

In NSW Haden received its first order from the Department of Public Works for the services to the Museum of Applied Arts and Sciences – later to be named the Powerhouse Museum. The museum is housed in the former Ultimo Power Station, built in 1899, that provided power for Sydney's tram system. The first contract was for air conditioning and humidity control in a refurbished building that was to act as a temporary storage and display area during construction of the main building. It is now the Museums workshops. The next phase was again for air conditioning, this time for the new West Building fronting onto Harris Street. In Phase 3, Haden Engineering undertook the largest part of the contract, that for the former Turbine Hall and Boiler House. Finally, Phase 4 completed the six year contract for the Museums development with the installation of services in the former Switch House. It was during the course of this contract that Haden engineers installed the steam boilers to operate the Museum's 1785 Boulton and Watt steam engine.



Powerhouse Museum, Sydney

In 1980, Richard Simcock moved from Haden in the UK, to Victoria to become the State Manager in succession to Ian Wallbank. Richard had previously worked for the Group in Nigeria as well as Haden offices in Bournemouth and Manchester. He also became National Manager for Drysys Equipment which had merged with Haden Engineering in 1978.



Two contracts in 1980, running consecutively, secured by Adelaide were for the air conditioning of the control Tower and then the Operations and Services building at Adelaide Airport.



Fire damage at Haden's Rosebery office, Sydney, 1981

Utilising the experience gained at Sydney Opera House, Haden undertook, in 1981, another contract that used the harbour water for heat collection and heat rejection. Pier One saw many troops depart for two world wars but had lain derelict since the 1960's. Haden were involved in the redevelopment of this into a complex of hotel, shops and restaurants. The contract also included ventilation and all mechanical services.

Near disaster struck the NSW operational state headquarters on the night of Saturday October 1981 when a fire at an adjacent building, spread, aided by strong winds, to the company's premises. The works and store areas were completely gutted with the offices being affected by some smoke and water damage. It was Sydney's second largest fire and involved 44 fire engines from 20 fire brigades to bring the fire under control in six hours. Many personnel turned out on the Sunday morning to retrieve files and ensure that operations were up and running, albeit in cramped ground floor offices, on the Monday morning with additional space being 'donated' by neighbouring premises and trade friends. It was soon business as usual with Haden staff receiving many accolades for their professional response to a very difficult situation.

Over the years Haden engineering has been involved in many projects at Melbourne's airports. In 1981 a Flight Catering Centre was built to handle the catering for the newly introduced Airbus aircraft. The contract involved the installation of a waste heat boiler to utilise the energy from waste disposal. Capable of handling 5tonnes of waste daily, the system was designed to observe the stringent hygiene regulations imposed by the Department of Transport to eliminate any cross infection between flights.



Aerial view of the Yulara tourist resort at Ayres Rock (Uluru), 1983



Westmead hospital, Sydney, circa 1984

A significant expansion took place on January 1st 1982 with the expansion of Haden Engineering into Queensland and the Northern Territories. This was accomplished with the purchase of the northern contracting operations of Carrier Air Conditioning Limited based in Brisbane and Darwin. Carrier's Brisbane contracting business had been established in the mid 1930's.

Haden had been considering expanding its operations northward for some time. Two reasons for this were the rapid population growth and the added protection against economic 'ups and downs' which tend to occur at different times in different states.

This development left Carrier to concentrate on its equipment and service divisions whilst Haden Engineering came near to being a national contracting company. Under the terms of the purchase, Haden inherited 'work in hand' at the Darwin Casino, part of the recreation complex on the city's Mondmill Beach.

An early, and experimental, solar heating system was installed in the Patch Primary School in the Dandenong Range. This was a new pre-school and early childhood development centre located approximately 29 km south west of Melbourne. Haden Engineering installed the mechanical services for the system which conducts natural energy from solar roof panels supplied by the Solar Energy Commission. Heat energy is transferred to water stored in large holding tanks. The water is then circulated around the building to fan coil units. The solar panels also supplied the school's domestic hot water.

In November 1983, the NSW operation was strengthened with acquisition of Aeron Mechanical Services. They were to operate under the Aeron name for some time operating from Rosebery and their service base located in Lidcombe.

A major multi million dollar contract commenced in 1983 for the Yulara Tourist Resort at Ayres Rock (now Uluru) in the Northern Territory. This involved the generation and distribution of chilled and hot water services as well as air conditioning. The unusual feature of the design is the introduction of ice storage into the chilled water system, enabling the refrigeration plant to be reduced in size, and to run 24 hours a day, building up ice storage overnight for cooling service during the day. This contract was run by a site based project management team under the management of the Brisbane office.

By 1984, Haden Engineering was employing 385 personnel in four states. Headed by Ron Parker and Russell Glenn (South Australia), Richard Simcock (Victoria), Jim Breden (Queensland) and Gerard Whittaker (New South Wales), the state branches were their own profit centres.

The Managing Director, Philip Leach had been with Haden in the UK and Australia for 23 years; but six recently retired members of staff were able to boast 200 years service between them with Carrier and then on with Haden Engineering – truly a career company.



Haden's office Cheltenham VIC, circa 1984

Later that year, Haden Engineering acquired the Perth based company, Kelvin Industries, from their parent company Email. At that time Kelvin employed about 100 staff and operated from offices in Perth, Karratha, Newman and Port Headland. This entry into Western Australia made Haden Engineering a truly national operation, at least on the mainland! Operations in Tasmania were to follow sometime later.

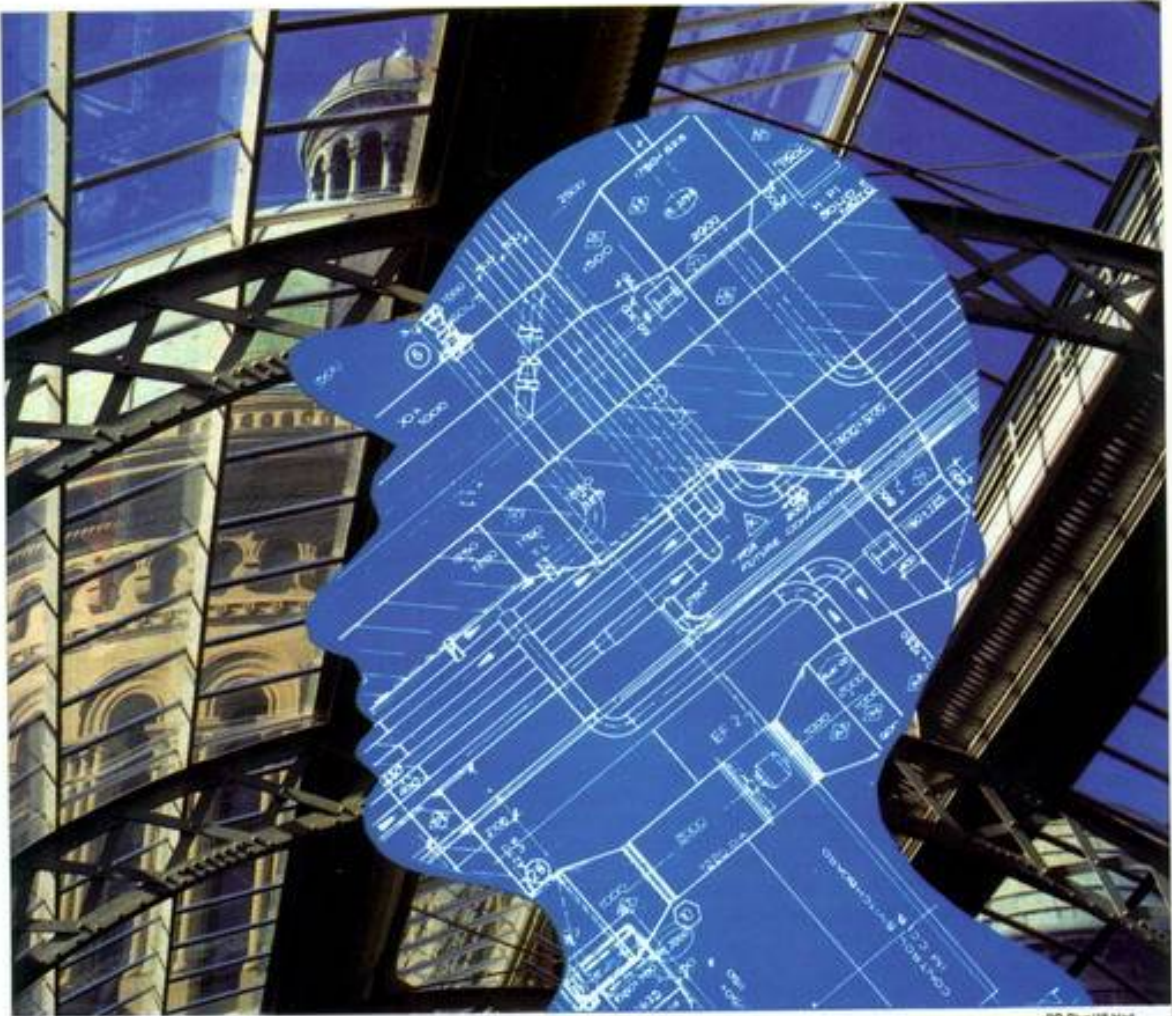
One of Haden's more remote contracts was for the Argyle Diamond Mine in Western Australia. Set in the Kimberley Ranges, the mine is 3600km north of Perth. Here Haden engineers installed a range of services supplying air conditioning, refrigeration, catering facilities, shop fittings and bar counters in the accommodation area, visitors centre and police station. In 1985 the site was hit by a fierce storm that ripped through the buildings. A site shed, with twenty men inside, was prised from its foundations and propelled across the compound, smashing into the site bus – oh well, more work for the working 'Haden' man to do!

In 1984, Haden were reporting a number of contracts in Papua New Guinea being handled from the Company's Brisbane office. They included the air conditioning for Bougainville Copper's computer control centre at Panguna, and air conditioning and associated mechanical services for a large medical centre at Awawa. The company also supplied extensive piped services and air conditioning for a new 300 metre long workshop and amenities building near Panguna open cut mine.

Western Australia's operations were a little different to other states for Haden Engineering. The Perth staff in 1986 numbered 74 and was the only



Early Haden plant room identification label



PR Plus'18 Had

**You can't see what we've been doing
at the Queen Victoria Building for the last three years.
But step inside and you'll feel the benefits.**

To most Sydneysiders, the Queen Victoria Building is like a breath of fresh air. And we're proud to be associated with the most refreshing aspect of the project — the air conditioning and ventilation.

We installed the complex system of ductwork, pipework and plant, which you can't see. But the moment you enter any one of the 200 speciality shops you'll enjoy the benefits of fresh, clean, healthy air maintained at a constant temperature.

Not that the QVB is the first prestigious Sydney project in which we've been involved. With our help, landmarks like Centrepoin, Pier One, the Art Gallery, the Opera House and the Power House Museum are

environmentally comfortable places to visit.

Yet air conditioning is only part of the services we offer. Our expertise also covers heating, piping, power generation, energy management, fire protection and detection, instrumentation and controls, mechanical handling, automation, project management, maintenance and servicing.

We have the managerial, technical, operative and financial resources to quickly organise and implement teams capable of handling the largest and most complex projects anywhere in Australia.

Special emphasis is placed on detailed planning, cost control,

commissioning, servicing, maintenance and operator training to ensure our systems are complete and operating on time. And within budget.

Yes indeed. Breathing new life into old buildings is only part of our story.

Haden

Haden Engineering Pty Limited

54 Rosebery Ave, Rosebery 2018

Tel: (02) 662 7500.

Telex: AA25856. Fax: (02) 662 7396

Branches in Newcastle, Melbourne, Adelaide, Perth, Port Hedland, Newman and Brisbane.

branch that had its own refrigeration manufacturing facility. They were able "to cool water, and make ice under our hot sun so that miners and workers have relief against the parched dryness, and we supply wheat coolers to control infestation and spontaneous combustion.....There are also transportable water coolers and vehicles to service. From the local deli and the national chain store, to theatres, hotels, and offices – you name it and we can supply it". (Bernard Gefken in Haden Insite, No.60, May '86).

In that same year Brisbane was reporting \$6million dollars of orders in the first quarter. They included The Gap and Sunnybank Hills shopping complexes, a multi-storey office complex for L.J.Hooker and a joint contract at Brisbane Airport with Honeywell for all energy aspects and their control within all areas of the 37km perimeter. Brisbane's Electrical Division were busy manufacturing a large motor control centre for Callide B Power Station that involved all facets of construction, from heavy switching and busbar work to electronic controls and detailed mimic panels. The following year, Brisbane secured a \$2.7 million contract for compressed air, steam, hot water, LPG and ventilation for the 5-star Hilton Hotel in Cairns.

Meanwhile, back in Sydney 14 inches of rain in 24 hours caused major problems for one of Haden Engineering's major clients – The Powerhouse Museum. "The basement became one giant swimming pool and there was very little light because the fuses had blown", recalled Alf Henriques, Haden's Project Engineer (now Estimating Manager). "We were in gum boots and wet weather gear trying to pump out the water which was 30 inches deep. We had petrol pumps... even the Fire Brigade assisted us to pump out some of the water into storm-water channels. But we couldn't hire sufficient equipment because the demand from the rest of Sydney had exhausted supplies". The water damaged all primary and secondary pump motors which had to be removed, baked, retested and reinstalled. Steam boilers, fan coil units, sea water automatic strainers, welding equipment and fork lift trucks also suffered from their immersion. "Luckily", continued Alf, "we salvaged the automatic speed controllers which were worth \$70,000. These units were installed in a cabinet three feet above the ground, but we still had some anxious moments as the water rose to within five inches of them".

Two major contracts at this time were the refurbishment of two landmark buildings Queen Victoria Building and the Commonwealth Bank in Sydney. The QVB restoration was the largest refurbishment project undertaken in Australia. Completed in 1898 the building's original purpose was for the city markets. After only a few years the markets were moved to Belmont and the building suffered first by being sub-divided into office space and later by being abandoned and neglected. Haden Engineering was part of the \$75 million project team to restore the building to, what is now, one of Sydney's most loved buildings.

The Commonwealth Bank in Martin Place was built, as the State Bank, in 1928 and included, what were then, state of the art services. That was nearly sixty years ago and a major refurbishment saw Haden providing air conditioning and mechanical services in a \$7million contract. Because of the nature of the building, more than one AC system was installed with all



Brisbane Airport air conditioning by Haden Engineering



The Commonwealth Bank building, Martin Place, Sydney



Globe Air Conditioning logo

ductwork had to be concealed, with considerable underground ducting, to the vault area.

A significant acquisition in 1985 was that of Globe Air Conditioning in Sydney. Globe had been founded around the same time as Mirvac and throughout its history had been closely linked to that company's developments and growth. That contact continues to this day with Haden Engineering.

We saw in the previous chapter that Haden Carrier, Haden Engineering's parent company in the UK, went through a momentous period during 1986. The Group was sold into a management buy-out. Following this, the contracting and maintenance operations of the Group, including Haden Engineering, were sold to BICC. In Australia, Haden Engineering reported to BICC's local operation, Balfour Beatty. The process plant and mechanical handling operations became Haden MacLellan Holdings plc.

Although now no longer having a direct reporting link between Australia and the UK, the two Haden companies endeavoured to maintain their working relationship. Also, in order to maintain ongoing technical support for the metal finishing business in Australia, Haden Engineering entered into a licence agreement with Haden MacLellan Holdings.

The following years were difficult for the board of Haden Engineering who had become accustomed to a degree of management independence with a clear line of responsibility back to London. Now Haden Engineering reported to a local company with diverse and competing interests. As a

result it was agreed, in 1990 that Haden Engineering would be sold to Haden MacLellan Holdings as they had retained close contact with each other through the metal finishing and mechanical handling operations.

Meanwhile, there were two further acquisitions in 1987/89. The first was the Cairns based company Ron Crew Air Conditioning and then Hills Refrigeration and Air Conditioning in Sydney.

During the same period, Newcastle office was involved in the installation of air conditioning for the City's new 490-bed John Hunter Teaching Hospital. During the course of construction in 1989, the site was hit by an earthquake that affected much of the city. At that time this contract, with Roger Belbin as the Project Manager, was the largest Haden had so far undertaken.

In 1991, Haden Engineering management noted that Haden in the UK were successfully developing their facilities management business as an add-on to its maintenance operations. After carrying out some market research in Australia, Haden Engineering formed Haden Facilities Management with John Keegan recruited to manage the business from the Sydney office.

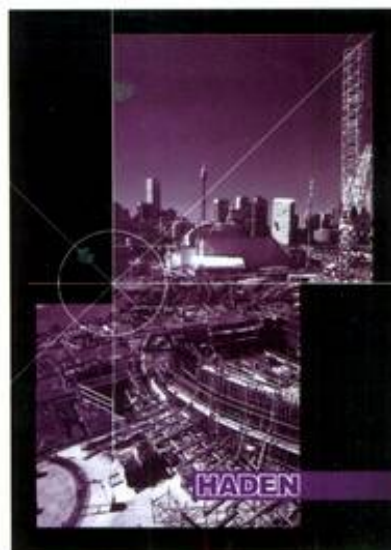
In May 1992, an ever growing Haden Engineering moved to larger premises at Lord Street, Botany.

In 1994, Philip Leach returned to the UK to take-up a position with Haden MacLellan. Gerard Whittaker became the Managing Director of Haden Engineering, reporting to Richard Taylor at Haden MacLellan in the UK. During this period the organisation of the Company changed to a more centralised management with Whittaker responsible for building services, Richard Simcock for maintenance and John Keegan for facilities management.

In 1999 Haden MacLellan commenced the disposal of non UK based operations and Haden Engineering was acquired by the American group, Tyco International. The General Manager responsible for Haden Engineering was Terry McMurdo. In 2002 Haden Engineering's NSW operation moved from Botany to Tyco's NSW Divisional office at Rydalmere and Haden's head office moving to Tyco Services Australia Electrical and Mechanical Divisional office in Chatswood under Ian Salloway as General Manager.

Tyco had already acquired a number of companies in this sector, principle among them were Environ on the East Coast, Raymond Terrace in Newcastle, Designair in Western Australia, Barlin Scott, All Gas and Sandown Air conditioning in Victoria and York AC & Heating. (A complete list appears in Appendix 1).

Environ was Established in 1972 as a subsidiary of Civil & Civic Pty Ltd. (now Bovis Lend Lease Pty Ltd.), Environ specialised in commercial air conditioning. In July 1985, James Hardie Industries acquired a 75% interest in Environ and in 1996 the company passed to Tyco. One of Environ's major and last contracts was that for the National Museum of Australia in Canberra. When Tyco rationalised its mechanical services companies in 2002, Environ became an integral part of Haden Engineering. More on York in a following chapter.



A Small Sales brochure from the early 1990's



Smith Brothers
Plumbing

norfolk[®]

The cover of the Haden Engineering sales brochure features a light blue background at the top, a red background in the middle, and a dark blue background at the bottom. A photograph of a fan's curved blades is visible on the left side, overlapping the red and blue sections. The word "HADEN" is printed in a bold, white, sans-serif font with a dark outline in the upper blue section. The company's slogan is written in a white, italicized serif font in the lower blue section. At the bottom of the blue section, the text "A tyco COMPANY" is displayed, with "tyco" in a bold, lowercase sans-serif font and "COMPANY" in a smaller, uppercase sans-serif font.

HADEN

*Engineering Ingenuity
in Air Conditioning,
Heating, Refrigeration
and Mechanical Services*

A **tyco** COMPANY



National Museum of Australia, ACT, air conditioning and mechanical services by Environ in 1997

In 2001 Tyco Services also acquired Smith Brothers Plumbing of Richmond SA. That company, together with its trading arms of The Hot Water Doctor and Pipeline Technology Services, eventually became an integral part of Haden Engineering at the time that both companies were acquired by Norfolk Group Holdings in 2004.

In 2004 Tyco Services divested the mechanical, electrical, facilities management and building products businesses to Norfolk Group Holdings headed by Tyco's former Managing Director, Glenn Wallace. David Rafter was appointed as General Manager of Haden Engineering. David had joined Haden FM in 1995 and, more recently had been responsible for Tyco's services operations.

Never standing still for long, Haden Engineering has continued its growth with recent acquisitions. First in 2005 was Ductclean Australia (by Norfolk Group Holdings) operating in NSW and ACT and the following year the Service Group of OP Industries in Albury, NSW.

Haden Engineering continue to be involved in major contracts across Australia. Completed contracts include two projects for Bovis Lend Lease in Sydney at the Deutsche Bank in Philip Street and Darling Park 3 with on going contracts for the refurbishment of the 6 storey office building for A.W. Edwards at 189 Miller Street, Stat – East Railway Stations, Heffron Building at the University of New South Wales all in Sydney, Mater Teaching Hospital in Newcastle with Abi Group and Warragamba Dam's deep water recovery pumping station.



Deutsche Bank, 126 Philip Street Sydney, 2005