanding or universal level, the Site does not have potential National or World Heritage values.

5.4.1 OFFICIAL SUMMARY STATEMENT OF HERITAGE SIGNIFICANCE

The following summary statement of significance has been extracted from the official CHL citation. Suggested changes to this statement which have been identified during the 2026 validation process are shown in **bold text**.

> *The Royal Australian Mint in Canberra is significant as Australia's sole production facility of circulating coinage and the only Australian Mint to be established independently of the London Royal Mint. Historically, the Royal Australian Mint played a crucial role in Australia's conversion to decimal currency on 14 February 1966 by producing vast quantities of new dollars and cents to replace the imperial denominations of pounds, shillings and pence. This conversion was not only an important monetary step, but also contributed to the development of a distinct Australian identity following the ending of the British Empire, highlighted by the contemporary controversy over the original proposed name of the new coinage, "Royals". The Royal Australian Mint is constructed in the 'stripped classical' architectural style which demonstrates its important public institutional role beyond its functional purpose as a factory.* ***The planning, architectural detail, layout and quality materials and finishes demonstrate landmark qualities which contribute to the distinctive late twentieth century modernist architectural character of Canberra.*** *Today, the Royal Australian Mint has a special association with coin collectors/numismatists as the place where commemorative coins are produced, reflecting a worldwide passion and the role that coinage has played in human culture for more than two millennia.*

5.5 SIGNIFICANCE RANKING

The Former Process Building has a number of physical design attributes that can be ranked and mapped in terms of significance. Different components of a place make different relative contributions to its heritage value and a loss of condition or integrity may diminish significance.

Throughout the site assessment, the significance of contributory items has been evaluated along with overall heritage values in accordance with the Finance ranking system (Appendix F). Table 5-5 provides the ranking of the key elements and attributes at the Former Process Building. Figure 5-1 shows the significance levels of the elements of the Site, and Figure 5-2 to Figure 5-4 show the significant fabric of the buildings. Uncoloured areas on these figures are designated as having nil significance.

TABLE 5-5 SIGNIFICANCE OF KEY ELEMENTS AND ATTRIBUTES OF THE FORMER PROCESS BUILDING

Element/Attribute	Associated Value	Descriptor	Significance Ranking
Building footprint and symmetrical arrangement of key RAM buildings	Contributes to the historical and representative values of the complex and the building.	The building footprint and the building arrangement demonstrates the relationship between the structures in which the production of decimal coinage for the conversion took place and highlights their role as a national institution in addition to a functional factory.	High
Architectural style (Stripped-Classical design and exterior details)	Contributes to the representative and aesthetic values of the complex and the building.	The Stripped-Classical architectural style identifies the Former Process Building as a national institution in addition to a functional factory and contributes to the distinctive late twentieth century modernist architectural character of Canberra. Elements of particular note include external walls, horizontal profiles, symmetrical facades, lack of classical detailing, the two-storey pavilion form, rhythmic façade treatments, recessed windows, sandstone and basalt façade cladding, mansard-style parapet roof with projecting eaves.	High
Entrance	Contributes to the rarity and aesthetic values of the building.	The presence of a prominent entrance is a feature that demonstrates the evolution of the visitor experience of the working operation of Australia's sole mint. It contributes to the landmark qualities of the building and the current form signifies a new era in the 'life' of the RAM site, following the refurbishment and reopening of the Former Process Building as the Royal Australian Mint and tourist destination.	Low

Element/Attribute	Associated Value	Descriptor	Significance Ranking
Commemorative plaque	Contributes to the rarity and aesthetic values of the building.	The presence of a commemorative plaque is a feature that demonstrates the evolution of the visitor experience of the working operation of Australia's sole mint. It contributes to the landmark qualities of the building.	Low
Public galleries	Contributes to the rarity values of the building.	The presence of public galleries is a feature that demonstrates the evolution of the visitor experience of the working operation of Australia's sole mint.	Moderate
Visitor gallery and viewing platform	Contributes to the rarity values of the building.	The presence of a visitor gallery and viewing platform is a feature that demonstrates the evolution of the visitor experience of the working operation of Australia's sole mint.	High
Open workshop spaces	Contributes to the rarity values of the building.	The presence of open workshop spaces is a feature that demonstrates both the evolution of the visitor experience as well as the interior constructions necessary for the working operation of Australia's sole mint to continue.	High
Storage vaults	Contributes to the rarity values of the building.	The presence of storage vaults is a feature that demonstrates the interior constructions necessary for the working operation of Australia's sole mint to continue. Particular features of note are the 3 original vault doors and the flared support columns in the largest.	High
Only remaining unmodified office space	Contributes to the rarity values of the building.	The majority of the original office spaces in the building have been modified or completely redesigned; however there is one area that has been retained on the ground floor. Its presence is a feature that demonstrates the evolution of interior constructions necessary for the working operation of Australia's sole mint to continue.	Moderate

Element/Attribute	Associated Value	Descriptor	Significance Ranking
Flared columns	Contributes to the rarity values of the building.	There are many examples of original square concrete support columns with flared tops throughout the building, mostly in the basement and the large vault. The use of flaring represents both their load-bearing function and an aesthetic choice associated with the Stripped-Classical style of the building. The presence of these columns demonstrates the need for large open spaces within the storage and equipment areas of the building, interior constructions necessary for the working operation of Australia's sole mint to continue.	High
Timber block floor	Contributes to the rarity values of the building.	These types of floors were common for workshops due to the ability to absorb the vibrations from the coin production machinery and thereby reduce vibration through the machine and reduce noise levels in the workshop. The majority of the workshop spaces have had their original timber block floors removed and now have concrete floors; however the original timber end-grain block floor has been retained in the coin production workshop. Its presence is a feature that demonstrates the evolution of interior constructions necessary for the working operation of Australia's sole mint to continue.	High
Gantry Crane remnants (now decommissioned)	Contributes to the rarity values of the building.	The presence of the gantry crane system is a feature that demonstrates the evolution of interior constructions necessary for the working operation of Australia's sole mint to continue. Particular features of note are the single remaining crane mechanism and the system of rails above the large factory spaces.	High

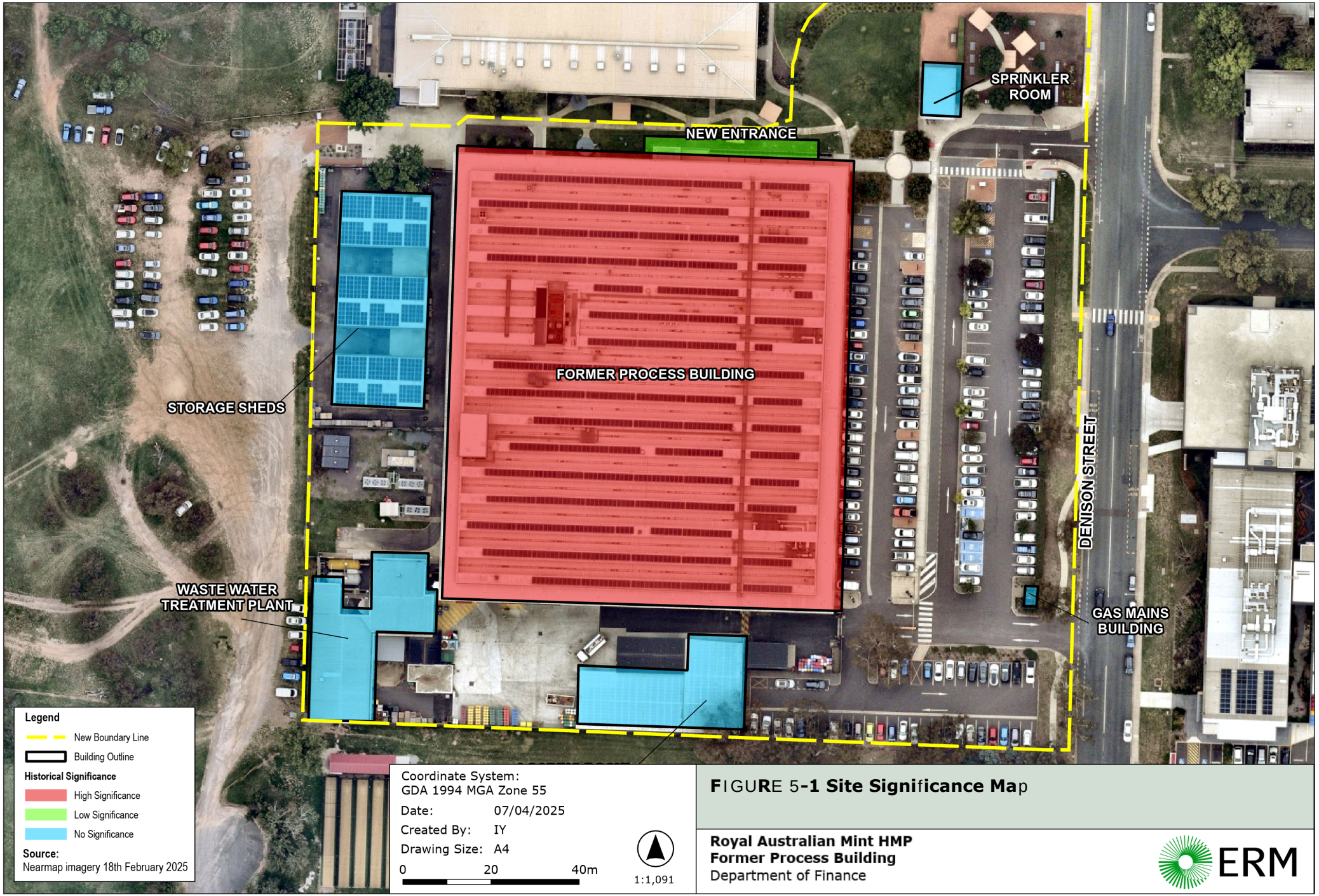
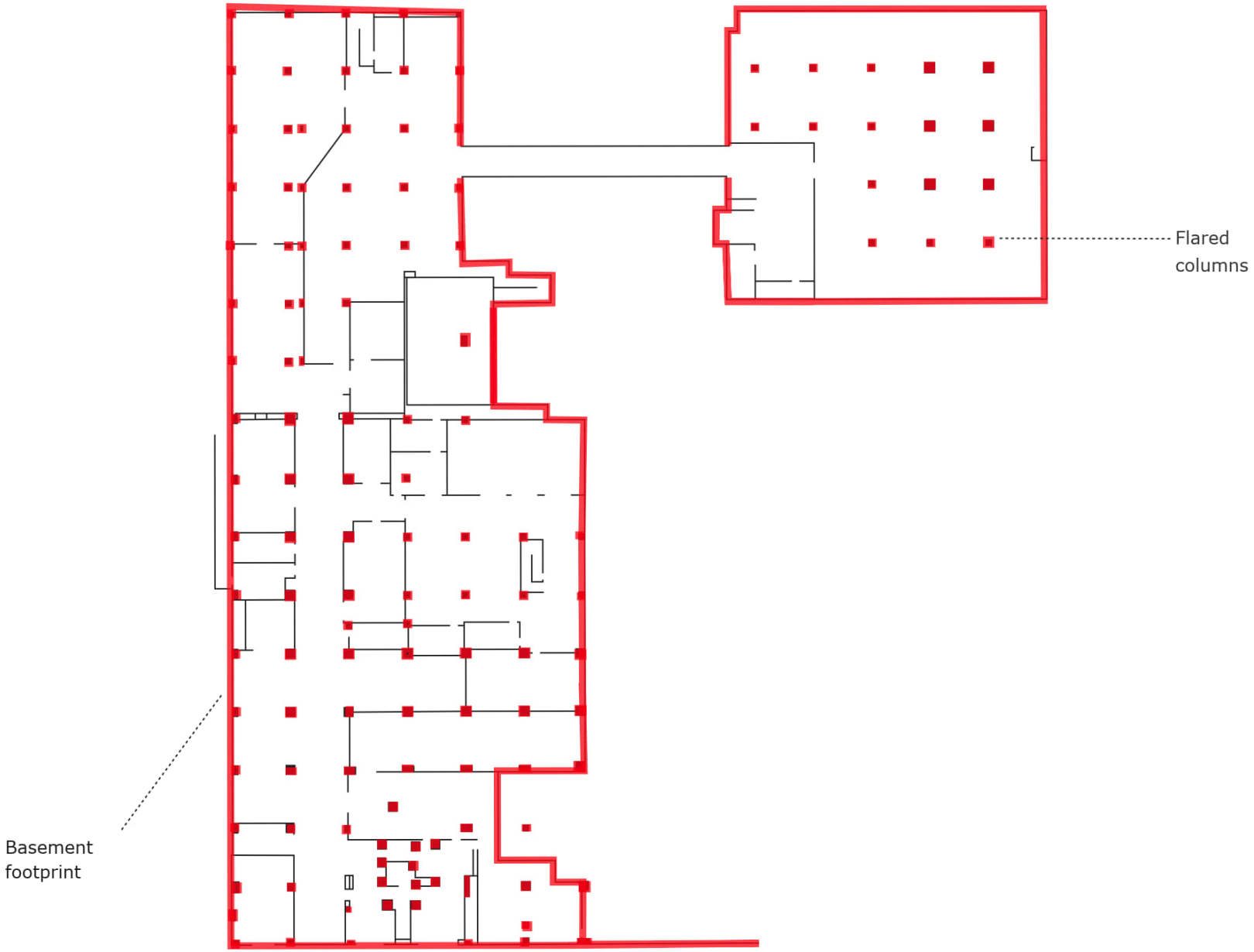


FIGURE 5-1 Site Significance Map

Royal Australian Mint HMP
Former Process Building
Department of Finance

ERM

0762239_Ventia_RAM_HA_R0.aprx



Level of Significance
- High
- Moderate
- Low
- Nil

Date: 22/06/2026
Created by: EM
Drawing Size: A3

FIGURE 5-2 Significance Plan Basement

Royal Australian Mint HMP
Former Process Building
Department of Finance

ERM

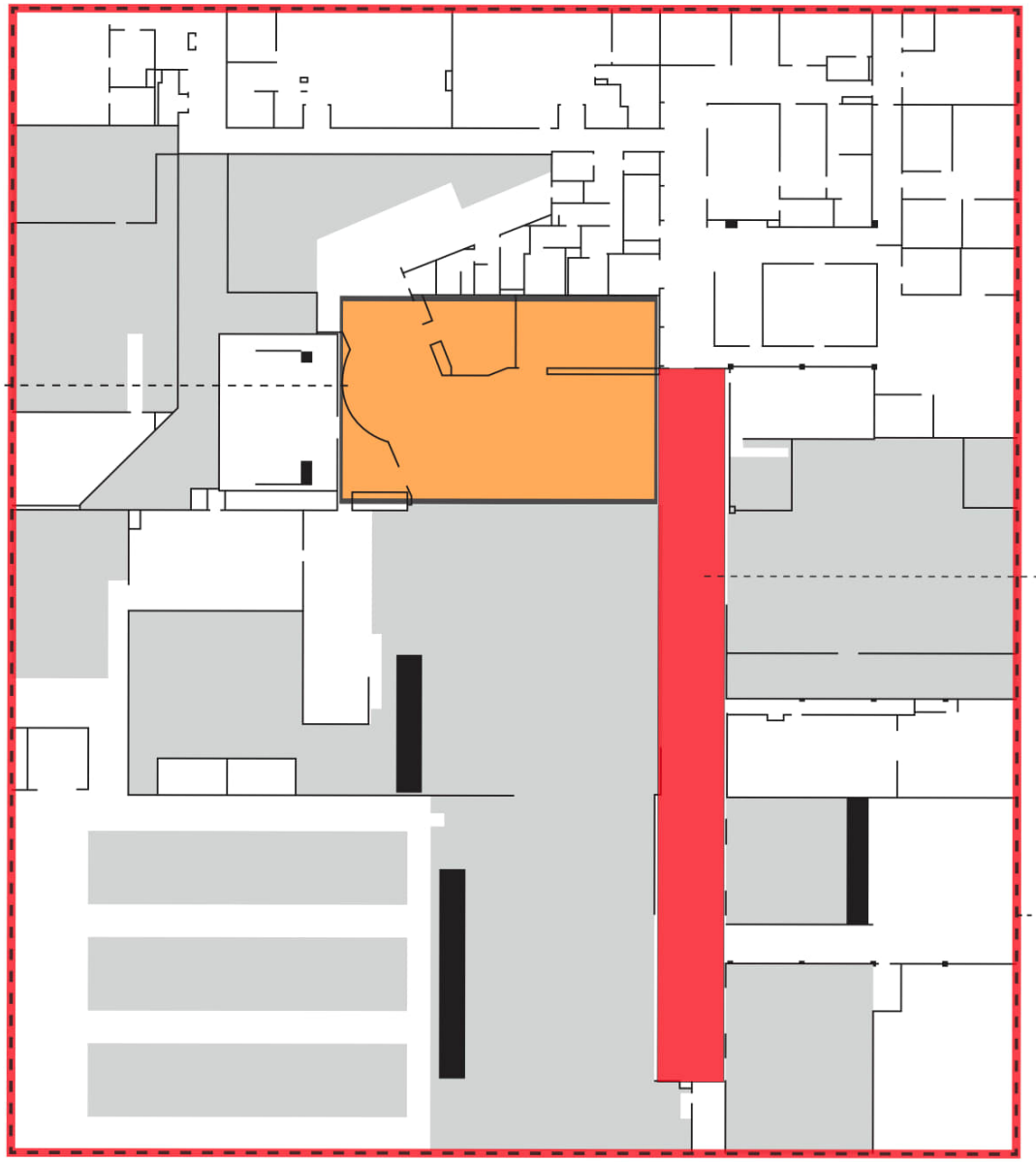


Date: 22/06/2026
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FIGURE 5-3 Significance Plan Ground Floor

Royal Australian Mint HMP
Former Process Building
Department of Finance

ERM



Void

Level of Significance

- High
- Moderate
- Low
- Nil

Date: 22/06/2026
Created by: EM
Drawing Size: A3

FIGURE 5-4 Significance Plan Upper Level

Royal Australian Mint HMP
Former Process Building
Department of Finance

ERM

6. MANAGEMENT ANALYSIS

The information and analysis presented in the preceding sections of this plan notes that Finance has a responsibility for the heritage values of the Former Process Building and immediate surrounds, as assessed against the CHL criteria and included in the official citation for the RAM. Finance is supported by the PSP in the maintenance and management of the Former Process Building, in close collaboration with the lessee.

This section presents and discusses the range of potential risks from the interaction of day-to-day and strategic Finance activities and the heritage values of the place.

6.1 RISK ASSESSMENT

This section identifies and rates the current and future risks to the heritage values of the Former Process Building and immediate surrounds. The purpose of this risk assessment is to identify policy and guideline requirements for the effective management of the RAM's heritage values.

This risk assessment does not conform to a Department or Australian standard for risk assessments. Therefore, the risk ratings should only be interpreted as relative indicators of priority, rather than indicative of specific consequences generally associated with a Department or Australian standard risk assessment framework.

The assessment includes consideration of the current ownership and management strategies as well as potential for future uses. The risks are categorised and recommendations provided as to how the risks can be practically addressed. The risk assessment has been undertaken using the likelihood and severity categories presented in Table 6-1.

The risk matrix presented below uses a cross reference of likelihood (probability that the risk will occur) and consequence (severity of the result of the risk occurring) to determine an overall risk rating. The ratings applied can be modified and downgraded based on the application of mitigation measures. The higher the score a risk receives, the more the extensive management action is required. Note that 'Likelihood' refers to the probability of a consequence to the heritage values occurring, not the likelihood of the risk itself occurring.

TABLE 6-1 RISK ASSESSMENT MATRIX

Risk Assessment Matrix					
Likelihood Rating	**Consequence Rating**				
	Severe	**Major**	**Moderate**	**Minor**	**Negligible**
Almost Certain	Very High	Very High	High	Medium	Low
Likely	Very High	High	High	Medium	Low
Possible	High	High	Medium	Medium	Low
Unlikely	High	Medium	Medium	Low	Low
Rare	Medium	Medium	Low	Low	Low

6.1.1 RISK CATEGORIES

The following risk categories have been considered for the Site:

TABLE 6-2 RISK CATEGORIES

	Risk Category
1.	Change in Ownership or Lease
2.	Management Framework
3.	Changes to Significant Elements
4.	Condition and Maintenance
5.	Moveable Heritage
6.	Climate Change
7.	Future Use Opportunities and Constraints
8.	Interpretation
9.	Legislative Compliance
10.	Consultation
11.	Public Access and Safety

6.1.2 RISK REGISTER AND RISK RESPONSES

The risks for the Former Process Building have been listed in Table 6-3, with comments against each of the assessed heritage values categories and risk rating applied. The risks have been listed in descending order of risk rating (i.e. starting with the highest risk).

Recommended risk responses have been identified to assist in avoiding or reducing potential threats to the heritage values of the place. These recommendations have informed the heritage management policies and guidelines contained in the following section. The recommendations are provided in Table 6-3.

These risk responses in conjunction with the policies and guidelines would assist Finance in providing continued protection of the heritage values of the Former Process Building and immediate surrounds.

TABLE 6-3 RISK ASSESSMENT AND RISK RESPONSE SUMMARY

Risk Category	Risk Description	Unmitigated impact on Heritage values	Likelihood	Consequence	Risk Rating	Mitigation Management	Post Mitigation Rating	Policies and Guidelines
Change in Ownership or Lease	The Former Process Building or part thereof leaves Commonwealth ownership, resulting in no legal protection for identified heritage values.	Heritage values could be lost or negatively impacted without adequate legal protection.	Possible	Major	High	This plan to be transferred to new owner as part of any sale. If the Former Process Building property is divested from Commonwealth ownership and control and the land tenure changed, liaise with the ACT Heritage Council at least 12 months prior, and nominate to ACT heritage register.	Low	*Section 6.2 and Section 7.4*
Management Framework	Lack of clarity of responsibility for heritage management of the Former Process Building.	Management decisions may result in damage to or loss of heritage values.	Possible	Major	High	The lease arrangement for the RAM establishes roles and responsibilities between the management authorities responsible for the Site. Guidance on considering heritage values when making management decisions, along with training recommendations for personnel, is provided in this plan to assist with addressing this risk. A commitment by Finance management to use this plan for guidance is a key step in managing this risk.	Low	*Section 7.3*

Risk Category	Risk Description	Unmitigated impact on Heritage values	Likelihood	Consequence	Risk Rating	Mitigation Management	Post Mitigation Rating	Policies and Guidelines
Changes to Significant Elements	Unsympathetic changes to heritage fabric.	Damage to or loss of heritage values.	Possible	Major	High	Ensure any work is planned in consideration of heritage values. Physical works affecting heritage values should be conservation focused, and significant changes should be avoided.	Low	*Section 6.3* and *Section 7.17*
Condition and Maintenance	Unsympathetic maintenance of heritage fabric.	Damage to or loss of heritage values.	Possible	Major	High	Ensure all maintenance is low impact and seeks to conserve and retain fabric and setting in-situ.	Low	Maintenance Plan provided at *Section 6.4* and *Section 7.18*
Moveable Heritage	Items may be lost or damaged.	Damage to or loss of heritage values.	Possible	Major	High	All moveable heritage items are part of the National Coin Collection. All items should be appropriately recorded and catalogued. Details pertaining to each item's location and storage should be kept in a database and maintained with up to date information.	Low	*Section 7.15*

Risk Category	Risk Description	Unmitigated impact on Heritage values	Likelihood	Consequence	Risk Rating	Mitigation Management	Post Mitigation Rating	Policies and Guidelines
Climate Change	Increased frequency of extreme weather events in the Canberra region could cause damage to the building.	Heritage values damaged or destroyed by long periods of very high temperatures, severe storms and flash localised flooding.	Possible	High	High	Regular maintenance and inspections for signs of cracking, heat stress in windows and roof areas, and to ensure water tightness of the building including roof water dispersal system, gutters and downpipes	Low	*Section 7.7*
Future Use Opportunities and Constraints	Changes to the current use of the RAM or part thereof, including new development that does not consider heritage values.	Heritage values lost or negatively impacted on through unsympathetic changes in use and new development.	Unlikely	Major	Medium	Examine prudent and feasible alternatives to the proposed action. Prepare a Heritage Impact Assessment (HIA) and EPBC Act Referral if needed.	Low	*Section 6.7 and Section 7.5*
Interpretation	Insufficient or inaccurate interpretation of heritage values.	Heritage values may not be understood by management and/or visitors; this may lead to damage to or loss of heritage values.	Unlikely	Major	Medium	Interpretation through public visitor museum spaces and similar signage.	Low	*Section 7.9*

Risk Category	Risk Description	Unmitigated impact on Heritage values	Likelihood	Consequence	Risk Rating	Mitigation Management	Post Mitigation Rating	Policies and Guidelines
Legislative Compliance	Compliance with the EPBC Act, and relevant ACT legislation is required. Confusion over legislative requirements could lead to non-compliance.	Activities may be undertaken that may result in damage to or loss of heritage values.	Unlikely	Major	Medium	A summary of legislative requirements is included at *Section 4* of this plan to assist Finance management authorities to achieve legislative compliance on heritage issues under the EPBC Act 1999.	Low	*Section 4 and Section 6.8* This plan's consistency with EPBC requirements for management plans is at *Appendix J*
Consultation	Consultation with stakeholders can take time, which can delay activities. Lack of stakeholder consultation when planning changes that may impact heritage values can cause delays during the approvals phase.	Activities may be undertaken that may result in damage to or loss of heritage values.	Unlikely	Major	Medium	Where an activity is proposed that may require an EPBC referral, early consultation with DCCEEW is advised to ensure all timelines for approvals are factored into work programs.	Low	*Section 7.11*
Public Access and Safety	Inadequate visitor management may result in damage to heritage items and sites by visitors, including vandalism and souveniring.	Damage to heritage sites and places, with a consequential loss and damage to the heritage values.	Unlikely	Major	Medium	Continue security measures restricting visitor access to authorised areas, monitoring activities, and checking for unauthorised removal of material from the building.	Low	Access guidelines are provided in *Section 7.10*

6.2 CHANGE IN OWNERSHIP OR LEASE

Properties that are considered surplus to Finance requirements are disposed of in accordance with the requirements of the Commonwealth Property Disposals Policy, which is administered by Finance.

If Finance executes a contract for the sale or lease of the Former Process Building then the Environment Minister will be notified by Finance in accordance with Section 341ZE of the EPBC Act. Additionally, Finance would work with the new owner to agree on conditions of transfer that would allow for ongoing protection of identified heritage values post sale.

If the sale/lease/transfer of the Island was not to another Commonwealth agency and the land tenure were to change then, as the place has been assessed as meeting more than one criterion of the ACT Register, Finance would include a nomination of the Site to the ACT Heritage Council. In this case, consultation with ACT Heritage should also be undertaken early to support a streamlined process for ongoing heritage protection.

Section 7.4 provides further guidance relating to changing ownership of the Former Process Building.

6.3 CHANGES TO SIGNIFICANT ELEMENTS

A qualified heritage specialist should be consulted for any proposed changes or major maintenance where impacts to significant fabric or values could occur. Refer to Section 6.3 for further guidance.

6.3.1 TOLERANCE FOR CHANGE

Managing places of heritage significance involves understanding which attributes of an element or a site contribute to its significance and then assessing each of the attributes' 'tolerance for change'. For buildings and structures (or groups of buildings and structures), their form, fabric, function, and/or location are usually the key attributes that embody their significance. To assist future planning and management of the Site, specific attributes of the built and landscape components have been analysed and their 'tolerance for change' assessed.

While 'tolerance for change' levels can be a useful guide to conservation and development works and consider official heritage values, the Commonwealth Heritage values as identified in the CHL are to take precedence in planning change. The analysis of contributory heritage elements described in this report assists with managing any proposed change to the RAM's heritage values. Contributory elements have been assessed against their grades of significance for sensitivity or 'tolerance for change' to identify the extent to which their heritage values are able to tolerate alteration without adversely affecting the nature or degree of their significance to the whole-of-site values. The rankings for tolerance for change are presented below in Table 6-4 and are derived from Burke (2010).

TABLE 6-4 TOLERANCE FOR CHANGE DEFINITIONS

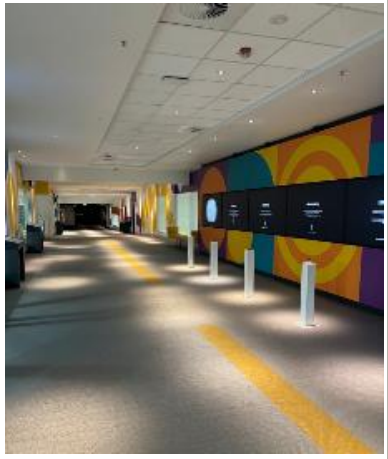
Degree	Policy/Management Action
No tolerance for change – highly sensitive	The key attributes (form, fabric, function, location, intangible values) strongly contribute to the heritage significance of the element and/or its contribution to the significance of the Site. The element retains a high degree of integrity and authenticity with only very minor alterations that respect or enhance its significance. The key attributes of the element or the Site should be retained and conserved. Any change may result in adverse impact on the assessed significance of the element or Site.
Low tolerance for change	The key attributes (form, fabric, function, location, intangible values) contribute to the heritage significance of the element and/or its contribution to the Site. The element retains a moderate degree of integrity and authenticity with only minor alterations that respect its significance.
Moderate tolerance for change	The key attributes (form, fabric, function, location, intangible values) partly contribute to the heritage significance of the element and/or its contribution to the significance of the Site; it may have undergone some alteration/change which does not detract from its authenticity and significance. The key attributes of the element should be generally retained and conserved. Moderate change to specific attributes is possible provided there are only minimal adverse impacts and the assessed significance of the element, or the Site overall is retained.
High tolerance for change – nil/low sensitivity	The key attributes (form, fabric, function, location, intangible values) of the element have relatively little individual heritage significance but may contribute to the overall significance of the Site. A greater level of change is possible to specific attributes of this element, avoiding adverse impacts and retaining the significance of the Site overall.

Table 6-5 provides opportunities for conservation and development, highlighting the condition, heritage significance and tolerance for change ranking of contributory items at the Former Process Building. The table provides detailed management guidance for each building, based on the assessed significance and tolerance for change of each element. Tolerance for change rankings for elements are shown in Table 6-5.

TABLE 6-5 DETAILED MANAGEMENT GUIDANCE FOR SIGNIFICANT ELEMENTS AT THE RAM

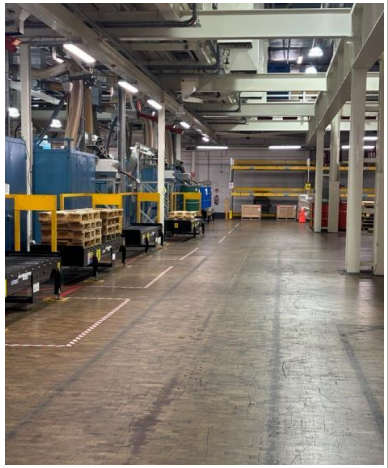
Element and Photo	Location	Description	Significance Ranking	Tolerance for Change	Recommendation
Building footprint and symmetrical arrangement of key RAM buildings 	RAM site	The building footprint and symmetrical siting of the Former Process Building and the Former Administration Building and their relative relationship. Overall condition and integrity of this contributory element is considered good.	High	Low	Retain the footprint and arrangement of the 2 key RAM buildings and consider similar symmetrical alignment should any other structures need to be added to the complex. Retain and maintain in accordance with the recommendations in this plan.
Architectural form  	Former Process Building Exterior	The Stripped Classical design and detailing of the Former Process Building, including external walls, horizonal profiles, symmetrical facades, lack of classical detailing, 2-storey pavilion form, rhythmic façade treatments, recessed windows, sandstone and basalt façade cladding, and mansard-style parapet roof with projecting eaves. Overall condition and integrity of this contributory element is considered good.	High	Low	Changes to the exterior form should be avoided where possible. Additions that obscure the existing views of the façade should be avoided where possible. Minor changes to improve accessibility or safety are acceptable so long as they match the architectural style, existing materials, and colours. Retain the existing colour of the projecting eaves. Retain and maintain in accordance with the recommendations in this plan.

Element and Photo	Location	Description	Significance Ranking	Tolerance for Change	Recommendation
Entrance 	Centre of ground floor of northern elevation	New entrance created in 2009 following Site-wide refurbishments. The new entrance has been constructed in glass, which has been detailed in frames that match the width of the individual panels of the building façade. A ramp has been installed to provide access to the entry. Overall condition of this contributory element is considered good, but the integrity is considered low as it is a recent modification.	Low	High	Changes to the entrance are acceptable so long as they are sympathetic to the Stripped Classical architectural style, and the existing materials and colours of the surrounding building. Retain and maintain in accordance with the recommendations in this plan.
Commemorative Plaque 	Ground floor entrance	A brass plaque installed in the new entrance to commemorate its opening. Overall the condition and integrity of this contributory element is considered good.	Low	Low	The plaque should remain unchanged and in position at the building entrances. Any required restoration work should only be performed by a qualified conservator. Retain and maintain in accordance with this plan.

Element and Photo	Location	Description	Significance Ranking	Tolerance for Change	Recommendation
Public galleries 	Northern portions of the ground and upper floors	Series of rooms on the upper level which house artefact displays and interpretation for visitors to the RAM. Overall condition of this contributory element is considered good, but the integrity is considered low as the layout and fabric of the galleries have been subject to repeated modifications in line with updating the visitor experience.	Moderate	High	The presence of public galleries should be retained, however the layout and fit-out can be adapted and updated as required. Retain and maintain in accordance with this plan.
Visitor gallery and platform 	Centre of upper floor	Mezzanine level leading from the public galleries to overlook the coin production and proofing workshops. Overall condition of this contributory element is considered good, but the integrity is considered moderate as the design and internal fabric have been subject to repeated changes in line with updating the visitor experience but the position, size and inclusion of windows overlooking the workshops have remained constant.	High	Moderate	The presence and location of the viewing gallery and platform should be retained, particularly the windows overlooking the workshops on either side, however the fit-out can be adapted and updated as required. Retain and maintain in accordance with this plan.

Element and Photo	Location	Description	Significance Ranking	Tolerance for Change	Recommendation
Open workshop spaces 	Southern portions of ground floor	Series of workshop spaces to facilitate the coin manufacturing and proofing process. Overall condition of this contributory element is considered good, but the integrity is considered moderate as the spaces have been subject to repeated modifications to reflect the evolution of the coin manufacturing process but the general layout has been retained.	High	Moderate	The presence of open workshop spaces should be retained, and their general layout preserved where possible, however the fit-out can be adapted and updated as required (barring the elements discussed below). As it is decommissioned, equipment and machinery should be assessed to determine if it should be retained as moveable heritage in the RAM-managed National Coin Collection to demonstrate the evolution of the coin making and proofing process. Retain and maintain in accordance with this plan.
Storage vaults 	Ground floor	3 storage vaults of varying sizes, all with custom-made vault doors reflecting the high-level secure storage requirements of the Site since its construction. Overall condition and integrity of this contributory element is considered good.	High	Low	The presence, location and size of the storage vaults should be retained. The vault doors should not be replaced unless absolutely necessary, but general repair or updates to keep them in appropriate working order are acceptable. Retain and maintain in accordance with this plan.

Element and Photo	Location	Description	Significance Ranking	Tolerance for Change	Recommendation
Only remaining unmodified office space 	Centre of ground floor	The majority of the original office spaces in the building have been modified or completely redesigned; however, there is one area that has been retained in the centre on the ground floor. It consists of 2 offices, with split-pane frosted glass windows and door, facing a workshop. Overall condition and integrity of this contributory element is considered good.	Moderate	Low	Change to the form of these offices should be avoided. Original fabric including the external walls, the high timber skirting on the exterior, and the timber door and window architraves should be retained. Retain and maintain in accordance with this plan.
Flared columns 	Basement and ground floor vault	There are many examples of original square concrete support columns with flared tops throughout the building, mostly in the basement and the large vault. Overall condition and integrity of this contributory element is considered good.	High	Low	The presence and form of these columns should be retained. Repair or replacement of the fabric is permissible should there be any concerns regarding their structural function. While these columns are generally located in large open spaces, some additions to enclose these spaces and incorporate the columns into new internal walls have been applied. This practice can continue where necessary, but should be reversible and not cause damage. Preference should be given to avoiding attaching fixtures directly to columns where possible, but this can be considered if no other viable pathway is available. Retain and maintain in accordance with this plan.

Element and Photo	Location	Description	Significance Ranking	Tolerance for Change	Recommendation
Timber block floor 	Ground floor, main coin production workshop	These types of floors were common for workshops due to the ability to absorb the vibrations from the coin production machinery and thereby reduce vibration through the machines and reduce noise levels in the workshop. The majority of the workshop spaces have had their original timber block floors removed and now have concrete floors; however, the original timber end-grain block floor has been retained in the coin production workshop. Overall condition and integrity of this contributory element is considered good despite some wear and damage, particularly along the programmed route of the current robotic forklifts.	High	Low	Condition of the floor should be inspected regularly and repaired where required with like-for-like materials. If continued wear patterns result in significant damage or raise safety concerns, consider applying a removable coating or mat to address rather than undertake major reconstruction or removal. Retain and maintain in accordance with this plan.
Gantry crane remnants 	Ground floor coin production workshops	3 gantry cranes (all now decommissioned) operated across the coin production workshops. The rails and one crane mechanism remain. Overall condition of this contributory element is considered good, and the integrity is considered moderate as 2 of the crane mechanisms have been removed.	High	Low	The rails and remaining crane mechanism should be retained. The metalwork should be maintained and repainted as required, however this should not damage or obscure the associated signage and markings. All remaining parts of the mechanism should remain in place and be strengthened or re-affixed if deterioration or damage occurs. Retain and maintain in accordance with this plan.

Element and Photo	Location	Description	Significance Ranking	Tolerance for Change	Recommendation
					

6.4 CONDITION AND MAINTENANCE

Table 6-6 details maintenance works and changes to the Site that have been completed in recent years (2020-2025).

TABLE 6-6 MAINTENANCE WORKS AND SITE CHANGES COMPLETED (2020-2025)

Location	Detail of Work	Photograph
Roof	Repainted	No photograph available.
Roof	Protective cladding over original sky lights (external) most likely due to damage or asbestos protection	No photograph available.
Public areas located on the ground floor, first floor	Disability/stair accessibility works	No photograph available.
Coin Production Hall	Section of original timber floor replaced due to water damage in 2014	

6.5 MOVEABLE HERITAGE

There are various artefacts and objects associated with Australian and British coin manufacturing processes (including machinery) and historical coins and associated memorabilia. The RAM is the custodian of the National Coin Collection on display in the Former Process Building. The RAM is developing a list of movable heritage items within the collection; however, for security and conservation reasons, a detailed list is not publicly disclosed in accordance with Section 341Q of the EPBC Act.

6.6 CLIMATE CHANGE

Climate change has the potential to have profound effects on the structure and function of many Australian ecosystems and buildings. These changing climatic conditions will result in increased temperatures, increased fire risk and increased intensity of storm events.

These changing climatic conditions have the potential to cause damage to the heritage values of the Former Process Building. Periodic monitoring should be undertaken, and a review of existing management strategies may be required in the event of changing climatic conditions to meet the changing pressures on the built environment. Adaptation measures could include increased weatherproofing to buildings such as carefully designed additional cladding, window coverings, or roofing. These modifications need to be designed with input from a heritage specialist, and a Heritage Impact Assessment is likely to be required to support the approvals process.

6.7 FUTURE USE OPPORTUNITIES AND CONSTRAINTS

Consideration should be given to continuing the current usage of the Former Process Building by the RAM. It is important that before any future use opportunities are underway, the personnel responsible for Site management and maintenance are familiar with the requirements of a heritage site. Information contained in this plan can be used for training materials that can be included in safety inductions for groups undertaking any activities at the Former Process Building.

Some future use options are:

- The retention of the existing building and ongoing use; and
- Retaining and maintaining the existing building, but altering its use to incorporate community, commercial, or residential use.

Section 7.5 provides further guidance relating to future use opportunities and development constraints. The retention of an appropriate visual setting and physical environment is an essential element of heritage conservation. Form, setting, and significant elements should never be compromised. The nature of any proposed new development should be assessed in terms of bulk, massing, form, scale, and materials, with a view to minimising impacts on heritage values. Any new development, including additions to existing structures, must be deferential to the building and contemporary in design.

6.8 LEGISLATIVE COMPLIANCE

Compliance with the EPBC Act is required whilst the Former Process Building is on National Land or in Commonwealth control. ACT legislation may apply to certain activities by the Commonwealth, and legal advice should be sought on whether approvals or permits are required. ACT legislation would apply if the tenure of the property were to change and the building were divested from Commonwealth ownership and control. Section 3 of this plan outlines the planning framework relating to the Site to ensure legislative compliance on heritage issues under the EPBC Act.

6.9 PUBLIC ACCESS AND SAFETY

The RAM is recognised as a tourist destination, and many parts of the building have large numbers of visitors on a regular basis. Inadequately controlled or supervised visitors have the potential to impact heritage values of the building through vandalism or souveniring collection or interpretive items or building fabric.

The security measures currently in place to restrict visitor access to authorised areas and monitor activities in the building adequately address this concern and should be continued for as long as the Site is open to the public.

7. POLICIES AND GUIDELINES

This section presents policies and guidelines to address the ongoing management and care of the heritage values at the Former Process Building.

7.1 MANAGEMENT OBJECTIVES

The objective of future Site management is to conserve the Commonwealth Heritage values of the RAM site in the context of a range of management requirements and issues.

7.2 APPROACH TO HERITAGE MANAGEMENT

The Australia ICOMOS Charter for the Conservation of Places of Cultural Significance (2013) (the Burra Charter) is widely recognised for its guiding principles on conservation in Australia in terms of the physical fabric. The Burra Charter contains basic conservation principles in a range of articles, which address cultural significance and how to protect it. This plan advocates an understanding of the Burra Charter principles which include:

- the place itself is important;
- understand the significance of the place;
- understand the fabric;
- significance should guide decisions;
- do as much as is necessary, but as little as possible;
- keep records; and
- do everything in a logical order.

In the first instance, this plan should be adopted by the owner. It is important that the personnel responsible for the management and maintenance of the Site are familiar with the requirements of a heritage site. Awareness of the matters to consider and procedures to follow is essential to the successful ongoing conservation management of the heritage place.

Policy 1
This plan is to be adopted by the authorities responsible for the management of the Site and used in its ongoing strategic and day-to-day management.
Policy 2
The conservation and management of the heritage values of the Site should protect its Commonwealth Heritage values and be carried out in accordance with the principles of the Burra Charter.
Policy 3
Seek advice from a suitably qualified and experienced heritage specialist if proposed changes or maintenance have the potential to adversely impact the listed and assessed heritage values of the RAM site.

7.3 MANAGEMENT FRAMEWORK AND WORKS APPROVAL

7.3.1 MANAGEMENT OF CONTRIBUTORY ELEMENTS

7.3.1.1 SITE MANAGEMENT FRAMEWORK & TRAINING

The Former Process Building is currently part of the Finance Owned Estate. Overall responsibility of the Site's management and maintenance resides with the PSP on behalf of Finance, in coordination with the lessee. All personnel responsible for the management and maintenance of the Site should be made aware of the heritage values it contains.

Policy 4

Heritage inductions should be delivered to personnel responsible for the management and maintenance of the Site, including provision of ongoing access to the latest version of this plan.

7.3.1.2 DETAILED MANAGEMENT GUIDELINES FOR CONTRIBUTORY ELEMENTS

An overview of significant elements and their management is contained in Section 5.5 and Section 6.3. Significant fabric is indicated in Figure 5-2 to Figure 5-4. The following policies support the heritage conservation and management of this fabric and the Commonwealth Heritage values of the RAM site.

Policy 5

Elements and fabric of high significance at the Former Process Building should be retained, conserved, and protected, and subject to consideration of building condition, with minimal intervention. Any repairs or replacement to original fabric of significant elements should use like-for-like design, materials and finishes.

Policy 6

Any works that may impact the heritage values of the Former Process Building should only be undertaken once an HIA has been prepared in accordance with the guidance in Section 7.6 and any necessary EPBC Act approvals have been granted. All works should be planned to retain the original design intent for the building and must be undertaken by suitably qualified tradespeople familiar with heritage conservation.

Policy 7

The maintenance outlined in Table 7-1, as well as less extensive change, is permissible, provided it is undertaken in accordance with Section 7.16 and the Heritage Handbook by a tradesperson familiar with heritage conservation, this plan, and is documented in accordance with Policies 35 and 36.

7.4 CHANGE IN OWNERSHIP

If the Former Process Building is divested and the land tenure changed to Territory Land, it is recommended that the entire RAM site be nominated to the ACT Heritage Register to afford formal protection under the ACT heritage system. Consultation with the ACT Heritage Council would be necessary at least 12 months prior to the property leaving Commonwealth ownership to ensure the appropriate nominations are in place to provide ongoing heritage protection.

Policy 8

If part or all of the Former Process Building is to be disposed of in the future, Finance should notify the Environment Minister of the intention to divest the Site or lease, in accordance with the timeframes specified under S341ZE of the EPBC Act.

Policy 9

If the Site is to leave Commonwealth ownership or control (change of lease), and the land designation and tenure were to change, a nomination of the whole RAM site to the ACT Heritage Register should be made and the updated HMP should be lodged with the ACT Heritage Unit.

Policy 10

This plan should be provided to any new owner. It should be reviewed and updated within 6 months of a Change of Ownership.

Consultation with the ACT RAOs about any change of ownership is recommended, to demonstrate due diligence and consistency with the *Ask First* principles and *Engage Early* EPBC Act guidelines. A record of consultation with the RAOs should be included in any HMP updates and also be included in the submission to the Minister for change of ownership.

Policy 11

Finance should consult with the relevant Aboriginal stakeholders about any proposed changes in ownership, and record consultation outcomes for the submission to the Minister.

7.5 FUTURE USE ADAPTIVE REUSE GUIDELINES

The Former Process Building is a robust concrete and steel structure which could tolerate a variety of uses. Refurbishments in the 1980s and 2000s have modified the building, but it has essentially continued its functions as offices, coin production, and a tourist site since its construction. Ideally, future use options for the Site should consider the retention of its heritage values through usage which highlights its use as the Former Process Building.

7.5.1 FUTURE AND ADAPTIVE REUSE

Policy 12

When considering appropriate adaptive re-use of the Former Process Building, the primary considerations should be to retain the form, setting, significant fabric of this building and its relationship to the Former Administration Building.

Policy 13

The continued use of the Former Process Building as workshops, offices, and tourist facility is considered compatible with the heritage values of the building and should be continued and encouraged in future.

Policy 14

Any proposals for adaptive reuse of the Former Process Building should be subject to a HIA to assess the potential impact on the place's Commonwealth Heritage values.

7.6 DEVELOPMENT CONTROLS

Significant views to the Former Process Building exist from Denison Street. Even though the building is set back from the street, it still has a significant presence in the streetscape, particularly given the undeveloped backdrop to the north, south, and east.

Policy 15

Future planning at the Former Process Building should maintain significant views and vistas, as shown in Figure 4-1 of this plan.

There is limited available space for new development at present, and any new development would likely require reconfiguration of the car parks and landscape elements. New buildings would potentially impact on the heritage values of the Site, including its aesthetic attributes.

Policy 16
Development of new structures at the RAM site has the potential to impact on the Commonwealth Heritage values. Any proposals to construct additional buildings at the Site or adjacent to the Site should be subject to a HIA and consider prudent and feasible alternatives. New development is likely to require approval under the EPBC Act, and consultation with DCCEEW and the NCA should be undertaken early in the planning process, if new development cannot be avoided.
Policy 17
Where new structures are required for site functionality purposes, they should be of a low scale, reflect the strong horizontal and vertical lines of the RAM buildings, be constructed using sympathetic materials and be designed and positioned in a way that does not detract from the heritage values of the Former Process Building or the RAM site as a whole. New structures need to be informed by heritage advice early in the design process, including preparation of a HIA.

7.7 EXTREME WEATHER EVENTS AND EMERGENCY REPAIRS

Climate change will increase the frequency and intensity of storms and prolong periods of very high temperatures in the location of the Former Process Building, posing risks to heritage fabric and values. This threat emphasises the importance of regular maintenance and repairs to ensure that the building remains watertight. In addition to the maintenance inspection regime provided in Section 7.18, it is essential that comprehensive inspections occur immediately after an extreme weather event and repairs are undertaken as quickly as possible.

Policy 18
Inspections after storms and other extreme weather events should be undertaken as soon as it is safe to do so, and any necessary repairs should be undertaken in accordance with the guidance at Section 7.17 and the Heritage Handbook at Appendix G.
Policy 19
Ensure all Site management personnel are familiar with the emergency response plan for the Site and that communication and response protocols are clear to address damage from storms and other extreme weather events. Review the emergency response plan annually and update as needed.
Policy 20
In the event of damage caused by extreme weather events, undertake repairs with advice from suitably qualified experts including built heritage specialists and engineers as required as quickly as possible to prevent further damage.

7.8 CHANCE FINDS MANAGEMENT

It is unlikely that the sub-surface areas of the Site contain items of archaeological interest that may be discovered during works at the Former Process Building given the extent of sub-surface disturbance involved in the construction of the Site. However, the buildings themselves provide some potential for unforeseen discovery of archaeological items.

The cultural heritage analysis of the Site (see Appendix A and Appendix C) has determined that it has low Aboriginal archaeological potential. However, if potential Aboriginal or historic archaeological items are found during Site works, the protocols at Appendix H are to be followed.

In the event of the discovery of possible human remains, the Police must be contacted immediately, and all works must cease.

Policy 21
In the event of an unforeseen discovery, the find should be reported immediately to the Site Manager and owner, and any works ceased immediately. Depending on the nature of the find, other authorities may need to be contacted. Refer to Appendix H for the Chance Find Protocols.

7.9 INTERPRETATION

The purpose of interpretation of heritage places is to reveal and explain their significance and to enable that significance to be understood by the people that manage the place and the public that access it. Interpretation is managed through the exhibition space which is coordinated by the curators of the National Coin Collection, which is managed by the RAM.

A Heritage Interpretation Strategy is often developed where there is public access to, and/or interest in a heritage place. The Strategy can often be used to prioritise interpretation actions and allocate funding over a rolling program of preparation, installation and reviews/upgrades. An Interpretation Plan was prepared for the RAM in 2007 (Woodhead), however significant changes have occurred at the Site since this time including refurbishments, change of tenancies, and inclusion on the CHL.

Policy 22
As the custodian of the National Coin Collection which is central to the current interpretation at the Former Process Building, the RAM should prepare an updated Heritage Interpretation Plan for the Former Process Building, which considers a variety of media to communicate the history and significance of the whole RAM site and its importance to Australia's cultural history.
Policy 23
The RAM should ensure Site interpretation also communicates the Aboriginal history of the area and be prepared in conjunction with RAOs.

7.10 ACCESS AND SAFETY

The Former Process Building is a recognised tourist destination, and many parts of the building have large numbers of visitors through on a regular basis. Inadequately controlled or supervised visitors have the potential to impact heritage values of the building through vandalism or souveniring collection or interpretative items or building fabric. The security measures currently in place to restrict access to authorised areas and monitor activities in the building adequately address this concern and should be continued for as long as the Site is open to the public.

Policy 24
Security measures in place to restrict visitor movement and monitor activities should continue for as long as the Site is open to the public.

7.11 STAKEHOLDER CONSULTATION

With the need to ensure compliance under the EPBC Act for heritage matters, consultation with a range of stakeholders will be required from time to time. Where an activity is proposed that may impact heritage values (and may require an EPBC referral), early consultation with DCCEEW is advised to ensure all timelines for approvals are factored into work programs.

Policy 25

Consult with key stakeholders on matters that may involve heritage impacts, keep them informed of decisions regarding changes to heritage values at the Former Process Building, and involve them in future updates to the HMP.

Policy 26

Contact the RAOs if there are any unexpected Aboriginal heritage finds or any incidents that could impact Aboriginal heritage values. If intangible cultural heritage values are identified through consultation with RAOs in the future, facilitation of safe access to the Site regarding these values should be provided. Management of any culturally sensitive information that may be identified in the future is to be agreed with the RAOs and implemented accordingly.

7.12 LANDSCAPING

Historic images suggest that landscaping associated with the Site was minimal, with a generally austere landscape emphasising the buildings as the primary feature of the Site.

Policy 27

Any future landscaping should be minimal and complement rather than detract from or compete with the aesthetics of the Former Process Building.

The space between the Former Process Building and the Former Administration Building was landscaped c.2010s. It was originally a space devoid of landscaping and later became the loading dock area. The introduction of landscaping in this space is an aesthetically pleasing addition to the Site. It also serves to separate the 2 buildings, now that they are under different ownership and use. This space is managed by the RAM.

Policy 28

The gardens and shrubbery between the Former Process Building and Former Administration Building should be retained to act as a separator between the 2 buildings; however, it should be maintained at low levels so as not to obstruct the visual connection between the 2 buildings.

7.13 DISABILITY DISCRIMINATION ACT 1992 AND BUILDING CODE OF AUSTRALIA REQUIREMENTS

Additions and alterations to the Former Process Building have occurred over time to meet compliance with *Disability Discrimination Act 1992* (DDA) and Building Code of Australia (BCA) requirements, including an access ramp. Some additions are particularly innovative, in that they are able to be removed in future with little to no impact on the heritage fabric.

Policy 29

Innovative solutions have been employed at the Former Process Building to comply with DDA requirements, which are aesthetically sympathetic and have low to no impact on heritage fabric or heritage significance, including the front entry area and re-configurations internally. These types of innovative solutions should continue to be employed where required.

The RAM has recently undergone upgrades due to DDA requirements. The front of house public amenities were refurbished (including the installation of handles, lowered hand basins, readjusted cubicle sizes, and amended door swings). An accessibility consultant also visited the Site to ensure compliance.

Policy 30
Where health and safety and/or BCA compliance requires alteration to significant building fabric, care should be taken to minimise impacts as much as possible. Where the potential impact on heritage fabric is considered to be high, advice from a heritage specialist should be sought. A HIA and/or Referral under the EPBC Act may be required.

7.14 SERVICES

Building services for the Former Process Building are primarily positioned in the basement. Suspended ceilings in the building interior conceal services such as air conditioner ducting, lighting, and fire services. Alternatively, in areas such as workshops an exposed services design has generally been adopted. Services are painted black to be less visually obtrusive.

Policy 31
Upgrading of plant and equipment or electrical and plumbing services should be installed in existing locations using existing voids and cavities. New interventions into significant fabric should be avoided as much as possible.

7.15 MOVEABLE HERITAGE ITEMS

Several movable heritage items were identified during the site inspection. These items are related to Australian and British coin manufacturing processes (including machinery) and historical coins and associated memorabilia. Further, a number of the items currently on display are provenanced to the Melbourne Royal Mint.

During the site visit in 2025, ERM was informed that moveable heritage is the responsibility of the RAM as part of its National Coin Collection. The RAM is the custodian of the National Coin Collection on display in the Former Process Building. The RAM is developing a list of movable heritage items within the collection; however, for security and conservation reasons, a detailed list is not publicly disclosed in accordance with Section 341Q of the EPBC Act.

Policy 32
The RAM is developing a list of movable heritage items within the national Coin Collection on display in the Former Process Building. This will include a detailed description, history, condition, photograph and current storage location. This should be reviewed annually and updated with any changes to the items or their location.

7.16 MONITORING, RECORDING AND REPORTING PROTOCOLS

The objectives of this section of the report are to outline ways in which changes to the building are tracked and ensure this plan and associated action plans, implementation plans, and maintenance plans are regularly reviewed and updated.

7.16.1 MONITORING

Regular monitoring of implementation of this plan is required under the EPBC Regulations and will support the conservation of the heritage values of the Former Process Building. Monitoring should involve the following activities:

- The condition of the heritage values will be monitored annually via physical inspections of the Former Process Building using the cyclical maintenance checklists provided in this plan. The condition assessment will be informed by the baseline condition provided in this plan. The aim is to prevent further deterioration of the condition of the heritage values of the Former Process Building.
- Prompt action will be taken to address issues that are impacting the condition of the heritage values.
- Annual review of progress against the implementation plan at Section 8.

Policy 33

The implementation of this plan and the condition of the heritage values of the Former Process Building will be monitored annually by the PSP.

7.16.2 RECORDING

Where buildings, structures, or landscape elements of heritage value are approved for demolition or removal, archival recording should be prepared. If the asset is of moderate or high heritage value, a comprehensive archival recording should be undertaken. This would involve the production of photographic capture and plans, and measured drawings.

Policy 34

Prepare an Archival Recording of the Site or its affected areas prior to commencing any major changes or works to areas or items with heritage values. Details of the alteration works should be recorded following their completion.

7.16.3 REPORTING

Planned and unscheduled maintenance works and alterations to heritage items and areas need to be recorded by the PSP and Finance to provide a centralised record of changes to the place over time, and to satisfy Finance's heritage register requirements under the EPBC Act. Records of all repairs and works, associated decisions and reasons for decisions will be kept for reporting and auditing purposes. Electronic recording should capture any maintenance undertaken at the Former Process Building with attention to significant fabric (refer to Figure 5-1 for significance of Site elements). These records are to be incorporated in future updates of the statutory HMP.

The annual implementation review will be undertaken through the Property Asset Management Plan (PAMP) process; findings will be reported to Senior Leadership at Finance (i.e. Branch Head, Property Management and Projects) as required. If progress does not align with the timeframes in the implementation plan, actions will be taken to address the outstanding actions. In the event of divestment a copy of Site works records should be made available to the new Site manager and a record should continue to be maintained for the Site.

Policy 35

Ensure routine maintenance as well as substantial maintenance to heritage items and areas at the Former Process Building are recorded.

Policy 36

Records of substantial maintenance works and alterations are to be incorporated in future updates of the statutory HMP.

Policy 37
The implementation of this plan will be reviewed annually through the PAMP process and reported annually to Senior Leadership at Finance (i.e. Branch Head, Property Management and Projects) as required.

7.16.4 REVIEW OF THE HMP

For this plan to remain a useful heritage management and conservation tool it needs to be reviewed and updated at regular intervals. The review is to be undertaken by Finance with assistance from a heritage specialist as required. The review is to focus on amending responsibilities and include commentary on any works undertaken since the last HMP review; it will also consider any changes or planned changes of use.

Whilst the Former Process Building remains a Commonwealth property, in accordance with the EPBC Act, this plan must be reviewed at least once every 5 years. The review should assess the content of the plan and determine its effectiveness in protecting the heritage values of the place and make recommendations for updating or re-writing the plan as required.

Finance/PSP will check the implementation of this plan, including actions identified in Table 7-1 and cyclical maintenance schedule through Finance's annual PAMP process, with corrective actions to be recorded and implemented within agreed timeframes.

Policy 38
This plan should be reviewed and updated at least once every 5 years in accordance with Section 341X of the EPBC Act. Finance/PSP will check the implementation of this plan through the annual PAMP process.
Policy 39
This plan should be made available by Finance for public review and comment, in accordance with EPBC Act requirements and subject to security considerations.

7.17 MANAGEMENT OF CONTRIBUTORY ELEMENTS

7.17.1 MANAGEMENT FRAMEWORK & WORKS APPROVAL

The management responsibilities for the Site are outlined at Section 4.3 of this plan. The Site is located on Commonwealth land and the PSP and the RAM lessee have primary responsibility for the management of this property.

The acceptance and implementation of this plan by the key stakeholders described above is important to ensure the ongoing conservation and maintenance of this significant heritage site.

Policy 40
This plan is to be adopted by the key stakeholders responsible for its maintenance and care and is to be used in its ongoing strategic and day-to-day management.

7.17.2 POLICIES – CHANGES TO FABRIC

The RAM buildings have undergone broad scale refurbishments in the 1980s, and again in the 2000s, which have impacted the interior of the buildings. The exterior of the Former Process Building has been modified to some degree through the creation of a new building entrance and removal of the link building.

Building elements identified as significant may be highly intact, rare, or play a major part in contributing to the heritage values of the RAM. Original and early fabric, both internally and externally, is of significance and should be retained, conserved, and protected.

Policy 41

Elements of significance within the Former Process Building should be retained, conserved, and protected.

Section 5 of this plan identifies the significant fabric of the Former Process Building, which can be used as a guide when proposing future changes to existing fabric. Figure 5-2 to Figure 5-4 provide a guide to significant elements in each level of the building. As indicated in Figure 5-3 and Section 5.5, there are some elements on the Ground Floor that may be original; despite searching, the original plans and associated records have not been located to assist in the analysis. If works in these locations are proposed, onsite investigations should be carefully done to determine if original fabric would be impacted, and if so, appropriate treatment and solutions to enable retention in-situ if feasible need to be identified.

Policy 42

Changes to significant elements should be minimal, and Figure 5-2 to Figure 5-4 at Section 5 should be used as a guide where changes to significant elements are proposed. If works are proposed for elements on the Ground Floor of the Former Process Building that may be original (refer to Figure 5-3), a qualified built heritage specialist should assist with onsite investigation and advice to determine if original building fabric will be impacted and, if so, provide solutions to prevent adverse and significant heritage impacts.

Policy 43

Any works that may impact on the significant fabric of the Former Process Building should only be planned with input from a HIA and should only be undertaken once the necessary EPBC Act approvals have been granted.

Policy 44

Fabric of the Former Process Building that has no heritage value may be removed or replaced as necessary, with consideration given to adjacent significant fabric as relevant, and potential impacts to the overall heritage values of the Site.

Policy 45

Changes to the exterior of the Former Process Building, including roofscapes, should be avoided where possible. If installations at roof level are required, they should be designed and sited in locations that are not overtly visible from the streetscape.

Prior to making major changes to the Former Process Building, the condition of the place should be recorded. This can be undertaken in accordance with the NSW guideline *Photographic Recording of Heritage Items Using Film or Digital Capture*, which can be accessed online at Photographic recording of heritage items using film or digital capture | Environment and Heritage

These NSW Guidelines are considered industry leading practice and are adopted by Commonwealth agencies such as the Department of Defence and Department of Finance in the absence of similar Commonwealth guidelines. A copy of the resulting report can be lodged with the ACT Heritage Library to assist with recording the history of changes to a heritage place over time.

Policy 46
Prepare a Photographic Record of the Site in accordance with the NSW Heritage Office guidelines prior to commencing any major changes or works to areas or items with heritage values.
Policy 47
Repair or replacement of the exterior cladding on the Former Process Building should use materials of matching colour, profile, and quality.
Policy 48
It is recommended that to minimise the risk of ongoing damage to the skylights, the skylights are covered with transparent clipdeck, to protect the original fabric, retain it in situ, yet still allow light to reach the interior of the building.
Policy 49
The moisture levels of the timber blocks need to be stabilised to manage the deterioration of the structure through expansion and contraction. A program of regular oiling should be implemented.
Policy 50
The timber block floor is a significant feature of the building. Repairs to the floor should continue, to enable retention of the floor.
Policy 51
If it is determined that ongoing repair of the floor is not prudent or feasible, consideration could be given to its removal and replacement. A HIA should be prepared to guide the process, and a section of the floor retained for interpretive purposes.

7.18 MAINTENANCE OF HERITAGE SIGNIFICANCE

This section provides maintenance protocols to guide regular inspections, Catch up Maintenance Schedule, Cyclical Preventative Maintenance Inspection Schedule, and Planned Maintenance Works that ensures heritage values are conserved.

The Site has been subject to regular, effective maintenance, which has contributed to its good condition overall.

7.18.1 REASONS FOR MAINTENANCE

The desirable standard of maintenance depends on the intensity of use and climatic conditions. A policy of preventative maintenance work is less expensive in every way. Neglecting maintenance leads to decay and may lead to costly repair.

A clear understanding of the building materials, construction, and its development, and as a result the likely problems that may be encountered, assists with the anticipation and appropriate maintenance and repair. Maintenance is defined by the Burra Charter as the continuous protective care of the fabric, contents and setting of a place. Preventative Maintenance is carried out to prevent an item failing or wearing out by providing systematic inspection, detection and prevention of damage or failure, and is usually programmed. If carried out properly, preventative maintenance will reduce the probability of decay. This contrasts with corrective maintenance, whereby damaged or deteriorating material is replaced or repaired. Preventative maintenance can not only reduce, or even avoid, the need for repairs later; it will prevent the loss of original fabric and is cost-effective. Corrective maintenance is disruptive and costly in both significant fabric and financial terms.

Regular inspections and preventative maintenance thus form the basis of the most cost-effective approach to the conservation of buildings and items of heritage significance. While some heritage buildings and items have materials that may require specialised care, the majority of preventative maintenance is standard housekeeping that can be undertaken as part of programmed maintenance activities for all assets.

Regular inspection and preventative maintenance activities can contribute to extending the life of an asset and reduce the whole-of-life costs associated with using the building. The need for major conservation work is most commonly the result of insufficient inspection and maintenance. The cost benefits of developing and implementing an inspection and preventative maintenance regime are outlined in the graph below (Figure 7-1).

Continuation of existing uses and seeking new or adaptive re-use of heritage items also plays a key role in conserving heritage values by ensuring maintenance issues are identified early and supporting justification for funding works for ongoing care.

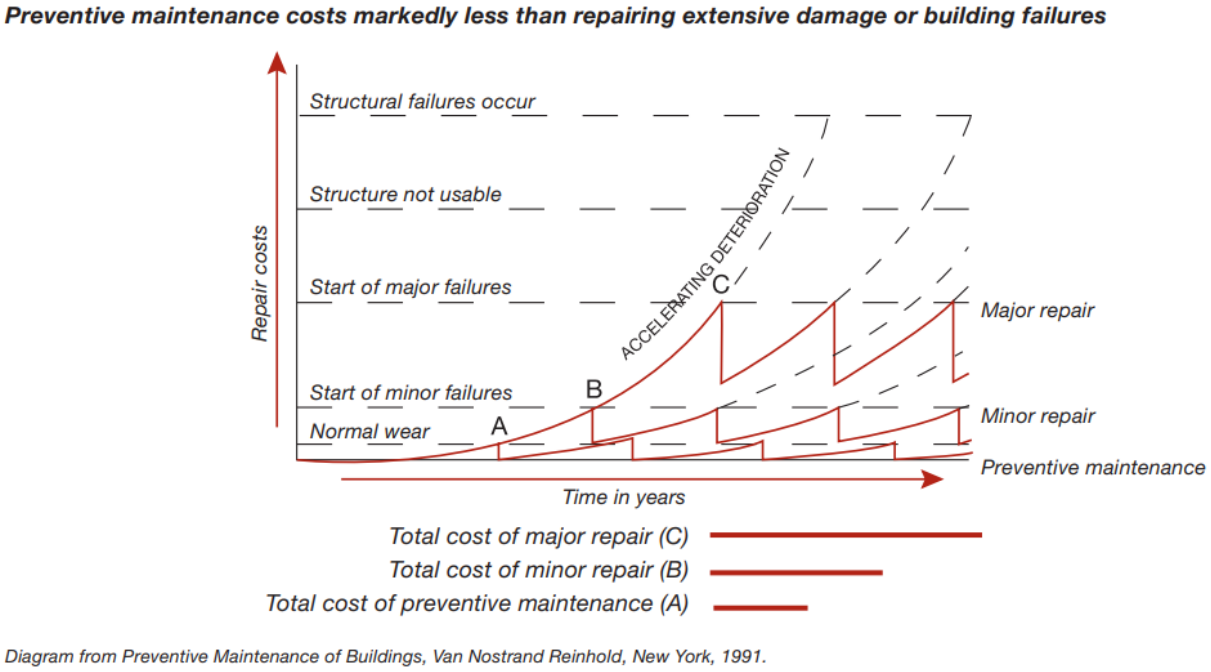


FIGURE 7-1 PREVENTATIVE MAINTENANCE COSTS DIAGRAM (NSW HERITAGE OFFICE 2004:3)

7.18.2 REGULAR INSPECTION

Regular annual inspections should be undertaken by the PSP at the RAM. These inspections are important as part of the ongoing care of the heritage values and fabric of the buildings and the associated elements on the Site. Additional guidance for these inspections is provided below.

Maintenance and examination of the Site should ideally be tackled by routines of 6-monthly, annual and 5-yearly inspections, followed by brief reports. The inspections should be undertaken by the Facilities Manager who may consult with a heritage practitioner with knowledge of historic buildings and conservation of building materials and methods if necessary.

The checklists provided in Section 7.18.3 outline what needs to be considered for the RAM to ensure issues that may have an impact on heritage values are mitigated. This checklist should be integrated into the PSP's existing maintenance inspection checklist.

7.18.3 MAINTENANCE PLANS

This section presents prioritised implementation plans comprising specific works tasks to manage the heritage values of the RAM and individually significant features. These works should be integrated into the Finance and PSP maintenance plans, minor capital expenditure programs, or capital expenditure programs.

The maintenance plans are prioritised according to the risk framework and divided into:

- Catch Up Maintenance;
- Cyclical Preventative Maintenance Schedule; and
- Planned Works.

Maintenance works should continue to be recorded by the PSP, with input from the lessee as required. An example of the works record is provided at Appendix I.

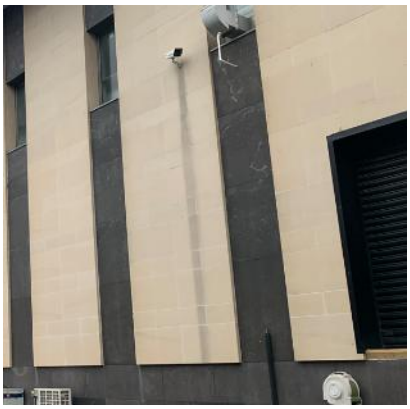
7.18.3.1 CATCH UP MAINTENANCE

A schedule of catch-up maintenance and repairs is provided below, including general housekeeping and maintenance issues. The repairs are prioritised under 3 categories:

- High (complete within 6 months) – work considered essential for the safety of the Site or the users and visitors.
- Medium (complete within 12 months) – recommended work of lower priority but necessary to minimise long- term damage to the Site's fabric and to enable the continued use of the Site.
- Low (Complete within 2 years) – work necessary to maintain the condition of the place and its heritage values.

Provided the maintenance outlined in Table 7-1 is undertaken by a tradesperson familiar with heritage conservation and in accordance with the Heritage Handbook in Appendix G, further heritage advice is not warranted.

TABLE 7-1 CATCH UP MAINTENANCE AND REPAIRS

Location	Priority	Fault	Recommendation	Photograph
Facade	Medium	General degradation	Façade needs an overall clean and conservation management to remedy cracks, and flaking render, joints between stone that need sealing. Façade conservation works are planned. This will involve raking out asbestos and current jointing materials and replacement with a compatible joint sealant.	 
Floors (Basement)	Low	General degradation	Fill cracks/holes in basement flooring as well as re-paint.	

7.18.3.2 CYCLICAL PREVENTATIVE MAINTENANCE SCHEDULE

The following checklist is an indication of what needs to be considered for the Former Process Building to ensure issues that may have an impact on heritage values are mitigated. The following should also be integrated into the owner's inspection checklist.

6-month cyclical maintenance plan

- check fire detection system;
- check automatic door operation;
- check lift operation;
- refresh pest spray and baits;
- check heating and cooling system and controls;
- check lavatories for dripping taps and running cisterns;
- check accuracy of clocks;
- check rainwater goods and gulley traps to ensure they are free of leaves and other debris; and
- check all logbooks and report any unattended maintenance activities.

Annual cyclical maintenance plan

- check the condition of paving and garden edges, garden bed lighting, perimeter sandstone walls and garden shrubs;
- check condition of all directional and interpretive signage;
- check condition and integrity of all contributory elements of significance identified in Table 6-5 such as workshops, public galleries, storage vaults and the external façade;
- check and clear stormwater pits and drains;
- check and clear sewer pits and grease traps;
- inspect roofs (exterior and interior), gutters, rainwater disposal outlets and gulley traps;
- check glazing and clean windows and painted surrounds;
- check opening and closing of all doors and windows and ease and lubricate as required;
- clean light fittings and change bulbs or fluorescent tubes;
- arrange the inspection and servicing of all air conditioning and other mechanical services systems;
- arrange the inspection and checking of firefighting equipment and other mechanical services systems;
- arrange the inspection and checking of all electrical services for operation and currency
- check all plumbing lines and drainage of all sinks, basins, showers, urinals and WCs; and
- initiate fire evacuation drill at least once a year.

5-yearly cyclical maintenance plan

Every 5 years the heritage practitioner should make a full report especially noting any structural defects that should be kept under observation and the cyclical maintenance plan should be updated, drawing attention to any defects that should be kept under observation or where further study might be required. Proposed actions should be prioritised and divided into the following categories and recorded in a logbook:

- small items (basically good housekeeping);
- should building upgrades occur, requirement for repairs to mechanical, electrical, plumbing and drainage services;
- a rolling program of long-term preventive maintenance carried out year by year; and

- major items of conservation such as roofing, walls, windows, doors and floor coverings and services.

The scope of a typical 5-yearly inspection would be consistent with the list of items set out in both the 6-monthly and the annual inspection.

8. IMPLEMENTATION PLAN

8.1 ACTIONS FROM POLICIES AND GUIDELINES

The Action Plan below in Table 8-1 includes a description of each required action, its priority, the responsible party, and a timeframe for implementation.

TABLE 8-1 HERITAGE MANAGEMENT ACTION PLAN

Priority	Action	Responsibility	Timeframe	HMP Guideline and Policy Reference
High	Adopt this plan.	Finance	At completion of this plan	Section 7.2, Policy 1
High	Conservation and management of the heritage values of the Site to be carried out in accordance with the principles of this plan.	Finance	Ongoing	Section 7.2, Policy 2
High	Develop routine maintenance plan and templates for recording maintenance activities.	Finance and PSP	Ongoing	Sections 7.16.2 and 7.17
High	Undertake high priority repairs.	Finance and PSP	By Dec 2026	Section 7.18.3.1, Policy 7
Moderate	Conduct an annual review of implementation of this plan through the PAMP process.	Finance and PSP	Annually	Section 7.16.3, Policy 37
Moderate	As custodian of the National Coin Collection, the RAM should ensure an updated Heritage Interpretation Plan to be prepared for the Former Process Building	RAM	Within the next 2 years	Section 7.9, Policy 22
Moderate	Prepare a comprehensive catalogue of the movable heritage items currently at the Former Process Building, and provenanced to the Site.	RAM	Within 12 months and review annually	Section 7.15, Policy 32
Low	Review this plan, update as needed.	Finance	Every 5 years	Section 7.16.4, Policy 38

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APPENDIX A HERITAGE CITATION

COMMONWEALTH HERITAGE LIST CITATION

Source: Australian Heritage Database, accessed March 2025

THE ROYAL AUSTRALIAN MINT, DENISON ST, DEAKIN, ACT, AUSTRALIA

Photographs	None
List	Commonwealth Heritage List
Class	Historic
Legal Status	Listed place (22/02/2016)
Place ID	106191
Place File No	8/01/000/0545

SUMMARY STATEMENT OF SIGNIFICANCE

The Royal Australian Mint in Canberra is significant as Australia's sole production facility of circulating coinage and the only Australian Mint to be established independently of the London Royal Mint. Historically, the Royal Australian Mint played a crucial role in Australia's conversion to decimal currency on 14 February 1966 by producing vast quantities of new dollars and cents to replace the imperial denominations of pounds, shillings and pence. This conversion was not only an important monetary step, but also contributed to the development of a distinct Australian identity following the ending of the British Empire, highlighted by the contemporary controversy over the original proposed name of the new coinage, "Royals". The Royal Australian Mint is constructed in the 'stripped classical' architectural style which demonstrates its important public institutional role beyond its functional purpose as a factory. Today, the Royal Australian Mint has a special association with coin collectors/numismatists as the place where commemorative coins are produced, reflecting a worldwide passion and the role that coinage has played in human culture for more than two millennia.

OFFICIAL VALUES

Criterion A Processes

The Royal Australian Mint was purposely constructed to facilitate the conversion of Australia’s currency from the British Imperial denominations of pounds, shillings and pence into dollars and cents (decimal system) on 14 February 1966. Although part of a broader monetary trend of Commonwealth countries converting to decimal currency, the conversion was another step in the construction of a distinct Australian identity in a post-Empire world. The Royal Australian Mint is testament to the dichotomy of Australia’s new and old national identity, as the “Royal” Australian Mint was pivotal in the production of vast quantities of new “Dollars” to support the conversion.

The features of the Royal Australian Mint displaying this value are the existence of the former Administration Building and former Process Building as identifiable structures in which the production of decimal coinage for the conversion took place.

Criterion B Rarity

The Royal Australian Mint has been the sole facility for the production of Australia's coinage (the Reserve Bank of Australia produces currency notes) since 1983. Historically, the Mint is unique in that it was the first and only Australian mint to be established independent of the London Royal Mint. The previous Australian Mints (Sydney, Melbourne and Perth) were established as branches of the London Royal Mint. As such, the Royal Australian Mint has significant heritage value in terms of containing an uncommon aspect of Australia's cultural history in representing Australia's development into an autonomous country from Britain, complementing other buildings in other fields in the national capital, such as Old Parliament House for the political sphere and the National Library and National Gallery in the cultural sphere.

The features of the Royal Australian Mint displaying this value are the industrial, operational and visitor exterior and interior constructions and works necessary in order for the working operation of Australia's sole mint to continue. These have evolved and continue to evolve over time as the Mint improves its operation in response to engineering and other developments.

Criterion D Characteristic values

The Royal Australian Mint's stripped classical architecture is significant because the style identifies the Mint as a national institution, in addition to a functional factory. Given its location outside the Parliamentary Triangle, the architectural style is fundamental in linking the Mint with other national institutions, such as Old Parliament House and the National Library of Australia, through their common reference to the classical foundations of western society in Ancient Greece and Rome. The former Administration Building is a better representation of stripped classical architecture than the former Process Building as the architectural elements of the latter are secondary to its primary functional purposes.

Stripped classical architecture is featured in both the former Administration and Process Buildings in their uniform rectilinear elements (e.g. horizontal profiles, symmetrical facades) and lack of classical detailing. The former Administration Building displays a number of significant external elements including its two storey pavilion form, rhythmic facade treatments, recessed windows, sandstone and marble facade cladding, front terrazzo colonnade, low pitched hipped rectangular roof with projecting horizontal eaves, and formal main and secondary entrances with crests. The former Process Building's functional use is reflected in its more simplified external style, but includes a number of significant elements such as its two storey pavilion form, rhythmic facade treatments, recessed windows, sandstone and basalt facade cladding, and mansard-style parapet roof with projecting eaves.

Criterion G Social value

The Royal Australian Mint has a strong association with coin collectors, also known as numismatists, for the products it produces as well as its symbolic importance. The Mint produces themed coins for the collector market and is important to numismatists who collect significant coins such as the first and last coins minted each year.

DESCRIPTION

The Royal Australian Mint site is at block 65, on the west side of Denison Street in Deakin, ACT. It overlooks Adelaide Avenue/Yarra Glen Road in the valley which leads west and south out of Canberra's Parliamentary Triangle. The site has an area of approximately 35 ha. The topography is relatively level, however, there is a drop of around four metres in the south-west corner. An embankment of four metres has been created along the northern boundary which has given the building the illusion of being elevated.

The Royal Australian Mint is a complex dominated by two adjacent parallel slightly off set buildings. The two buildings are both essentially two storey 'pavilion' forms and are exemplars of the Late Modern, Stripped Classical style with projecting horizontal eaves all around and equally rhythmic facade treatments. This is particularly evidenced on the north facade of the former Administration Building. The building forms, and their arrangement in relation to each other, are comparable to other schematic layouts of the style and time in Canberra and around the world.

In addition to the two main buildings, there are a scattering of ancillary structures associated with the Royal Australian Mint. These include the water treatment plant in the south-west corner of the site, various stores on the southern side of the former Process Building, a new fire sprinkler building east of the former Administration Building and a new chiller room and waste enclosure west of the former Administration Building.

The overall arrangement and design of the Royal Australian Mint in their open setting ideally suits the function of the Mint and its need for isolation and security whilst offering a unique public visitation experience.

HISTORY

Predominantly extracted from Woodhead Pty Ltd (2010), Heritage Assessment of the Royal Australian Mint at Deakin, Canberra, Woodhead Pty Ltd.

Timeline – History of coins and the Royal Australian Mint

c. 635 BC – First coins produced in Lydia (modern-day Turkey) and relatively concurrently invented in China and India

390 BC – Origins of the words 'mint' and 'money' in the Roman temple to Moneta, goddess of warning, following geese alerting citizens to an attack by Gauls close to where gold reserves were stored.

c. 880 – Origins of the British Royal Mint during the reign of Alfred the Great

1645 – Paris Mint becomes fully mechanised

1810 – British Royal Mint becomes steam-powered

1855 - Establishment of the Sydney Royal Mint

1872 - Establishment of the Melbourne Royal Mint

1899 - Establishment of the Perth Royal Mint

1913 - Walter Burley Griffin appointed Federal Capital Director of Design and Construction

1926 - Sydney Royal Mint closed

1927 - Establishment of Canberra as the National Capital

1943 - Commonwealth proposed Australian Mint; Western Australian and New South Wales opposed

1954 - Proposed Mint site at Parkes site rejected

1958 - National Capital Development Commission established

1958 - Cabinet agreed to establish new Mint in Canberra

1960 - Cabinet told Mint is 'odious factory' not suitable for the Parliamentary Triangle zone in Canberra

1962 (April) - Site and Architecture of new Mint under consideration by Government

1962 (August) - 'Royal' prefix question raised with High Commissioner to London on behalf of Prime Minister Robert Menzies

1963 - Concept designs prepared and submitted to Cabinet

1964 - Construction commenced

1965 - New Royal Australian Mint opened on 22 February 1965 by HRH the Prince Phillip, Duke of Edinburgh

1966 – Australia converts to decimal currency on 14 February 1966.

1972 - Melbourne Royal Mint closed

1984-87 - Refurbishment programme underway including new visitor facilities

1988 - Refurbishment programme complete

1989 - National Capital Development Commission abolished and superseded by the National Capital Authority

2007 - Refurbishment works project commenced, incorporating transferring all Mint operations into former Process Building

2009 - Refurbishment of former Process Building completed and newly consolidated facility reopened.

ROYAL AUSTRALIAN MINT – SITE AND BUILDING

Indigenous Occupation in the Canberra Region

The Canberra region has been home to the Ngunnawal people for approximately 20,000 years. Evidence of their long occupation exists in archaeological evidence found throughout the Australian Capital Territory. When Europeans settled the area in the early 1820s, hundreds of Indigenous people lived in the area, meeting regularly for corroborees and feasts and then breaking off into smaller bands. Indigenous people moved about to take advantage of seasonal foods, such as Bogong moths which arrived in their thousands during the summer months.

As elsewhere in Australia, European settlement disrupted Indigenous patterns of land use and movement across the country, and many Indigenous people died from European-brought diseases like influenza, smallpox and tuberculosis. Indigenous people continued to live in the region, often working on sheep properties, but their population, culture and language declined as illness and starvation increased.

Early European Settlement of the Canberra Region

Following the arrival of the First Fleet to Botany Bay, it was only a few decades later that the area around Canberra was occupied by graziers who gradually displaced the local Indigenous people. By 1820, a road to Goulburn Plains (which lie within 100 kilometres of Canberra) was under construction, opening up the vast interior of Australia to further European exploration and development. Also in 1820, explorers Joseph Wild, James Vaughan and Charles Throsby Smith discovered the Limestone Plains of the Canberra region, following the discovery of Lake George earlier that year. The explorers crossed the range of hills beside Lake George and reached a point from which they saw what is now the site of Canberra.

The first European settler in the region was Joshua John Moore who established a stock station called 'Canberry'. It is thought the name was based on an Indigenous name for the area 'Kamberra' or 'Kamberry'. The middle of Moore's property is approximately where Canberra's city centre is currently sited. In 1913, Canberra became the official name for the area.

Development of Canberra as the National Capital

In 1901, the New South Wales Government commissioned a report suggesting possible locations for the seat of Government for the new Commonwealth of Australia. The decision for the Canberra-Yass option was made in 1908 by the Commonwealth Parliament and shortly afterwards the Commonwealth surveyor, Charles Scrivener, was dispatched to choose a site.

In 1911, an international competition for a city plan was held. It was awarded to an American landscape architect named Walter Burley Griffin and his wife and partner, Marion Mahony Griffin. In the same year, the Australian Government took possession of 2,357 square kilometres of land from New South Wales to form the Australian Capital Territory as the site for the Australian national capital. In 1913, Canberra became the official name for the area at the laying of a foundation stone on Capital Hill.

Progress of the city's development was slow due to World War I, changes of government and lack of money. However, by 1914-15, several major works had been completed. Roads and sewerage layouts followed, tree planting was carried out, Parliament House constructed during the 1920s. Shops were built at Civic, Manuka and Kingston; offices, hostels and houses completed for 1,100 public servants.

Development almost ceased during the Depression years, World War II and post-war shortages with only the Australian War Memorial (1941) and the Australian-American Memorial (1954) completed.

In 1957, the National Capital Development Commission was established to complete the establishment of Canberra as the seat of development; to develop it fully as the administrative centre; to create the buildings, avenues, lakes, parks and other features appropriate to Australia's national capital and to design living areas with high standard of amenities and attractive surroundings. As a consequence, Canberra grew rapidly with the development of many major civic projects between 1960 and 1970.

Early Proposals for a New National Mint

A new national Mint was first proposed for Canberra as early as 1943; however, at the time this was opposed by both the New South Wales and Western Australia state governments. In 1959, the Treasurer and future Prime Minister, Harold Holt, reported to Cabinet that the National Capital Development Commission had recommended the new Mint be situated on Camp Hill, between East Block and West Block, immediately behind what is now Old Parliament

House. This was later rejected by Cabinet and the National Capital Development Commission because the Mint was considered to be foremost a factory and that the 'inevitably odious' nature of such a facility was unsuitable for the premier and formal government office zone of the national capital.

Resistance to the location of a new Mint in Canberra continued but eventually in 1958, Federal Cabinet agreed to locate a new national mint in Canberra and to convert to decimal currency. There was much internal political discussion regarding the decision to convert to decimal currency, whether to mint the coinage in Canberra, where in Canberra and the role of the other 'Royal' Mints in Sydney, Melbourne and Perth. The development of a new Mint was also an opportunity to improve on the small-scale and technologically dated Mints in the other Australian cities. The 'Royal' prefix was also confirmed only quite late in the decision process, there having been both an informal and a formal request from the Australian Government. Finally assent from Queen Elizabeth II to then Australian Prime Minister, Sir Robert Menzies was given in October 1963.

Design and Construction of the New National Mint

The Royal Australian Mint was designed by the Commonwealth of Australia's Department of Works from the New South Wales office in Sydney in 1963 (in association with Sydney architects, J.S Whitelock and Keith Sawdry Architects). Various design concepts were developed. The final design for the Mint buildings' facades and external treatments display a strong sense of symmetry and proportion that is both an exemplar and typical of the 'Stripped Classical' style.

Construction of the Mint commenced in 1964. The finished building cost $5 million (1965) with an additional $4 million spent on equipment. At that stage, it was capable of alloying pure metals into ingots, rolling these into strips, cutting these into blanks, circulation coin production and finally producing paper wrapped rolls of coins. From the beginning, the proof coins at Canberra were reportedly of the very highest standard. The use of new techniques was pioneered by staff transferred from the Melbourne mint and working in the Canberra Mint in the early 1960s.

His Royal Highness, the Duke of Edinburgh, officially opened the Royal Australian Mint on 22 February 1965.

First Refurbishment (1984)

By 1984, over 8,500 million coins had been struck at the Royal Australian Mint and it had become necessary to refurbish the factory area. It was also clear that the production of collector coins required a larger, purpose-built facility. To provide the necessary space without undertaking extensive building works, the decision was made to purchase blanks from local suppliers. The ore melting and rolling areas (which had made the blanks for circulation coins) could then be used for blank handling, circulation coin production and proof blank preparation. The old circulating coin hall was converted into a dust-free coining hall that has been the centrepiece of what was a modern proof coin manufacturing area.

Major refurbishments, including new visitor facilities, were undertaken from 1984-87 and the Mint was reopened to the public in 1988. During the 1984 refurbishment, a waste-water treatment plant was also added in the rear (south-west) courtyard to the rear of the former Process Building. This was designed to purify all the waste-water to ensure that no toxic chemicals were released. At the same time, the visitor facilities were improved by the addition

of a modern theatrette and a new shop to the former Administration Building. The theatrette was located to the north-west of the ground floor and the shop replaced the original decimal currency display originally to the south of the entry foyer.

Between 1986 and 2005 only minor incremental improvements were carried out on the buildings and equipment. Engineering changes were made to improve overall efficiency and to remove environmentally hazardous materials such as Freon and asbestos.

Second Refurbishment (2006 – 2009)

The second refurbishment of the Royal Australian Mint was first announced by the Australian Government in 2005-06 Budget and was subsequently approved by the Parliamentary Standing Committee on Public works in October 2005. The $66.4 million refurbishment project, which was a joint undertaking between the Department of Finance and Deregulation and the Mint, was undertaken to provide process efficiencies, a safe and comfortable working environment for staff, improved facilities and overall visitor experience to ensure the continued economic viability of the Mint as both a production facility and national attraction well into the future.

Following discussions with various internal and external stakeholders regarding the initial planning and design phase, the designs for the refurbishment, prepared by GHD Architects, involved the relocation of all administrative, business and retail operations from the former Administration Building into the former Process Building and the effective separation of the two main buildings by the removal of the structure linking the two.

Construction work began on the three-year project in October 2006. A comprehensive construction staging programme allowed Mint staff to remain in situ and maintain operations during the building construction phase. Stage one of the project involved works to the basement of the former Process Building where the building plant was updated to increase energy and environmental efficiencies, new storage areas were created to provide a better utilisation of space and a new goods receipts and dispatch facility was created on the southern side of the building.

The second stage of the project involved works to the circulating coin hall and incorporated the introduction of high levels of process automation, and modernised infrastructure and equipment. A new 8 tonne goods lift to enable more efficiency materials handling processes was introduced as part of this stage. The lift provides direct access between the circulating coin hall and the basement and is large enough to transport forklifts, heavy production equipment and large quantities of coin product. The lift is currently the largest of its type in the southern hemisphere.

Subsequent stages involved upgrades to the total room and the collector coin production areas, and the creation of new administration offices, a museum and new public gallery areas incorporating the display of the National Coin Collection. The final stages of the project involved the removal of the linking structure between the two main buildings, the creation of new staff amenities room, and external civil and landscaping works.

By March 2009, the Mint’s administrative, business and retail operations were completely relocated into the former Process Building. At around this time, the vacated former Administration Building was handed over to the Department of Finance and Deregulation to be refurbished. This refurbishment has mainly involved the removal of almost all original partition walls except those directly adjacent to the main entrance and the stairwells. Original windows

have been refurbished and the steel security grilles have been removed from all openings except the front entrance. The marble lined walls and floors of the building's original entrance have been substantially retained as have the original stainless steel panelled entrance doors.

ROYAL AUSTRALIAN MINT – COINAGE

History of Coin Production (Davies & Davies, 2015a and 2015b)

Coins were produced in the ancient civilisation of Lydia (in modern-day Turkey) in approximately 635 BC and were made of electrum, a natural combination of gold and silver, although the Lydians would later produce coins of pure gold and pure silver. Coinage then spread from Lydia into nearby Mesopotamia, Greece and Egypt. Phillip II of Macedon, father of Alexander the Great, issues coins celebrating his victory at the Olympic Games, one of the first examples of coinage as propaganda. Chinese coinage was also independently invented at approximately the same time and were made of less valuable metals. Leather and then paper money was invented in China long before its use spread to the West. India also independently developed coinage (Schaps, 2010: 2).

The explanation for the invention of coinage and money has been variously theorised with the most common theory focusing on its economic rationale given the ease of trade compared to barter, argued by amongst others, Aristotle and John Stuart Mill. Alternative theories exist that they developed out of religious practices in determining the comparative value of sacrifices and social evolution as a function of social status (Schaps, 2010: 9 – 10). Throughout the history of coinage, coins have been both substantive, where the value of the coin equals the value of the metal, and fiduciary, where the value of the coin depends on comparative exchange value (Schaps, 2010: 30).

The term 'mint' has its origin in the Gauls attack on Rome in 390 BC where geese near to Rome's treasury first gave warning of the danger. In gratitude, the Romans build a temple to Moneta, goddess of warning, whose name money and mint derives from. Coins supersede bronze bars in Rome in approximately 270 BC.

In Western Europe, the fall of the Western Roman Empire in the fifth century AD causes grave social and economic ramifications, including the decline of the use of coinage. However, coinage returns by the seventh century as kingdoms become more stabilised, including the production of a single national English currency under the reign of Athelstan. The British Royal Mint claims its origins from approximately 880 and the reign of Alfred the Great. While Medieval English minting is profitable, it was not without its downsides, especially in 1124 when the masters of mint have their right hands cut off as punishment for poor quality coins. The intellectual study of coinage (numismatics) also begins in China as Hung Tsun produces "A Treatise on Coinage" in 1149 and later followed by broader economic texts in the West, including Nicole Oresme's "Treatise on the origin, nature, law and alterations of money" in 1355 and Nicholas Copernicus' "Treatise on Debasement" in 1526.

The production of coinage was made more efficient by the invention of Leonardo da Vinci of a coin press, itself based on Johann Gutenberg's invention of the printing press in 1440, and by 1645 the Paris Mint becomes fully mechanised. By 1810, the British Royal Mint is steam-powered in a testament to the science of coinage, Sir Isaac Newton becomes Master of the English/British Mint from 1699 to 1727, including for the union of England and Scotland in 1707.

The newly independent United States issued its currency, the Dollar, in 1792 under the Coinage Act. In what will be a long saga, the British Parliament rejects decimal currency in 1824 and will again in 1853, 1857 and 1918 before finally being implemented in 1971. The Californian and Australian Gold Rushes of 1848 and 1851 greatly increase the supply of gold and gold coins.

Coin Production in Australia

Many forms of currency were used in the Australian colonies after the arrival of the first European settlers. In the rough early conditions, barter was necessary and payment in commodities like rum sometimes replaced money in transactions. Some of the first official notes used in Australia were Police Fund Notes, issued by the Bank of New South Wales in 1816.

Gold sovereigns and half sovereigns were used throughout the British Empire during the nineteenth century as everyday circulating coins and it was the Royal Mint's responsibility to supply them. Lobbying for a mint to be established in Australia began soon after the discovery of gold. By the 1850s, rather than shipping gold to London and then distributing them back to Britain's colonies, the Royal Mint decided to build a number of branch mints throughout the Empire where gold was found. In 1853, a Sydney branch of the Royal Mint was established, the first branch of the Royal Mint to be opened, and this was later joined by the Melbourne Mint in 1872 and the Perth Mint in 1899.

At Federation, the Commonwealth Government took over the responsibility for issuing Australian banknotes and coins and began striking coins for its own use. Initially, each mint bought gold and produced only gold sovereigns. The Australian Notes Act was passed in 1910 and the first series of Australian notes was issued a few years later, based on the old British system of 12 pence to a shilling and 20 shillings to a pound. The first Australian silver coins were minted in 1916, after the Federal Constitution gave the Commonwealth sole powers in the minting of coinage. The Sydney Mint closed in 1926. The Perth Mint stopped making gold sovereigns when Britain abandoned the gold standard in 1931, however, in 1940 minting resumed with the production of copper coins.

Introduction of Decimal Currency

In 1963, Australia initiated the change to decimal currency and formalised through passage of the Currency Act 1965 following a lengthy process, including the establishment of a Decimal Currency Committee in 1960. The introduction of decimal currency required the Australian population learn how to both write, add, subtract, multiply, divide and convert in their everyday finances in time for C-Day (Conversion Day). Both businesses and government had to introduce new administrative arrangements in preparation for conversion. The Government also initiated a mass education and information campaign to minimise confusion during the transitional phase, including printing education booklets and comic strips.

More than 1,000 submissions were made about the name of the new currency unit. Prime Minister Robert Menzies proposed the 'royal'. The 'dollar' was eventually chosen as the name and decimal currency was introduced on 14 February 1966. At the time of conversion, both the Melbourne and Canberra Mints were in full operation stockpiling large quantities of new currency. Once enough decimal coins had been produced to supply the initial demand, the Melbourne Mint ceased operations in 1968.

Current Australian Circulating Coinage

The Royal Australian Mint has solely been responsible for the production of Australia's circulating coinage since 1983. Current coinage mainly features Australian fauna: echidna (five cents); lyrebird (ten cents); platypus (twenty cents); and kangaroo (fifty cents). The exceptions are the fifty cent coin that displays the coat of arms and the two dollar coin that features an Aboriginal tribal elder. All coins feature an effigy of the current sovereign, Her Majesty Queen Elizabeth II, on the reverse side. Occasionally, the Royal Australian Mint produces commemorative coins with special designs for events or anniversaries of national significance that is of broad interest to the Australian public, usually on the one dollar, fifty cent and twenty cent coins.

Collector Coins

The Royal Australian Mint also produces coins not intended for circulation and for the payment of goods and services, but rather for collectors, numismatists and for souvenirs and gifts. These collector coins are still legal tender in Australia and all must have an approved effigy of the current sovereign, Her Majesty Queen Elizabeth II. However, these coins are sold at a premium and could be expected to retain a value over their face value. Unlike circulating currency, both the Royal Australian Mint and the Perth Mint make collector coins.

The collector coins can have many themes, including commemorating events, anniversaries and organisations, as well as celebrating flora, fauna, major attractions, landmarks and artworks. In general, these coins need to be acceptable to the general community, appropriate to be shown on coins and be able to sold at a profit. Both the Royal Australian Mint and Perth Mint accept submissions from the general public on proposed themes for ultimate approval by the Australian Treasurer, as the responsible Minister under the Currency Act 1965.

The Royal Australian Mint also maintains its own coin collection, including circulating coins, collector coins and foreign coins, to promote public understanding of the cultural and heritage significance of coins.

CONDITION AND INTEGRITY

The former Administration Building is in excellent condition externally following completion of refurbishment works in the late 2000s. There is some minor deterioration of one of the front terrazzo columns. The interior of the building was substantially altered during the 2006 – 2009 refurbishment works. Almost all previously existing partition walls and ceilings were removed. The marble wall and floor finishes associated with the original entry and shop area remain intact. The original timber staircase with its associated steel and bronze balustrade also remains.

The former Process Building is in excellent condition externally following the completion of refurbishment works in the late 2000s. The interior of the building was substantially altered during the 2006 – 2009 refurbishment works. Almost all previously existing partition walls and ceilings were modified or removed. The three original vaults and some of the original timber block flooring remain in the building.

The original ground level link between the former Administration and Process buildings has been removed.

LOCATION

Approximately 3.5ha, Denison Street, Deakin, being an area comprising the whole of Land Parcel Canberra, Deakin 65/1.

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APPENDIX B ABORIGINAL STAKEHOLDER CONSULTATION

B.1. ABORIGINAL STAKEHOLDER CONSULTATION 2020

The Commonwealth *Ask First: A Guide to Respecting Indigenous Heritage Places and Values* (2002) states that consultation and negotiation with relevant Aboriginal groups is central to a heritage assessment. Under Section 14(7) of the *Heritage Act 2004*, the Minister for Territory and Municipal Services has declared four Aboriginal groups to be representatives of the ACT. Consultation and advice regarding these groups was obtained from ACT Heritage, who provided a list of current Aboriginal stakeholders. Aboriginal community consultation has been undertaken with each of the four RAOs in regard to the current project. Consultation was undertaken with:

- Buru Ngunawal Aboriginal Corporation;
- King Brown Tribal Group;
- Little Gudgenby River Tribal Council; and
- Ngarigu Currawong Clan.

In order to identify potential cultural heritage values associated with the Site, the ACT Registered Aboriginal Organisations (RAOs) were contacted to provide input and review the draft report. The draft report was sent out via mail and email on 22 June 2020.

RAOs were provided 28 days to review the draft report and provide comment. No comments were received from the RAOs during the 28-day statutory review period.

B.2. CONSULTATION LOG

Body/Group	Contact	Date Contacted
Buru Ngunawal Aboriginal Corporation. Contact Person: Wally Bell Telephone: 0419 425 347 Email: walbell@bigpond.net.au Post Address: PO Box 255 Kippax ACT 2615	Email Draft report sent for comment.	22 June 2020
King Brown Tribal Group (formally known as Consultative Body Aboriginal Corporation on Indigenous Land and Artefacts in the Ngunnawal Area): Contact Person: Tina Brown Mobile: 04178 531 560 Email: tina.kingbrown@gmail.com	Email Draft report sent for comment.	22 June 2020
Little Gudgenby River Tribal Council Contact Person: Matilda House Mobile: 0406 074 492 Post Address: 3 Tennyson Drive Queanbeyan NSW 2620	Post Draft report sent for comment.	22 June 2020
Ngarigu Currawong Clan Contact Person: James Mundy Mobile: 0424 025 527 Post Address: 9B Sutter Street, Ainslie ACT 2602	Post Draft report sent for comment.	22 June 2020

APPENDIX C INDIGENOUS HERITAGE ASSESSMENT METHODOLOGY

C.1. INDIGENOUS ASSESSMENT METHODOLOGY 2020

The preparation of the Indigenous cultural heritage assessment has involved the following tasks:

- background research of existing archaeological reports, online databases and library references;
- a search of the ACT Heritage Unit library for information relating to Aboriginal sites;
- targeted archival research including records held at the National Archives of Australia, Canberra and District Historical Society, the National Trust ACT, and historical aerial photography held by the ACT Department of Sustainable Development;
- preparation of an archaeological site prediction model; and
- assessment of potential heritage values against the criteria set out in the CHL and the *Heritage Act 2004*.

It should be noted that the Aboriginal cultural heritage assessment provided in the previous iteration of the HMP remains current and valid. There have been no significant changes to the cultural landscape of the Site since its completion. As such, the existing assessment continues to provide a foundation for understanding the heritage values of the Site, and an update of this assessment was not necessary to inform this revised assessment. This updated plan was not provided to RAOs for review.

C.1.1. DESCRIPTION

The aim of this section is to identify and assess any Aboriginal cultural heritage values (and potential impacts to these values), through the use of appropriate archaeological procedures. The area around RAM has been heavily disturbed through building and landscaping activities and it is unlikely that any Aboriginal cultural heritage material exists here. However, in order to produce an accurate and complete assessment of Aboriginal cultural material at RAM a complete archaeological evaluation process was followed.

The assessment has been conducted in accordance with the requirements of the relevant EPBC Act legislation, Commonwealth *Ask First: A Guide to Respecting Indigenous Heritage Places and Values* and the ACT *Heritage Act 2004*. It endeavoured to identify the Aboriginal heritage values of RAM and its grounds and, if required, suggest suitable mitigation approaches as approved by the ACT Heritage Council.

C.1.2. SITE ASSESSMENT

The topography of the RAM site is relatively level however there is a depression of around four metres in the south-west corner. An embankment of four metres has been artificially created along the northern boundary which has given the building the illusion of being elevated.

In general, soils across the study area are thin. Several of the geological rock types have the potential to provide raw materials for stone artefact manufacture. There are no significant landscape features within the RAM grounds. The pre-European vegetation of the study area was most likely woodlands with interspersed native grasslands. Since European settlement, surface ground layers and the associated flora within the study area have been substantially altered with various varieties of native and introduced trees, shrubs and grasslands dominating.

Water resources are dominated by Lake Burley Griffin (previously the Molonglo River) which is located approximately 2 km north of the Site. This river is now dammed to form Lake Burley Griffin.

C.1.2.1. IMPLICATIONS FOR PAST ABORIGINAL GROUPS

The location of the study area is within a wider region of undulating plains and low level hills. Within this setting, there are several landscape elements that would have acted as a focus for Aboriginal subsistence activities. For example, a permanent water source (Molonglo River) is within relatively close proximity to the Site. The river would have attracted local native fauna in to the region, which would have been hunted by Aboriginal people. Eucalypt trees for bark and wood removal to produce a range of items including canoes, shelter material, shields, digging sticks and boomerangs would also have been easily accessible. The landform provides views from the Site across to where the Molonglo River was once positioned. The Site's landscape position would have provided a suitable location for Aboriginal subsistence activities such as camping, food gathering and tool making.

C.1.2.2. LOCAL ARCHAEOLOGICAL CONTEXT

A search of ACT Heritage's GIS database for Aboriginal sites provided an indication of Aboriginal site patterning along one section of the Molonglo River. The information has been drawn principally from previous local Aboriginal heritage surveys.

The results show clustering of Aboriginal sites adjacent to the Molonglo River. The pattern of recorded sites is dictated by the location of previous survey work, however several other observations can be made:

- most Aboriginal sites are located within 500 metres of a permanent water source;
- most sites are positioned on flat or slightly undulating landforms – these appear generally to be water course margins, which may flood periodically and contain soft alluvial soils;
- some sites occur on the crest or immediate slopes of low-level rises, associated with natural outcropping of bedrock;
- some small tributaries (minor water courses) have a clustering of sites; and
- all registered sites are related to stone artefacts and are composed predominantly of quartz, quartzite, silcrete and chert.

C.1.2.3. PREDICTIVE MODELLING FOR ABORIGINAL SITES

The knowledge gained from examining the regions landforms, geology, archaeological patterns, and prior archaeological reports has enabled a set of parameters to be established to predict the location of unrecorded Aboriginal sites within the general region of the Site. The background results suggest that:

- Aboriginal sites are most likely to be stone artefact sites (artefact scatters or isolated finds);
- stone artefact sites are most likely to occur within close proximity to larger water courses;
- stone artefact sites may be located on relatively flat or slightly sloped ground at distances of 500 metres away from a water source, although these tend to be small in stone artefact densities;
- surface expressions of artefacts are most likely to be found on raised level or gently sloping ground associated with the Molonglo River;
- obvious local landscape features, such as elevated areas, could provide a suitable camping

position and viewpoint across the region, and are therefore likely to hold Aboriginal cultural material; and

- human burials are rare and would most likely be in the alluvial 'slope wash' soils that make up the lower regions or terraces of the Molonglo river and are unlikely to be present within the Site's grounds.

C.1.3. ITEM ASSESSMENT

No Aboriginal cultural heritage sites or areas of archaeological potential were located during the site walk over.

The construction of the RAM, adjacent car parks and road infrastructure has resulted in extensive surface and sub-surface disturbance of the Site. The front section of the building includes a basement level that extends to the depth of a single storey beneath current ground level. The Site is located in a heavily urbanised area that consists of landscaped street verges, car parks, footpaths, paved areas, established gardens, lawns and other infrastructure.

Several large trees within the RAM grounds were noted during the site walk over. Some of these trees represent native flora, but most are exotic species. It was noted that trees within the grounds are deemed to represent planted rather than remnant vegetation.

The results of the site walk over, coupled with an understanding of regional Aboriginal site patterning and local site-specific ground disturbances, suggested that there is a very low potential for the RAM grounds to hold Aboriginal archaeological material or places of potential archaeological deposit. It is considered that the construction of the RAM buildings and associated infrastructure, and the establishment of gardens would have either totally destroyed or heavily disturbed any Aboriginal cultural heritage material within the Site.

The extensively disturbed nature of the Site grounds suggests that it would be highly unlikely for any material Aboriginal cultural heritage to be located through archaeological excavation.

The archaeological potential is based upon three measures:

- the statistical likelihood of finding a site (based upon a background understanding i.e., predictive modelling);
- the condition of any area (the condition of the natural materials within a study area); and
- the integrity of any sites (how much a study area has been disturbed since it was created).

C.1.4. ARCHAEOLOGICAL POTENTIAL

The investigation has found that the Site and surrounding grounds have been heavily disturbed through past building and landscaping activities. Accordingly, it is considered that the study area has a very low Aboriginal archaeological potential, and therefore no Aboriginal archaeological constraints exist for the Site.

C.1.5. CRITERIA ASSESSMENT

An assessment of the potential Aboriginal heritage values of the study area against the CHL criteria and the ACT Heritage Register Criteria is provided below. Refer to *Annex E* for the Significance Ranking guide.

C.1.6. ASSESSMENT AGAINST THE CHL CRITERIA

Criteria	ERM Assessment
a	There are no known Indigenous heritage sites within the Site. Due to the extensive level of disturbance to the Site, it is considered that there is a low potential for unknown Indigenous heritage objects to occur. **Criterion not met.**
b	There are no known Indigenous heritage sites within the Site. Due to the extensive level of disturbance to the Site, it is considered that there is a low potential for unknown Indigenous heritage objects to occur. **Criterion not met.**
c	Due to the extensive level of disturbance to the Site, the potential for the Site to yield Indigenous heritage objects that may contribute to an understanding of Australia's cultural history is low. **Criterion not met.**
d	The Site does not contain any known Indigenous heritage objects or places that demonstrate principal characteristics of a class of cultural places or environments. **Criterion not met**.
e	The Site does not contain any known Indigenous heritage objects or places that exhibit aesthetic qualities valued by a community or cultural group. **Criterion not met**.
f	The Site does not contain any known Indigenous heritage objects or places that demonstrate a high degree of creative or technical achievement. **Criterion not met.**
g	The Site does not contain any known Indigenous heritage objects or places that have a special or strong association with the Indigenous community. **Criterion not met**.
h	The Site does not contain any known Indigenous heritage objects or places that have a special association with the life or works of a person or group of persons of important in Australia's cultural history. **Criterion not met.**
i	There are no known Indigenous heritage objects or places within the Site that are of importance as part of Indigenous tradition. Due to the high level of disturbance at the Site, the potential for unknown Indigenous heritage objects to occur is considered to be low. **Criterion not met.**

C.1.7. ASSESSMENT AGAINST THE ACT HERITAGE REGISTER CRITERIA

Criteria	ERM Assessment
a	There are no known Indigenous heritage sites within the Site. Due to the extensive level of disturbance to the Site, it is considered that there is a low potential for unknown Indigenous heritage objects to occur. **Criterion not met.**
b	There are no known Indigenous heritage sites within the Site. Due to the extensive level of disturbance to the Site, it is considered that there is a low potential for unknown Indigenous heritage objects to occur. **Criterion not met.**
c	Due to the extensive level of disturbance to the Site, the potential for the Site to yield Indigenous heritage objects that may contribute to an understanding of Australia's cultural history is low. **Criterion not met.**

Criteria	ERM Assessment
d	The Site does not contain Indigenous heritage objects or places that demonstrate principal characteristics of a class of cultural places or environments. **Criterion not met.**
e	The Site does not contain Indigenous heritage objects or places that exhibit aesthetic qualities valued by a community or cultural group. **Criterion not met.**
f	The Site does not contain Indigenous heritage objects or places that demonstrate a high degree of creative or technical achievement. **Criterion not met.**
g	The Site does not contain Indigenous heritage objects or places that have a special or strong association with the Indigenous community. **Criterion not met.**
h	The Site does not contain Indigenous heritage objects or places that have a special or strong association with the Indigenous community. **Criterion not met.**

APPENDIX D HISTORICAL BACKGROUND

D.1 HISTORICAL BACKGROUND

This section has been adapted from the ERM RAM HIA (2009).

D.1.1. PREHISTORY

The following section contains a summary of Aboriginal occupation of the Canberra region.

Archaeological evidence suggests that Aboriginal people had occupied all of Australia's environmental zones by 31,000 years before present (BP) (Flood 1995). Ethnographic information relating to the Aboriginal occupation of the Canberra region has been obtained from historical documentation written by early European settlers and government officials during the mid to late 18th century (Barwick 1984).

Australian Aboriginal people occupied land according to a system of spatial organisation and land occupancy (Clark 1990). Individual groups were intimately familiar with their own geographical region and the seasonal availability of resources within it. Tribal boundaries were often defined through linguistic associations, social relations, and spiritual links to the land. These boundaries were most likely fluid, changing position over time. If this was the case, then tribal boundaries recorded by European people at, or after, the point of contact can only be considered as current to that period and were probably quite different prior to European observation. To make things more ambiguous, the few European accounts of Aboriginal groups in the broad study region are limited in detail, were often confused in regard to Aboriginal group names, and provide varying interpretations of territorial boundaries (Flood 1980).

In general, early settlers recorded very little of their observations, particularly in regard to the Aboriginal people they encountered (Flood 1980). The best recorded observations come from the journals of early explorers, government surveyors and authors of travel books. By the early 1840s, Currie, Bennet, Lhotsky, Backhouse, and George August Robinson had each recorded small amounts of detail regarding the Aboriginal people within a broad region surrounding Canberra. These records are not detailed and by the 1880s, when more serious ethnographers came into the region, the consequences of European settlement had already greatly altered the traditional Aboriginal way of life (Flood 1980).

Aboriginal people have been visiting the Canberra region for at least 21,000 years, as evidenced through the archaeological recordings of hundreds of sites associated with Aboriginal culture in the Canberra region. The vast majority of these represent campsites, many of which have been destroyed by the development of Canberra's city and suburbs. As far as can be ascertained, the Aboriginal groups living permanently in the Canberra region spoke different, but related languages (all most likely associated with the dominant Ngarigo) (Cooke 1988; Flood 1980). Aboriginal people in the broader Canberra district are associated collectively within the Ngunawal boundaries (Figure D.1). These people are thought to have lived in small, highly mobile, kin-based groups. Individual groups came together regularly to participate in trade, marriage and ceremonial gatherings. An early ethnographic account from Bennett (1834) records their diet as including flying squirrel, kangaroo, wallaby, wombat, koala, possum, emu, duck, swan, snake, goanna, platypus, ant eggs, insects, fish, mussels, yabbies, plant tubers, berries and seeds.

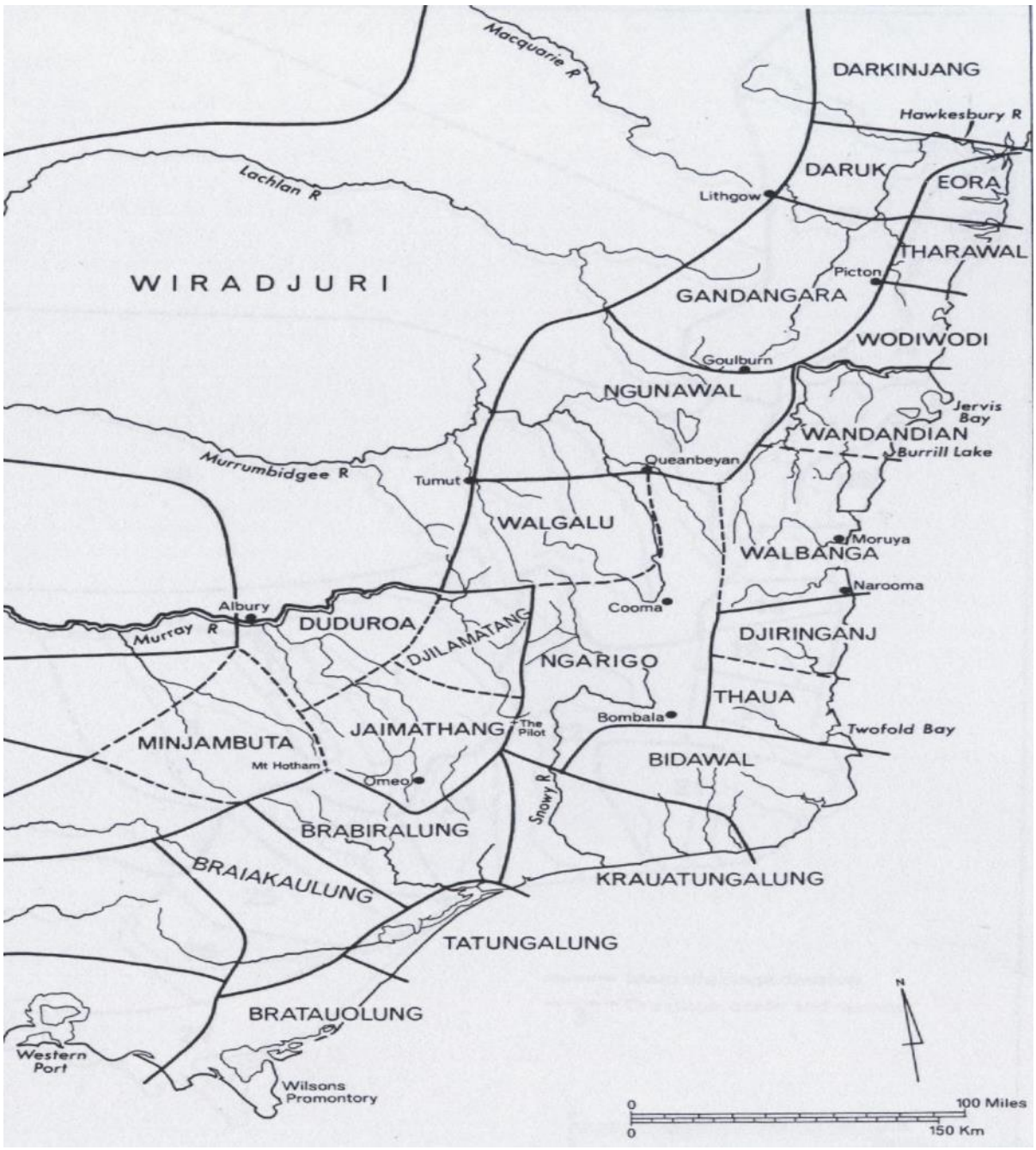


FIGURE D.1 TRIBAL BOUNDARIES OF CANBERRA AND WIDER REGION (TINDALE 1974)

Currently, four Aboriginal groups are representative of the Australian Capital Territory region. These groups are:

- Buru Ngunawal Aboriginal Corporation;
- King Brown Tribal Group;
- Little Gudgenby River Tribal Council; and
- Ngarigu Currawong Clan.

D.1.2. HISTORICAL

The following section contains an historical (non-Aboriginal) summary of the history of the RAM and Canberra.

D.1.2.1. THE NATION'S CAPITAL

The search for a location to house the nation's capital took place between 1902 and 1908. Forty already settled districts were proposed, 23 of these were inspected by an official party who then narrowed the choice to 7. Albury, Bombala, Lake George, Lyndhurst, Tumut, Dalgety and Queanbeyan-Canberra were all examined closely, particularly with regard to water supplies, climate and landforms suitable for the building of a 'garden city'. In 1908, the Queanbeyan-Canberra area was selected as capable of fulfilling all requirements, and 2,368 km2 were set aside as the Australian Capital Territory (ACT), with a separate coastal area selected at Jervis Bay for access to the sea.

Charles Scrivener, Surveyor-General selected the most suitable area of the ACT for the construction of a city. He chose the broad flood-plain of the Molonglo River, 550 metres above sea-level with additional land to the north and south, including two lines of hills on the north side rising 300 metres above the plain.

An international competition for a city plan was launched in 1911 and attracted 137 entries. First prize was awarded to American landscape architect Walter Burley Griffin (Figure D.2). Griffin's plan laid out a city for a population of 25,000 people, with flexibility to expand to 75,000 people. The plan for the Nation's capital was heavily influenced by the natural topography and setting of the area (Vernon 2002). Griffin's plan for the Nation's capital was largely centred on one key design concept, the 'Parliamentary Triangle', comprising three 'nodes' or zones connected by major roadways (Figure D.3). The three nodes included the military node at the eastern apex, the civic node at the western apex and the parliamentary node at the south.



FIGURE D.2 ONE OF WALTER BURLEY GRIFFIN'S 1913 PLANS FOR CANBERRA (NAA SERIES A1, 1917/7242)

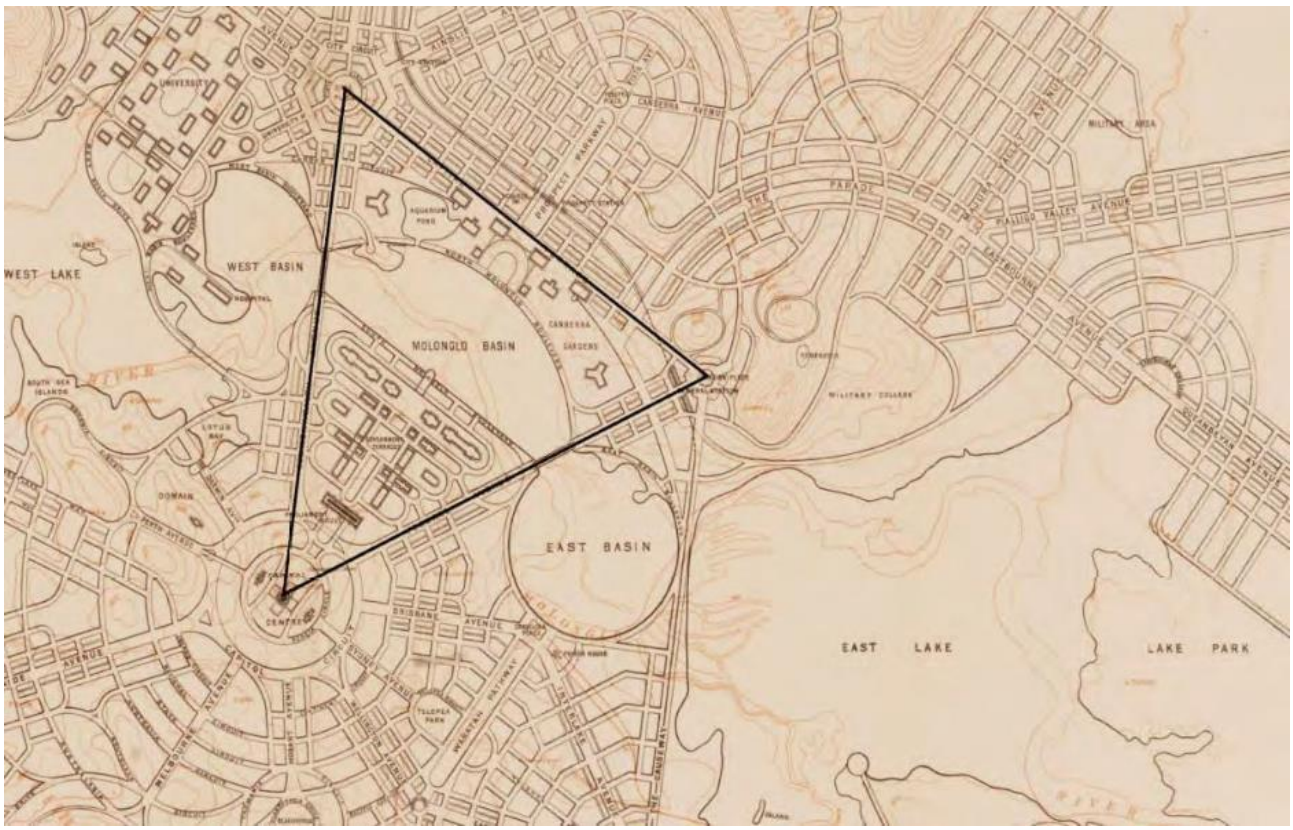


FIGURE D.3 CLOSE-UP OF GRIFFIN'S PLAN, SHOWING PARLIAMENTARY TRIANGLE (DEFINED IN BLACK) AND SITE OF EAST LAKE AND EAST LAKE PARK (NAA ITEM 7013065)

After the First World War, under the guidance of the Federal Capital Advisory Committee, the construction of Canberra progressed. Road and sewerage developments continued, tree plantings were carried out, and the construction of a temporary Parliament House was completed in 1926. Shops were built at Civic, Manuka and Kingston, and offices, hostels and houses were completed for 1,100 public servants (Hutchison 2000).

Shortages during the Depression, Second World War and post-war slowed the development of Canberra, with only a small number of national projects, such as the Australian War Memorial (1941) and the Australian-American Memorial (1954), being completed.



FIGURE D.4 1950 AERIAL PHOTOGRAPH OF THE PARLIAMENTARY ZONE. THE PLANNING FOR THE PARLIAMENTARY ZONE IS CLEARLY APPARENT (ACT LAND TITLES OFFICE)

D.1.2.2. NATIONAL CAPITAL DEVELOPMENT COMMISSION

In April 1957, Australian Parliament established the National Capital Development Commission (NCDC) to plan and continue the development of Canberra. John Overall, a distinguished Army Officer and architectural designer, was appointed the first Commissioner of the newly established NCDC. In this role, Overall made a significant contribution to the development of Canberra. With Overall as Commissioner of the NCDC, the general administration of the ACT lay with the Department of the Interior.

Upon completion of the new Parliament House in 1988 (which was built by the Parliament House Construction Authority, not the NCDC) and the introduction of self-government to the ACT, the Government concluded that the Commission's role was no longer needed. The NCDC was abolished in 1989 and most of its functions and staff transferred to the new ACT Government. A new National Capital Planning Authority (NCA) was established to represent the Commonwealth's interest in the future planning and development of the national capital.

D.1.2.3. HISTORICAL OVERVIEW OF THE CONSTRUCTION AND USE OF THE RAM

The RAM was designed by the Commonwealth of Australia's Department of Works from their NSW office in Sydney in 1963 (in association with Sydney architects, J.S. Whitelock and Keith Sawdy Architects).

Various design concepts were developed. The final design for the RAM buildings' facades and external treatments display a strong sense of symmetry and proportion that is both an exemplar and typical of the 'Stripped Classical' style. Construction of the RAM commenced in 1964. The finished buildings cost $5 million (in 1965) with an additional $4 million spent on equipment.



PHOTOGRAPH D.1 COMMENCING CONSTRUCTION, 1960S (SUPPLIED BY THE RAM)

At that stage it was capable of alloying pure metals into ingots, rolling these into strips, cutting these into blanks, circulation coin production and finally producing paper wrapped rolls of coins. From the beginning, the proof coins produced at Canberra were reportedly of the very highest standard. The use of new techniques was pioneered by staff transferred from the Melbourne Mint and working in the RAM in Canberra in the early 1960s.

His Royal Highness, the Duke of Edinburgh, officially opened the RAM on Monday 22 February 1965.



PHOTOGRAPH D.2 OPENING OF THE RAM, 1965. PHOTOGRAPH TAKEN AT RAM ADMINISTRATION BUILDING (NAA 11443710)

In 1976, a waste-water treatment plant was added in the rear (southwest) courtyard to the rear of the former Process Building. This was designed to purify all the wastewater to ensure that no toxic chemicals were released.

D.1.2.4. 1984 REFURBISHMENT

By 1984 over 8,500 million coins had been struck at the RAM and it had become necessary to refurbish the factory area. By 1984 it was also clear that the production of collector coins required a larger, purpose-built facility. To provide the necessary space without undertaking extensive building works, the decision was made to purchase blanks from local suppliers. The ore melting and rolling areas (which had made the blanks for circulation coins) could then be used for blank handling, circulation coin production and proof blank preparation. The old circulating coining hall was converted into a dust-free proof coining hall that has been the centrepiece of what was a modern proof coin manufacturing area.

Major refurbishments, including new visitor facilities, were undertaken from 1984-87 and the RAM was reopened to the public in 1988.

At the same time, the visitor facilities were improved by the addition of a modern theatrette and a new shop to the former Administration Building. The theatrette was located to the north west of the ground floor and the shop replaced the original Decimal Currency display originally to the south of the entry foyer also on ground floor. The number and quality of the displays in the foyer, the theatrette and throughout the public spaces was constantly updated as new coinage and new designs were introduced.

Between 1986 and 2005 only minor incremental improvements were carried out on the buildings and equipment. Engineering changes were made to improve overall efficiency and to remove environmentally hazardous materials such as Freon and asbestos.

D.1.2.5. 2006-09 REFURBISHMENTS

Refurbishment of the RAM was first announced by the Government in the 2005-06 Budget and was subsequently approved by the Parliamentary Standing Committee on Public Works in October 2005. The $66.4 million refurbishment project, which was a joint undertaking by the Department of Finance and Deregulation (Finance) and the RAM, was undertaken to provide process efficiencies for the RAM, a safe and comfortable working environment for staff, improved facilities and overall visitor experience to ensure the continued economic viability of the RAM as both a production facility and national attraction, well into the future.

Following discussions with various internal and external stakeholders regarding the initial planning and design phase. The designs for the refurbishment, prepared by GHD Architects, involved the relocation of all administrative, business and retail operations from the former Administration Building into the former Process Building and the effective separation of the two main buildings by the removal of the structure linking the two.

Construction work began on the three year project in October 2006. A comprehensive construction staging programme allowed Mint staff to remain in situ and maintain operations during the building construction phase. Stage one of the project involved works to the basement of the former Process Building where building plant was updated to increase energy and environmental efficiencies, new storage areas were created to provide a better utilisation of space and a new goods receipt and dispatch facility was created on the southern side of the building.

The second stage of the project involved works to the circulating coin hall and incorporated the introduction of high levels of process automation, modernised infrastructure and equipment, and re-engineered processes. A new 8 tonne goods lift to enable more efficient materials handling processes was introduced as part of this stage. The lift provides direct access between the circulating coin hall and the basement and is large enough to transport forklifts, heavy production equipment and large quantities of coin product. The lift is currently the largest of its type in the southern hemisphere.

Subsequent stages involved upgrades to the tool room and the collector coin production areas, and the creation of new administration offices, a museum and new public gallery areas incorporating the display of the National Coin Collection. The final stages of the project involved the removal of the linking structure between the two main buildings, the creation of new staff amenities room, external civil and landscaping works.

By March 2009 the RAM's administrative, business and retail operations were completely relocated into the former Process Building. At around this time the vacated former Administration Building was handed over to the Department of Finance and Deregulation to be refurbished.

Refurbishment of the former Administration Building has mainly involved the removal of almost all original partition walls except those directly adjacent to the main entrance and the stairwells. Original windows have been refurbished and the steel security grilles have been removed from all openings except the front entrance. The marble lined walls and floors of the building’s original entrance have been substantially retained as have the original stainless steel panelled entrance doors.

D.1.2.6. 2009-PRESENT

Minor upgrades and maintenance works continue to be done at the RAM. These include the repainting of the roof, application of protective cladding over original skylights likely due to damage or asbestos, disability/stair accessibility works, replacement of a section of timber floor in the Coin Production Hall due to water damage and toilet upgrades in Level 1.

APPENDIX E NATURAL HERITAGE ASSESSMENT

E.1 NATURAL HERITAGE ASSESSMENT 2020

This Appendix is taken from the 2020 HMP by ERM. The 2026 review and update has not identified any changes, and it is presented as is from the 2020 HMP.

The RAM is contained within a lot approximately 3.5 ha. The RAM building and associated carparks cover the majority of the Site. The remaining area consists of a small area of maintained lawn in the north east of the lot, and street verges with trees and shrubs. Landscaping is reported to consist of mostly non-indigenous trees of approximately three to four metres height, and hedging along the eastern boundary (Woodhead 2012).

A review of aerial photography and the ACT MAPi interactive map indicates that vegetation within the Site is minimal. As the study area has been extensively disturbed compared to its pre-European state, it is unlikely to support or significantly contribute to a functional natural ecosystem. There are no significant topographical or landscape features within the Site.

E.3 ASSESSMENT OF NATURAL HERITAGE VALUES AGAINST THE CHL CRITERIA

Criteria	ERM Assessment
a	The natural features of the Site are limited to trees and shrubs in landscaped areas. These features are not considered to be of importance in the course or pattern of Australia's natural history. **Criterion not met.**
b	A search of the Atlas of Living Australia and ACT MAPi interactive map did not identify any records of threatened species within the Site. It is possible that threatened fauna species could fly over, or temporarily visit the Site, however due to the largely developed nature of the Site, the Site would be unlikely to provide valuable habitat for the species. **Criterion not met.**
c	The natural features of the Site are limited to trees and shrubs in landscaped areas. The Site is not considered to have potential to yield information related to Australia's natural history. **Criterion not met.**
d	The Site is highly modified from its pre-European state and does not demonstrate the principle characteristics of a class of Australia's natural places. **Criterion not met.**
e	The natural features of the Site (trees and shrubs in landscaped areas) are typical of developed parts of Canberra and do not exhibit a particular aesthetic characteristic valued by a community group. **Criterion not met.**
f	This criterion is not relevant to natural heritage values. **Criterion not met.**
g	There is no evidence to suggest a strong or special association between the natural features of the Site and a community group. **Criterion not met.**
h	There is no evidence to suggest a special association between the natural features of the Site and the life or works of a person of importance to Australia's natural history. **Criterion not met.**
i	This criterion is not relevant to natural heritage values. **Criterion not met.**

E.4 ASSESSMENT OF NATURAL HERITAGE VALUES AGAINST THE ACT SIGNIFICANCE CRITERIA

Criteria	ERM Assessment
a	The natural features of the Site are limited to trees and shrubs in landscaped areas. These features are not considered to be of importance in the course or pattern of Australia's natural history. **Criterion not met.**
b	A search of the Atlas of Living Australia and ACT MAPi interactive map did not identify any records of threatened species within the Site. It is possible that threatened fauna species could fly over, or temporarily visit the Site, however due to the largely developed nature of the Site, the Site would be unlikely to provide valuable habitat for the species. **Criterion not met.**
c	The natural features of the Site are limited to trees and shrubs in landscaped areas. The Site is not considered to have potential to yield information related to Australia's natural history. **Criterion not met.**
d	The Site is highly modified from its pre-European state and does not demonstrate the principle characteristics of a class of Australia's natural places. **Criterion not met.**
e	The natural features of the Site (trees and shrubs in landscaped areas) are typical of developed parts of Canberra and do not exhibit a particular aesthetic characteristic valued by a community group. **Criterion not met.**
f	This criterion is not relevant to natural heritage values. **Criterion not met.**
g	There is no evidence to suggest a strong or special association between the natural features of the Site and a community group. **Criterion not met.**
h	There is no evidence to suggest a special association between the natural features of the Site and the life or works of a person of importance to Australia's natural history. **Criterion not met.**

APPENDIX F ERM – FINANCE SIGNIFICANCE RANKING SYSTEM

F. 1 SIGNIFICANCE RANKING FOR COMMONWEALTH HERITAGE LISTED PROPERTIES

Ranking significance assists with identifying management priorities in the first instance. Ranking also assists with determining if a property meets the threshold for inclusion on the Commonwealth Heritage List (CHL). The criteria state that a place needs to have "significant" value in order to meet one or more criterion.

Ranking of significance is also a tool to be used in the development of management recommendations, maintenance priorities and long term planning decisions. Secondarily, they can be used in support of funding and resource allocations.

Therefore, ranking is a critical component underpinning specific management planning development.

The significance rankings described here are divided into three categories – Item, Precinct/Group and Intangible. These categories are based on our experience with large and complex sites and with managing European, Indigenous and Natural values. This allows a more meaningful use of ranking when:

- Comparing of individual items and precincts within the site itself (i.e. multiple items which may have varying degrees of significance based on their context, integrity and condition);
- Comparing a property with other similar sites (e.g. two buildings of comparable significance at 2 different sites may have settings of differing significance, thereby allowing a clearer comparison and more informed and secure basis for the overall ranking);
- Identifying CH values across the site and making management recommendations specific to those defining qualities; and
- Providing a context to the ranking where an element may be contributory rather than significant as an individual item. This underpins management of the item as a part of a larger context and assists in prioritising maintenance resources.

The values identified can then either be managed under the CH provisions or broader environmental requirements of the *Environment Protection and Biodiversity Conservation Act* (EPBC Act) depending on whether the CH threshold has been met. We find that this system allows us to be more specific about why a place has value, which in turn helps us to develop more targeted management methods.

The ranking system has been developed in reference to the ICOMOS, Burra Charter, World Heritage Guidelines, Ask First Guideline for Indigenous places and the Natural Heritage Charter. We have included "universal" level ranking for identifying potential national or World Heritage values.

The tables below outline the categories and ranking levels for built and Indigenous values (Table F-1) and natural values (Table F-2).

TABLE F-1 SUMMARY OF SIGNIFICANCE RANKINGS FOR BUILT AND INDIGENOUS HERITAGE

Significance Ranking	Justification - Item	Justification – Precinct/Group	Justification - Intangible
Universal (only to be used for World Heritage Sites)	Monuments: architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science.	Groups of buildings: groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science.	Sites: works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view.
Exceptional	The item is a demonstrably rare, outstanding and / or an irreplaceable example of its type. It has a high degree of intact and original fabric that is readily interpreted. Loss or alteration would substantively undermine the Commonwealth heritage values of the place overall.	The precinct/group demonstrates collective characteristics that are rare or unique in Australia. Precinct/group is intact and readily interpreted. Loss, alteration or removal of component elements would substantially undermine the CH values of the place overall.	The site represents significant social, cultural, natural and/or mythological values that may not be embodied in any physical item but which demonstrate unique, iconic markers in Australia's past or ongoing dynamic histories and / or processes.
High	The item demonstrates a rare example of its type. Is largely intact and interpretable. Loss or unsympathetic alteration may diminish the Commonwealth Heritage values of the item and of the place overall.	The precinct/group demonstrates a rare example of collective characteristics or features physically linking or defining the space. Precinct/group is largely intact and interpretable. Loss, unsympathetic alteration or removal of component elements or defining qualities may detract from the CH values of the precinct/group and of the site overall.	The site represents important social, cultural, natural and/or mythological values that may not be embodied in any physical item but which demonstrate rare points in Australia's past or ongoing dynamic histories and / or processes

Significance Ranking	Justification - Item	Justification – Precinct/Group	Justification - Intangible
Moderate	The item may have altered or modified elements. Item is intact enough to be partially interpretable as a single item or as part of the site in its entirety. Loss or unsympathetic alteration is likely to diminish the CH values of the item and potentially the place if inappropriately managed.	Precinct/group demonstrates valuable (although modified) collective characteristics and linking/defining spatial qualities. Precinct/group intact enough to be interpreted as a discrete space or as part of the site overall. Loss, unsympathetic alteration or removal of component elements or defining qualities may detract from the CH values of the precinct/group and potentially of the site overall if inappropriately managed.	The site represents social, cultural, natural and/or mythological values that may not be embodied in any physical item but which demonstrate points in Australia's past or ongoing dynamic histories and / or processes.
Low	The item may be largely altered. Does not demonstrate the key defining qualities of the CH values, but may be contributory. Alteration and / or modification may make it difficult to interpret the item depending on the existing integrity of the item. Loss may not diminish the CH values of the place overall.	Precinct/group demonstrates some (but possibly largely altered) collective characteristics and/or linking/defining spatial qualities. Precinct/group not easily interpreted and represents unclear spatial definition in relation to the rest of the site. Loss, alteration or removal of component elements may not detract from the CH values of the place overall.	The site represents some social, cultural, natural and/or mythological values that may not be embodied in any physical item but which demonstrate points in the site's history, associative values and/or historical themes.
None (Does not meet CHL criteria)	Item does not reflect or demonstrate any CH values.	Precinct/group does not reflect or demonstrate any CH values.	The site represents no social, cultural, natural or methodological themes or values.
Intrusive	Potentially detracts from the overall Commonwealth heritage values of the place as an intrusive element. Loss may actually contribute to the Commonwealth Heritage values of the place. The item is an intrusive element in the heritage values of the place in its entirety.	Precinct/group potentially detracts from the interpretation and understanding of the site overall. Loss, alteration or removal of component elements actually contribute to the CH values of the place overall.	N/A

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TABLE F-2 SUMMARY OF SIGNIFICANCE RANKING FOR NATURAL HERITAGE VALUES

Significance Ranking	Justification - Natural
Universal (only to be used for World Heritage Sites)	**Natural features** consisting of physical and biological formations or groups of such formations, which are of outstanding universal value from the aesthetic or scientific point of view. **Geological and physiographical formations** and precisely delineated areas which constitute the habitat of threatened species of animals and plants of outstanding universal value from the point of view of science or conservation. **Natural sites** or precisely delineated natural areas of outstanding universal value from the point of view of science, conservation or natural beauty.
Exceptional	The species, area or ecosystem demonstrates individual or collective characteristics that are rare or unique in Australia. Species, area or ecosystem is in high level of health, condition and integrity. Loss, alteration or removal of component elements would substantially undermine the CH values of the place overall.
High	The species, area or ecosystem demonstrates a rare example of individual or collective characteristics or features physically linking or defining space. Species, area or ecosystem is largely intact and in good state of health. Loss, damage or removal of components or defining qualities may detract from the CH values of the area or ecosystem and of the site overall.
Moderate	Area or ecosystem demonstrates valuable (although modified) qualities. Intact enough to be interpreted as a discrete space or as part of the site overall with ability to be regenerated. Loss, damage or removal of component elements or defining qualities may detract from the CH values of the area or ecosystem and potentially of the site overall if inappropriately managed.
Low	Species, area or ecosystem demonstrates some (but possibly largely altered) defining qualities. Area or ecosystem not in a good state of health and regeneration in doubt. Loss, alteration or removal of component elements may not detract from the CH values of the place overall.
None (Does not meet CHL criteria)	Species, area or ecosystem does not reflect or demonstrate any CH values.
Intrusive	Loss, alteration or removal of component elements actually contribute to the CH values of the place overall.

APPENDIX G RAM HERITAGE HANDBOOK

G.1 FORMER PROCESS BUILDING HERITAGE HANDBOOK

G1.1 OBJECTIVES OF THIS HANDBOOK

This Heritage Handbook is Appendix G to the Royal Australian Mint Former Process Building Heritage Management Plan and has been prepared as a standalone handbook that can be extracted from the main document for those responsible for the continuing care of this historically important place. It presents heritage principles to align with the best practice Australian heritage guidelines, the Burra Charter (Australia ICOMOS 2013), maintenance protocols, recommended inspection frequencies and some basic inspection techniques. This is followed by a tabulated report on ERM's maintenance inspection findings and a program of recommended works.

Conservation Dos and Don'ts applicable to the care of this significant site are also presented to provide guidance for tradespeople, maintenance supervisors and building tenants. Adopting and applying these guidelines should ensure the historic place remains well cared for and in its current good condition with little or no impact on its heritage values. The 2013 Burra Charter is accessible at http://australia.icomos.org/publications/charters/ for ease of reference.

G1.2 SEEK SPECIALIST ADVICE AS NEEDED

Where proposed works could have an adverse impact on the heritage values of the Former Process Building, and guidance is not available in this Handbook or Sections 6 and 7 of this plan, seek advice from a suitably qualified and experienced heritage specialist.

G1.3 HERITAGE STATUS AND HERITAGE VALUES

G1.3.2 HERITAGE STATUS

The Royal Australian Mint site is included on the Commonwealth Heritage List and the Former Process Building and Former Administration Building on the Finance Heritage Register. For detailed guidance on the heritage values of the Former Process Building, refer to Section 5 of this plan, which includes floors plans showing the heritage significance ranking of important building fabric.

G1.3.3 STATEMENT OF SIGNIFICANCE

The official Royal Australian Mint Statement of Significance is:

> *The Royal Australian Mint was constructed in 1965, specifically to support the conversion of Australia's currency into the decimal system, a significant time in the history of the Nation. It is testament to the dichotomy of Australia's old and new national identity – the use of the word "Royal" symbolising Australia's British Empire roots; contrasting with the production of "Dollars" symbolizing Australia's move to becoming an autonomous county from Britain.*
>
> *The Mint has considerable rarity value in a National context as the first, and only mint in Australia established independent of the Royal Mint in London.*
>
> *In addition to producing currency for use, the Mint produces themes coins for the collector market, and thus has considerable associational value with numismatists.*
>
> *The Mint buildings exemplify the Stripped Classical architectural style, including pavilion forms, rhythmic façade treatments, uniform rectilinear elements, recessed windows, colonnades with a distinct lack of classical detailing, central recessed entrance, and roof with projecting eaves.*

G1.4 DOS AND DON'TS

The following Dos and Don'ts are intended to guide activities affecting the Former Process Building, and outline advice regarding appropriate and inappropriate maintenance materials and techniques, which may be considered for future works.

G1.4.1 DOS AND DON'TS – GENERAL

	Do:		**Don't:**
☑	**Do** check the conservation management documents and consult the HMP before proceeding with any maintenance works.	☒	**Don't** proceed with any maintenance works without being fully informed of the conservation issues and potential risks of not following the recommended processes.
WHY? The heritage management documents are an important tool in the management of historic properties.			
☑	**Do** apply Burra Charter principles. In particular: • Do understand significance when making decisions about changing the historic fabric. • Take a cautious approach and change as much as is necessary and as little as possible. • Do carry out all work in a logical order. • Do prepare records of the work undertaken.	☒	**Don't** proceed with work without an understanding of the principles and practices established by the Burra Charter, which is the recognised heritage industry best practice in Australia.
WHY? The conservation of historic building must be based on a thorough understanding of heritage values and the correct conservation approach.			

	Do:		Don't:
☑	**Do** undertake a thorough investigation of proposed changes to heritage fabric to identify the potential for any impact on heritage values. If any doubt remains, seek the advice of a heritage specialist.	☒	**Don't** undertake works where there is an unknown risk to heritage fabric that may lead to irreversible damage.
WHY? It is important not to make changes that irreversibly damage historic properties.			
☑	**Do** ensure that significant views to important historic buildings are retained.	☒	**Don't** construct new buildings in locations that may impact on significant views.
WHY? The aesthetic values of the Site can potentially be impacted by poorly designed and positioned new buildings.			
☑	**Do** understand the physical fabric of the place as this in itself tells the story of the place's history and historical significance.	☒	**Don't** attempt to repair or conceal every knock or dent in the historic fabric as evidence of the use of a historic structure can be an important part of its history and contributes to its "patina" or quality of age.
WHY? The fabric of a historic building tells its story and embodies the story of its occupants over time.			
☑	**Do** ensure historic buildings have a compatible use.	☒	**Don't** introduce uses into historic buildings that require changes to original layouts or that may put their security at risk.
WHY? Unoccupied buildings attract unauthorised access by vandals and remove them from annual recurrent maintenance cycles leading to the loss of their heritage values.			
☑	**Do** only repair as much of the historic fabric as is necessary rather than total replacement.	☒	**Don't** replace existing elements with modern profiles as the significance of historic structures is linked to their traditional detailing.
WHY? The more that is removed and replaced on a historic building, the more its integrity and consequently its heritage value is reduced.			
☑	**Do** carefully piece in new work respecting the original fabric. Original and early building elements tell us about past construction techniques and styles and are an irreplaceable resource.	☒	**Don't** remove evidence of original or features such as paint colour schemes and brackets. Leave the evidence and work around it.
WHY? The more that is removed and replaced on a historic building, the more its integrity and consequently its heritage value is reduced.			
☑	**Do** ensure termite or pest inspections are regularly undertaken and any activity treated by a licensed pest inspector.	☒	**Don't** miss regular termite inspections.
WHY? Termites can wreak havoc in a heritage building in a short time.			
☑	**Do** replace damaged glazing to match the original thickness and type of drawn glass where it is safe to do so.	☒	**Don't** use plate, float, tinted or laminated glass in doors and windows unless a safety issue is apparent.
WHY? Safety glass is double the thickness of original glass and requires rebate depths to be increased.			
☑	**Do** retain original and early fittings and fixtures if these survive.	☒	**Don't** remove or replace original door and window furniture, light switches, power switches or light fittings where these are present.
WHY? The significance of historic buildings is linked to their original fittings.			

	Do:		Don't:
☑	**Do** repair historic materials with the same or similar materials – "like with like". If the same material is no longer available or unsuitable, seek the most compatible option.	☒	**Don't** use dissimilar materials for repair of historic buildings.
WHY? The introduction of a modern material into historic fabric may cause long term damage.			
☑	**Do** retain original planning and construction and heritage values embodied in a place's historic fabric.	☒	**Don't** remove evidence of original planning, construction systems, door and window furniture, or services (e.g. Closed off doorways, redundant door furniture or light fittings). Leave the evidence and work around it.
WHY? Evidence of past building layout and technologies can tell us how a place was used.			
☑	**Do** maintain all fixings and hardware in clean and operative condition.	☒	**Don't** bypass operating heritage features such as double hung window mechanisms.
WHY? Continued use will ensure regular care whereas redundancy may lead to removal and potential impact on heritage values.			
☑	**Do** retain historic building elements on site during any conservation processes.	☒	**Don't** remove historic building elements from site unless absolutely necessary. If removal is required ensure there is a process in place to ensure the physical care and security of the remained element is maintained.
WHY? Historic building elements can be damaged in transit, or lost or stolen during repair works.			
☑	**Do** keep historic buildings clean internally and externally.	☒	**Don't** avoid cleaning historic buildings as this can accelerate decay.
WHY? Well cared for fabric will decay more gradually.			
☑	**Do** replace missing elements to historic buildings.	☒	**Don't** allow elements to deteriorate and break.
WHY? The retention of integrity supports the protection of heritage values.			
☑	**Do** keep unpainted materials such as brick and stone unpainted.	☒	**Don't** paint elements that have not been previously painted.
WHY? Painting can change the performance of the material and also can impact on a place's aesthetic values.			
☑	**Do** repaint painted elements with appropriate blends. This may involve additional investigation or consultation to determine the best alternative.	☒	**Don't** paint elements with modern acrylic paints unless this is an appropriate alternative to the material to be painted.
WHY? Painting with inappropriate blends can change the performance of the material and lead to accelerated deterioration.			
☑	**Do** have an understanding of significant fabric of an element prior to undertaking any work.	☒	**Don't** damage or remove significant fabric.
WHY? The physical fabric of the element is important as it tells the story of the architect's intent.			

G1.4.2 DOS AND DON'TS – SANDSTONE

	Do:		Don't:
☑	**Do** clean sandstone panels, do test a small area prior to cleaning the entire surface, and use neutral pH cleaners and low pressure water washing.	☒	**Don't** use chemicals or high pressure cleaning methods to clean the building.
☑	**Do** clean masonry surfaces only in order to remove harmful substances and to reveal deterioration	☒	**Don't** clean masonry only to make the surface appear smooth.
☑	**Do** use a gentle method to clean surfaces, such as low pressure water spray and soft natural bristle brushes	☒	**Don't** use high pressure water during cleaning
☑	**Do** follow the most accepted method of cleaning – French patent Le Gommage cleaning system i.e. projecting very fine powders with low pressure compressed air (http://www.gommage.com/prodes.html)	☒	**Don't** use synthetic materials (e.g. plastics) to repair buildings – may trap water, not allow the building to 'breathe'
☑	**Do** consult a specialist conservation or cleaning company if stains are difficult to remove	☒	**Don't** use acid to clean stone surfaces
☑	**Do** allow the building to 'breathe' i.e. do not trap in dampness with synthetic or other waterproof materials	☒	**Don't** paint previously unpainted surfaces
☑	**Do** keep the building dry – use sound roofing, flashing and damp proofing methods that also allow the building to 'breathe'	☒	**Don't** allow excessive water to reach the walls e.g. watering garden beds close to a building may cause dampness
☑	**Do** prevent stormwater and surface water from reaching the building	☒	**Don't** use electric saws or pneumatic hammers if possible, as they can destabilise the fabric
☑	**Do** have the building regularly inspected by a conservation architect or experienced builder and remedy any faults or failures as soon as they are discovered	☒	**Don't** use waterproof or water repellent paints, as they can accelerate deterioration by trapping water in the substrate
☑	**Do** implement a cyclical maintenance program - (every 5 years) to preserve aesthetic and physical integrity	☒	**Don't** defer necessary maintenance
☑	**Do** assess whether prior to repairs or maintenance works will impact upon the significance aspects of the item	☒	**Don't** use new sandstone to patch up existing walls without first testing physical and chemical characteristics to match the stone where possible
☑	**Do** always retain as much original stonework of a building as possible during maintenance or repairs	☒	**Don't** over-clean building sandstone fabric
☑	**Do** use minimal intervention techniques for repairs and maintenance that involve the least physical disturbance to the building	☒	**Don't** clean stone when unnecessary – generally avoid stone cleaning

	Do:		Don't:
☑	**Do** only replace stones when they have decayed to such a degree that they affect the structural stability and function of the surrounding stonework	☒	**Don't** attempt to artificially weather or distress the finished surface of the replacement blocks
☑	**Do** study and measure the building's original design to record dimensions of stones needing to be replaced	☒	**Don't** allow bacteria and other harmful substances to grow between blocks by not properly measuring replacement stones
☑	**Do** employ a reputable masonry contractor with relevant skills	☒	**Don't** attempt to undertake the replacement of sandstone panels before consulting a specialist
☑	**Do** replace previous ineffective or harmful repairs	☒	**Don't** delay fixing previous harmful repairs
☑	**Do**, Where possible, use free standing signs or signage which will not involve fixings that penetrate significant fabric.	☒	**Don't** fix signage to historic fabric (i.e. the sandstone veneer panels), or mask significant features with obtrusive signage.

G1.4.3 DOS AND DON'TS – BUILDING EXTERIOR – MASONRY, BASALT

	Do:		Don't:
☑	**Do** clean masonry surfaces only in order to remove harmful substances and to reveal deterioration	☒	**Don't** clean masonry only to make the surface appear smooth
☑	**Do** use a gentle method to clean surfaces, such as low pressure water spray and soft natural bristle brushes.	☒	**Don't** use untested high pressure water during cleaning
☑	**Do** test a small area with cleaning method prior to large-scale work. Following this, test the method on a larger area (e.g. 1-2 m^2) and compare results to an uncleaned portion.	☒	**Don't** clean large surfaces without testing a smaller area
☑	**Do** consult a specialist conservation or cleaning company with a demonstrated record of working on historic fabrics if stains are difficult to remove	☒	**Don't** use acid to clean stone surfaces
☑	**Do** allow the elements to 'breathe' i.e. do not trap in dampness with synthetic or other waterproof materials	☒	**Don't** paint previously unpainted surfaces
☑	**Do** have the elements regularly inspected by a conservation architect or experienced builder and remedy any faults or failures as soon as they are discovered	☒	**Don't** use waterproof or water repellent paints, as they can accelerate deterioration by trapping water in the substrate
☑	**Do** implement a cyclical maintenance program - (every 5 years) to preserve aesthetic and physical integrity		
☑	**Do** assess whether these changes will impact upon the significance aspects of the item prior to repairs or maintenance works	☒	**Don't** use new fabric to 'patch up' existing surfaces without first testing physical and chemical characteristics to match the material/metal/stone where possible

	Do:		Don't:
☑	**Do**, always retain as much original stone/metal work as possible during maintenance or repairs	☒	**Don't** over-clean building metal/stone fabric
☑	**Do** use minimal intervention techniques for repairs and maintenance that involve the least physical disturbance to the building	☒	**Don't** clean metal/stone when unnecessary – generally avoid metal/stone cleaning
☑	**Do** replace stones only when they have decayed to such a degree that they affect the structural stability and function of the surrounding stonework	☒	**Don't** attempt to artificially weather or distress the finished surface of the replacement blocks
☑	**Do** ensure, during repairs or maintenance, scaffolding should be constructed to allow the work to be carried out safely and without damaging the existing structure	☒	**Don't** erect scaffolding without first considering any potential damages to the structure
☑	**Do** study and measure the original assets original design to record dimensions of metal/stone needing to be replaced	☒	**Don't** allow bacteria and other harmful substances to grow between plating/blocks by not properly measuring replacement stones
☑	**Do** replace previous ineffective or harmful repairs	☒	**Don't** Do not Delay fixing previous harmful repairs

G1.4.4 DOS AND DON'TS – BUILDING INTERIOR – GENERAL

	Do:		Don't:
☑	**Do,** where possible, use existing voids, conduits and ducts for the installation of new services.	☒	**Don't** make new openings in important fabric for new services.
WHY? This results in loss of significant fabric which is unable to be recovered.			
☑	**Do** repaint in existing or original colour schemes, or seek advice from the Building Manager, where required.	☒	**Don't** paint surfaces in new or inappropriate colour schemes.
WHY? Paint schemes and other finishes reflect cultural influences and architectural design and intent. This aesthetic contributes to the overall significance of the building.			
☑	**Do** have an understanding of significant fabric of an element prior to undertaking any work.	☒	**Don't** damage or remove significant fabric.
WHY? The physical fabric of the element is important as it tells the story of the architect's intent.			
☑	**Do** consider the visual impact of the work you are proposing and conceal services or new technologies in wall cavities, behind panels or in ducting and position new elements in the least obtrusive locations.	☒	**Don't** surface mount services or fix new fixtures or equipment on internal wall and ceiling areas.

	Do:		Don't:
WHY? Fixings may damage original building fabric and the installation of new equipment may impact on aesthetic values.			
☑	**Do** inspect areas for an accumulation of condensation and if observed advise the RAM Building Manager who will organise for the source of the problem to be identified and repaired.	☒	**Do not** allow condensation from air conditioners or other services to accumulate.
WHY? An accumulation of condensation may rot significant fabric and result in loss of heritage value.			
☑	**Do,** be vigilant and report leaks, signs of termites, wasps, rot or borer or any other signs of decay of historic fabric.	☒	**Don't** ignore faults.
WHY? It is better to fix a problem before it worsens.			
☑	**Do,** where possible, use existing voids, conduits and ducts for the installation of new services.	☒	**Don't** make new openings in important fabric for new services.
WHY? This results in loss of significant fabric which is unable to be recovered.			

G1.4.5 DOS AND DON'TS – ROOFS AND RAINWATER GOODS

	Do:		Don't:
☑	**Do** inspect the condition of the roofs every year for minor problems such as lifting of flashings, loose fixings, and damp roof timbers internally.	☒	**Don't** ignore minor problems, as they can lead to larger and more costly problems if left unattended.
WHY? The care of the roof on any building is vitally important especially for a historic building as unattended leaking can put rare and fragile interiors at risk.			
☑	**Do** ensure that roofs, gutters and downpipes are regularly painted using a paint system that is consistent, if stable, with the earlier coatings.	☒	**Don't** allow failed paintwork to expose metal elements.
WHY? Painting protects metal roofing and materials and extends their life.			
☑	**Do** ensure vegetation growing behind the rainwater pipes or underneath or behind the gutters is cut back or removed altogether.	☒	**Don't:** allow vegetation growth to impact on the fabric of historic buildings.
WHY? Vegetation can help trap moisture against the rainwater goods and speed up their deterioration. Growing creepers can dislodge or damage gutters and pipes.			
☑	**Do** be proactive and check externally in wet weather for places where the wall of the building is getting saturated. This is a sign that the rainwater system is leaking or blocked. In dry weather, there will be stains or marks left where water has been seeping into the wall.	☒	**Don't** ignore potential leaking.
WHY? Rain leaking into the wall speeds up the deterioration any linings, can cause rot in internal timberwork, and can damage internal decoration and fittings.			

	Do:		Don't:
☑	**Do** replace existing rainwater goods with galvanised steel to match the existing profile.	☒	**Don't** introduce new materials or profiles.
WHY? Incompatible metals can cause a reaction with other metals in the system, for example zincalume with galvanised steel.			
☑	**Do** regularly clear gutters and downpipes.	☒	**Don't** allow leaf litter or bird droppings to accumulate on roofs of the building.
WHY? Blockage of the rainwater disposal system can cause internal flooding and damage historic fabric.			

G1.4.6 DOS AND DON'TS – MAINTENANCE AND REPAIR OF STRUCTURAL TIMBER

	Do:		Don't:
☑	**Do** retain original timber members and detailing. Consider splicing in new sections of matching or similar species or strengthen original sections with "sister" members or metal plating.	☒	**Don't** discard original timber members without considering retention options.
WHY? The more that is removed and replaced on a historic building, the more its integrity and consequently its heritage value is reduced.			
☑	**Do** install replacement timber elements if required with a matching profile and species. Where a species is no longer available select a timber with similar characteristics.	☒	**Don't** discard original timber members without considering retention options.
WHY? The more that is removed and replaced on a historic building, the more its integrity and consequently its heritage value is reduced.			
☑	**Do** retain original construction detailing when making repairs.	☒	**Don't** introduce new detailing that is inconsistent with the original detail.
WHY? The more that is removed, replaced or changed on a historic building, the more its integrity and consequently its heritage value is reduced.			

G1.4.7 DOS AND DON'TS – MAINTENANCE AND REPAIR OF CORRUGATED GALVANISED IRON AND METAL WORK

	Do:		Don't:
☑	**Do** keep roofing, rainwater goods and exposed CGI clean	☒	**Don't** allow dirt, grime or debris to remain on roofs or against walls.
WHY? Dirt and other debris can accelerate the depletion of the zinc coating on CGI panels, leading to loss of protection and deterioration of fabric.			
☑	**Do** consider patching smaller holes in CGI panels using appropriate materials, such as lead soldering or silicone resin.	☒	**Don't** patch with incompatible materials, or attempt to patch larger holes which will show obvious signs of disturbance.
WHY? Patches can extend the life of a panel and may reduce the need to replace them; however, use of appropriate materials is essential to ensuring longevity.			
☑	**Do** consider the profile and visual impact of replacement panels when undertaking repair/replacement works.	☒	**Don't** replace panels with alternate materials which are not in keeping with the aesthetic value, or with incompatible materials.

	Do:		Don't:
WHY? Replacement panels need to have similar materials performance and be in keeping with the aesthetic values of the place.			

G1.4.8 DOS AND DON'TS – MAINTENANCE AND REPAIR BRICK AND STONEWORK

	Do:		Don't:
☑	**Do** regularly inspect stonework and brick pillars for signs of damage, and instability.	☒	**Don't** allow stonework and brick to be continually attacked by rising damp or other deteriorating contaminants.
WHY? Brick and stonework required specialist conservation skills to repair. As such, it is easier and more cost effective to undertake preventative maintenance.			
☑	**Do** obtain similar and compatible materials to undertake repairs of stonework and brick elements.	☒	**Don't** replace stonework or brick elements with modern materials which do not have similar material performance
WHY? Material performance is important in maintaining a place in good condition. This can be compromised by use of incompatible materials.			
☑	**Do** install appropriate drainage against buildings.	☒	**Don't** have hard concrete surfaces abutting buildings.
WHY? Concrete against masonry or stone building elements can increase the potential for rising damp.			

G1.4.9 DOS AND DON'TS – LANDSCAPE

	Do:		Don't:
☑	Do continue regular grounds maintenance of the garden beds and grassed areas, and prune trees.	☒	Don't allow vegetation to become overgrown and compromise the built structures.
WHY? The gardens and grassed areas can become overgrown and lead to vermin infestation and damage to built structures. This can be avoided through regular gardening and landscaping work.			

G1.5 MAINTENANCE OF HERITAGE SIGNIFICANCE

G1.5.1 MAINTENANCE PROTOCOLS

This section provides maintenance protocols to guide regular inspection, Catch-Up Maintenance Schedule, Cyclical Preventative Maintenance Inspection Schedule, and Planned Maintenance Works that ensures heritage values are conserved.

The Former Process Building is subject to regular, effective maintenance, which has contributed to its good condition overall.

G1.5.2 REASONS FOR MAINTENANCE

The desirable standard of maintenance depends on the intensity of use and climatic conditions. A policy of preventative maintenance work is less expensive in every way. Neglecting maintenance leads to decay and may lead to costly repair or the building replacement cycle being the only viable option.

A clear understanding of the building materials, construction and its development, and as a result the likely problems that may be encountered, assists with the anticipation and appropriate maintenance and repair. Maintenance is defined by the Burra Charter as the continuous protective care of the fabric, contents and setting of a place. Preventative Maintenance is carried out to prevent an item failing or wearing out by providing systematic inspection, detection and prevention of damage or failure, and is usually programmed. If carried out properly, preventative maintenance will reduce the probability of decay. This contrasts with corrective maintenance, whereby damaged or deteriorating material is replaced or repaired. Preventative maintenance can not only reduce, or even avoid, the need for repairs later; it will prevent the loss of original fabric and is cost-effective. Corrective maintenance is disruptive and costly in both significant fabric and financial terms (SPAB: Technical Guide 10).

Regular inspections and preventative maintenance thus form the basis of the most cost-effective approach to the conservation of buildings and items of heritage significance. While some heritage buildings and items have materials that may require specialised care, the majority of preventative maintenance is standard housekeeping that can be undertaken as part of programmed maintenance activities for all assets.

Regular inspection and preventative maintenance activities can contribute to extending the life of an asset and reduce the whole-of-life costs associated with using the building. The need for major conservation work is most commonly the result of insufficient inspection and maintenance. The cost benefits of developing and implementing an inspection and preventative maintenance regime are outlined in the graph below (Figure G-1).

Continuation of existing uses and seeking new or adaptive re-use of heritage items also plays a key role in conserving heritage values by ensuring maintenance issues are identified early and supporting justification for funding works for ongoing care.

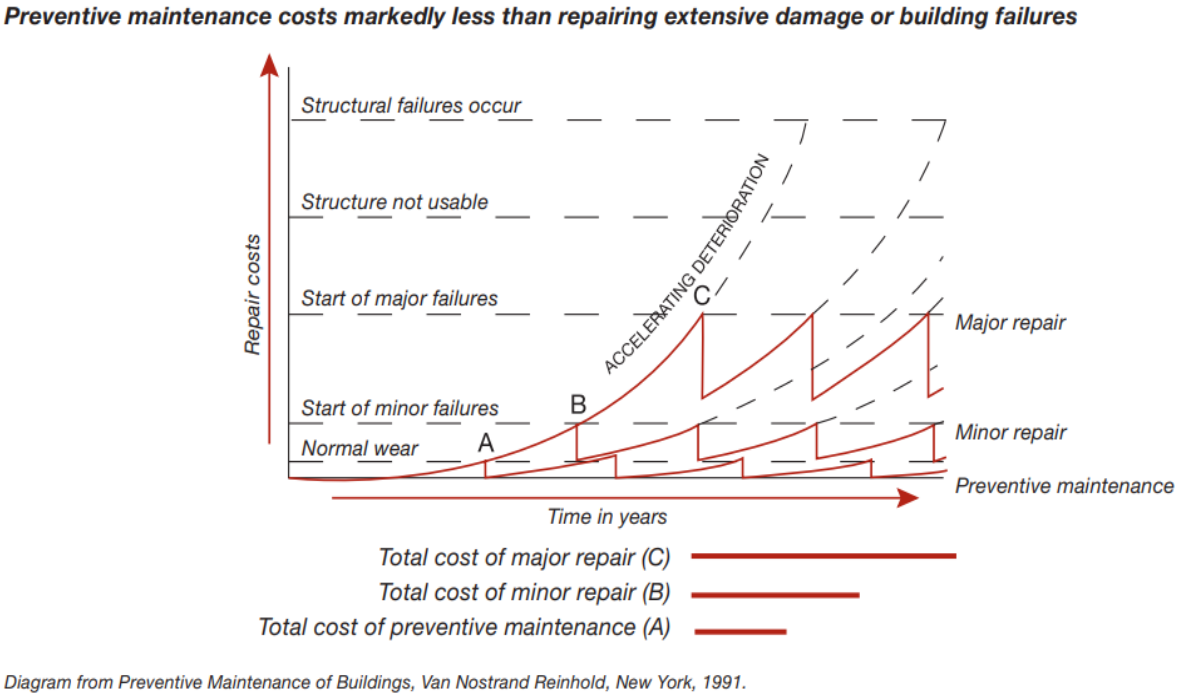


FIGURE G-1 PREVENTATIVE MAINTENANCE COSTS DIAGRAM (NSW HERITAGE OFFICE 2004:3)

G1.5.2 REGULAR INSPECTION

Regular annual inspections of the Former Process Building should be undertaken by the landowner/manager. These inspections are important as part of the ongoing care of the heritage values and fabric of the buildings and the associated elements on the island. Additional guidance for these inspections is provided below.

Maintenance and examination of the Former Process Building should ideally be tackled by routines of 6-monthly, annual and 5-yearly inspections, followed by brief reports. The inspections should be undertaken by the Facilities Manager and a heritage practitioner with knowledge of historic buildings and conservation of building materials and methods. These should be integrated into annual inspections.

Examination of the fabric of the building and its surrounds should be conducted systematically by circulating around each asset and building externally and internally in a clockwise direction. Examiners should use their senses to observe and note building and surrounding environment condition and defects.

The checklist provided below is an indication of what needs to be considered for the Former Process Building to ensure issues that may have an impact on heritage values are mitigated. This checklist should also be integrated into the owner's inspection checklist.

G1.5.3 MAINTENANCE PLANS

This section presents prioritised implementation plans comprising specific tasks to manage the heritage values of the Former Process Building and individually significant features. These works should be integrated into the Finance and PSP maintenance plans, minor capital expenditure programs or capital expenditure programs.

The maintenance plans are prioritised according to the risk framework and divided into:

- Catch-Up Maintenance;
- Cyclical Preventative Maintenance Schedule; and
- Planned Works.

G1.5.3.1 CATCH UP MAINTENANCE

A schedule of catch-up maintenance and repairs is provided in Table 7-1 of this plan, including general housekeeping and maintenance issues.

The repairs are prioritised under three categories:

- High (complete within 6 months) – work considered essential for the safety and/or heritage conservation of the RAM or safety for the users and visitors.
- Medium (complete within 12 months) – recommended work of lower priority but necessary to minimise long- term damage to the Former Process Building's fabric and to enable the continued use of the RAM.
- Low (Complete within 2 years) - work necessary to maintain the condition of the place and its heritage values.

G1.5.3.2 CYCLICAL PREVENTATIVE MAINTENANCE SCHEDULE

The following checklist is an indication of what needs to be considered for the Former Process Building to ensure issues that may have an impact on heritage values are mitigated. The following should also be integrated into the owner's inspection checklist.

6-month cyclical maintenance plan

- check fire detection system;
- check automatic door operation;
- check lift operation;
- refresh pest spray and baits;
- check heating and cooling system and controls;
- check lavatories for dripping taps and running cisterns;
- check accuracy of clocks;
- check rainwater goods and gulley traps to ensure they are free of leaves and other debris; and
- check all logbooks and report any unattended maintenance activities.

Annual cyclical maintenance plan

- check the condition of paving and garden edges, garden bed lighting, perimeter sandstone walls and garden shrubs;
- check condition of all directional and interpretive signage;
- check condition and integrity of all contributory elements of significance identified in Table 6-5 such as workshops, public galleries, storage vaults and the external façade;
- check and clear stormwater pits and drains;
- check and clear sewer pits and grease traps;
- inspect roofs (exterior and interior), gutters, rainwater disposal outlets and gulley traps;
- check glazing and clean windows and painted surrounds;
- check opening and closing of all doors and windows and ease and lubricate as required;
- clean light fittings and change bulbs or fluorescent tubes;
- arrange the inspection and servicing of all air conditioning and other mechanical services systems;
- arrange the inspection and checking of firefighting equipment and other mechanical services systems;
- arrange the inspection and checking of all electrical services for operation and currency
- check all plumbing lines and drainage of all sinks, basins, showers, urinals and WCs; and
- initiate fire evacuation drill at least once a year.

5-yearly cyclical maintenance plan

Every 5 years the heritage practitioner should make a full report especially noting any structural defects that should be kept under observation and the cyclical maintenance plan should be updated, drawing attention to any defects that should be kept under observation or where further study might be required. Proposed actions should be prioritised and divided into the following categories and recorded in a log book:

- small items (basically good housekeeping);
- should building upgrades occur, requirement for repairs to mechanical, electrical, plumbing and drainage services;
- a rolling program of long-term preventive maintenance carried out year by year; and
- major items of conservation such as roofing, walls, windows, doors and floor coverings and services.

The scope of a typical 5-yearly inspection would be consistent with the list of items set out in both the 6-monthly and the annual inspection.

G1.5.4 REPORTING AND REVIEW PROTOCOLS

Planned and unscheduled maintenance works and alterations to heritage items and areas need to be recorded by the PSP and Finance to provide a centralised record of changes to the place over time, and to satisfy Finance's heritage register requirements under the EPBC Act. Electronic recording should capture any maintenance undertaken at the Former Process Building with attention to significant fabric (refer to Figure 5-1 to Figure 5-4 in this plan for significance of site elements). These records are to be incorporated in future updates of the statutory HMP.

In the event of divestment, a copy of site works records should be made available to the new site manager, and a record should continue to be maintained for the RAM.

For this plan to remain a useful heritage management and conservation tool it needs to be reviewed and updated at regular intervals. The review is to be undertaken by Finance, with assistance from a heritage specialist as required. The review is to focus on amending responsibilities, include commentary on any works undertaken since the last HMP review; it will also consider any changes or planned changes of use and the interpretation strategy.

Whilst the Former Process Building remains a Commonwealth property, in accordance with the EPBC Act, this plan must be reviewed at least once every 5 years. The review should assess the content of the plan and determine its effectiveness in protecting the heritage values of the place and make recommendations for updating or re-writing the plan as required.

Finance/PSP will check the implementation of this plan, including actions identified in Table 7-1 and cyclical maintenance schedule through Finance's annual Property Asset Management Plan (PAMP) process, with corrective actions to be recorded and implemented within agreed timeframes.

APPENDIX H CHANCE FIND PROTOCOLS

H.1 CHANCE FINDS PROTOCOL – ABORIGINAL CULTURAL HERITAGE

In the event that Aboriginal cultural heritage sites, objects or materials (or suspected cultural sites or materials) are discovered during earthworks, development operations or similar activities at the property, the following procedure is to be followed. Cultural heritage sites, objects or materials may include, but not be limited to: stone artefacts, modified trees, stone arrangements, or skeletal remains.

1. STOP WORK

Any person that observes or uncovers potential Aboriginal heritage objects during the works must notify machinery operators and site/project management immediately. All activity in the immediate area should cease.

2. NOTIFY

Notify the Building Manager, who is to notify the Lessee and Finance. Photograph the item(s) in situ.

NOTE if find is suspected to be Human Remains the Project Manager or Project Director must contact the State Police who may then take control of the site and any further investigation.

3. PROTECT THE SITE

The location should be cordoned off as en exclusion zone with visible flagging, so that no further disturbance occurs. Flagging should be placed at a 10 m radius surrounding the find. *If suspected Human Remains are located:* Any sand/soils removed must be identified and set aside for assessment by the investigating authorities.

4. INSPECT

Inspect the item with the Works Project's Heritage Advisor and determine if consultation with the ACT RAOs, DCCEEW and/or ACT Heritage is required and if the item can be safely moved for further examination and works can continue. The heritage professional should record the location, nature and extent of the site and determine its heritage significance. Prepare a brief report documenting the item's location, including in situ photographs, and recommendations for management and future storage.

5. ASSESS & RECORD THE FIND

If the item cannot be moved without further archaeological excavation and recording, engage a suitably qualified archaeologist to record and assess the item. Determine if adjacent works need to be amended to protect the item in consultation with the Works Project's Heritage Advisor, and input from DCCEEW officers as necessary. In the event of the discovery of possible human remains, the Police will need to be contacted immediately.

6. MANAGE THE FIND

A management plan may be developed for the find, that implements the guidance of the Works Project's Heritage Advisor and DCCEEW including ongoing requirements for the item's protection as required. This methodology should be submitted to Finance for approval prior to completion of any proposed management or mitigation measures being undertaken.

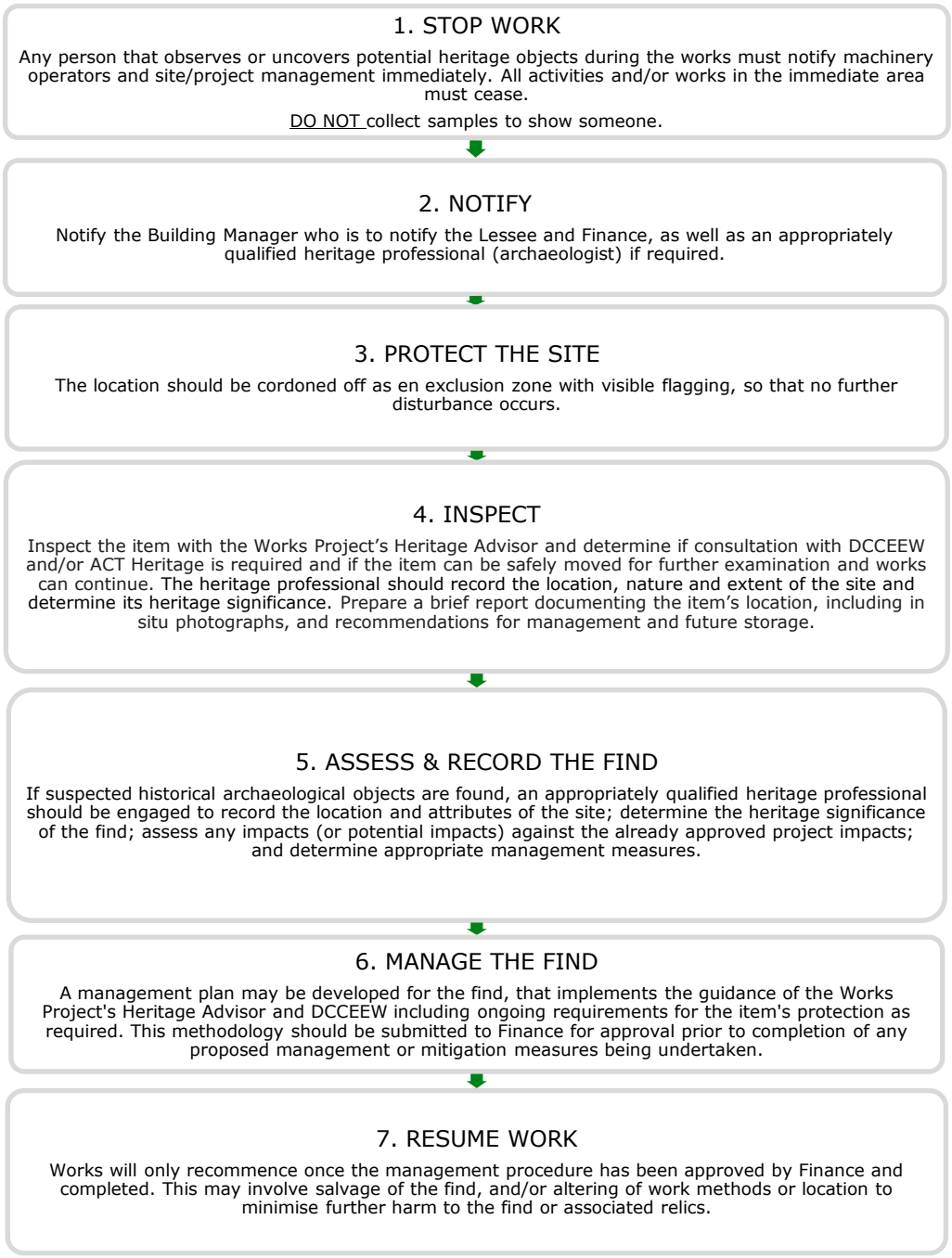
7. RESUME WORK

Works will only recommence once the management procedure has been approved by Finance and completed.

For suspected Human Remains: No further excavation is to be undertaken until the area has been assessed, cleared, and any relevant permits granted.

H.2 CHANCE FINDS PROTOCOL – HISTORIC HERITAGE

Historical artefacts or material may be unearthed unexpectedly around the Site or inside the buildings. These could potentially be located on the ground surface or subsurface during maintenance works, or inside floor, wall and roof cavities where original and early building fabric and objects could be found. In the event of the discovery of any historical artefacts or material during project activities at the Former Process Building these steps should be followed:



APPENDIX I WORK MAINTENANCE RECORD FORM

Australian Government
Department of Finance

Heritage Asset - Works/Maintenance Record

A copy of this form is to be placed on the property maintenance file and a copy provided to Finance

1. Building/Asset:						
2. **Detail of Works –** *To be completed by the contractor*						
a. **Commencement Date:**		**Completion Date:**				
b. **Building Component:**						
c. **Description of the Works:**	□ Repair □ Replace □ Remove □ Other					
d. **Comments:**						
e. **Heritage Briefing/*Dos and Don'ts Handbook* provided:**			***Yes***		***No***	
f. **Before/After photos attached:**			***Yes***		***No***	
3. Contractor Details – *To be completed by the contractor*						
a. Company Name:						
b. Contact Name:						
c. Phone Number:						
d. I __ declare that the works described above have been undertaken in accordance with the HMP Dos and Don'ts Handbook and/or guidance from the Department of Finance, Portfolio and Contract Management Team (PCMT) or, where the works have not been undertaken in accordance with the above guidance that approval for the works has been given by the PCMT (evidence of approval attached).						
Signature:		**Date:**				
4. **Heritage Management Plan Compliance** – *To be completed by the property manager*						
a. Property Manager:		Contact No:				
b. Is this work scheduled in the HMP Implementation Plans: *(If yes please update the Implementation Plans Register)*			***Yes***		***No***	
c. Were the heritage values and heritage management protocols conveyed to the contractor?			***Yes***		***No***	
d. Have the HMP policies and guidelines been complied with?			***Yes***		***No***	
If yes, include policy reference:						
e. Approval received from the PCMT (approval attached)? **Y / N** (please circle)						
f. Has one of the following been undertaken: • A follow up site inspection □ (Date of inspection: _____) • Photographic evidence provided □ (please attach)						
Property Manager's Signature:						
5. File Record – *To be completed by Finance*						
Copy received:	Yes/No (please circle)	File Reference:				
Finance Officer:		Date:				

APPENDIX J EPBC REGULATIONS COMPLIANCE CHECKLISTS

SCHEDULE 7A – MANAGEMENT PLANS FOR COMMONWEALTH HERITAGE PLACES (REGULATION 10.03B)

Schedule 7A Requirements	Relevant Section of this Plan
(a) establish objectives for the identification, protection, conservation, presentation and transmission of the Commonwealth Heritage values of the place; and	Section 7.1
(b) provide a management framework that includes reference to any statutory requirements and agency mechanisms for the protection of the Commonwealth Heritage values of the place; and	Section 3.1 and Section 7.3
(c) provide a comprehensive description of the place, including information about its location, physical features, condition, historical context and current uses; and	Section 4.1, Appendix A to Appendix E
(d) provide a description of the Commonwealth Heritage values and any other heritage values of the place; and	Section 4.1
(e) describe the condition of the Commonwealth Heritage values of the place; and	Section 5
(f) describe the method used to assess the Commonwealth Heritage values of the place; and	Section 5, Appendix A to Appendix E
(g) describe the current management requirements and goals, including proposals for change and any potential pressures on the Commonwealth Heritage values of the place; and	Section 7.2 to Section 7.6
(h) have policies to manage the Commonwealth Heritage values of a place, and include, in those policies, guidance in relation to the following:	Section 7
(i) the management and conservation processes to be used;	Section 7.2
(ii) the access and security arrangements, including access to the area for indigenous people to maintain cultural traditions;	Section 7.9 and Section 7.10
(iii) the stakeholder and community consultation and liaison arrangements;	Section 7.10
(iv) the policies and protocols to ensure that indigenous people participate in the management process;	Section 7.10
(v) the protocols for the management of sensitive information;	N/A – no sensitive information
(vi) the planning and management of works, development, adaptive reuse and property divestment proposals;	Section 7.3.1.2 to Section 7.6
(vii) how unforeseen discoveries or disturbance of heritage are to be managed;	Section 7.8, Appendix H
(viii) how, and under what circumstances, heritage advice is to be obtained;	Section 7.3.1.2, Section 7.9, Handbook (provided as Appendix G)
(ix) how the condition of Commonwealth Heritage values is to be monitored and reported;	Section 7.16

Schedule 7A Requirements	Relevant Section of this Plan
(x) how records of intervention and maintenance of a heritage places register are kept;	Section 7.16.2 and Section 7.18
(xi) the research, training and resources needed to improve management;	Section 7.3.1.1
(xii) how heritage values are to be interpreted and promoted; and	Section 7.9
(i) include an implementation plan; and	Section 8
(j) show how the implementation of policies will be monitored; and	Section 7.16 and Section 8.1
(k) show how the management plan will be reviewed.	Section 7.16.4

SCHEDULE 7B – COMMONWEALTH HERITAGE MANAGEMENT PRINCIPLES (REGULATION 10.03D)

Schedule 7B Requirements	HMP Compliance
1. The objective in managing Commonwealth Heritage places is to identify, protect, conserve, present and transmit, to all generations, their Commonwealth Heritage values.	Section 7.1
2. The management of Commonwealth Heritage places should use the best available knowledge, skills and standards for those places, and include ongoing technical and community input to decisions and actions that may have a significant impact on their Commonwealth Heritage values.	Section 7 (several sub-sections) Finance engaged independent consultants, ERM, to prepare and update this plan. The document has been prepared by suitably qualified and experienced heritage and environmental specialists. This plan has been prepared and updated in consultation with the PSP and RAM stakeholders. Records held by various organisations and institutions were accessed (see Refences section).
3. The management of Commonwealth Heritage places should respect all heritage values of the place and seek to integrate, where appropriate, any Commonwealth, State, Territory and local government responsibilities for those places.	Section 3 and Section 7
4. The management of Commonwealth Heritage places should ensure that their use and presentation is consistent with the conservation of their Commonwealth Heritage values.	Section 7
5. The management of Commonwealth Heritage places should make timely and appropriate provision for community involvement, especially by people who: have a particular interest in, or associations with, the place; may be affected by the management of the place;	Section 7.10
6. Indigenous people are the primary source of information on the value of their heritage and that the active participation of indigenous people in identification, assessment and management is integral to the effective protection of indigenous heritage values.	Section 7.11
7. The management of Commonwealth Heritage places should provide for regular monitoring, review and reporting on the conservation of Commonwealth Heritage values.	Section 7.16

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