

Our objective: a diverse staff with the skills and resources needed to carry out its functions

Financial Management

Our goal: there will be adequate and diverse resources available to the Heritage Office to enable it to meet its responsibilities.

Initial analysis and research into the requirements for an activity-based costing system commenced in June 2004 with the appointment of a Senior Business Manager for the Heritage Office. With the increased workload of the office, it has been recognised by Government that the financial resources necessary for the Heritage Office to deliver adequately on its core services will need to be increased significantly. The introduction of both commitment costing during 2006 and activity-based costing during the coming year should enable the Heritage Office to respond adequately to this increased service requirement.

Information Management Systems

Our goal: the information management systems of the Heritage Office will be optimized to support the functions of the office.

The work of the Heritage Office is underpinned by the Heritage Office database. This database ensures integrated knowledge-sharing across the office. A key achievement for information management this year was the use of the database for the preparation of reports for archaeological permits.

The database has proven very helpful in streamlining the process, providing an overall understanding of the NSW historical resource, enabling tracking of research undertaken by consultants and ensuring consistency in the management of the precious archaeological heritage of New South Wales. The system is currently limited to internal use only but the Heritage Office's archaeologists aim to make archaeology information in the database available to the community in the near future.

Other enhancements to the Heritage Office database this year included:

- modification of financial transactions to enable improved project management of the Heritage Incentives Program;
- improved search and reporting functions;
- inclusion of a search function to access hard copy file records (stored in a separate records management system);
- new functionality to record and produce reports on all development applications in the Heritage Office database (currently in user acceptance testing).

Human Resources

Our goal: human resources management will be carried out in an equitable way to optimise performance and provide a best practice work environment.

Communication

We have 39 staff divided into four teams: the listings team, conservation team, promotions team and business team.

The Heritage Office holds monthly staff meetings. The Director provides reports to the Heritage Council at each meeting on the activities of the Heritage office to ensure that members are up to date on the current work. Regular presentations are also provided to the Heritage Council on relevant issues.

Each of the four teams meets every two weeks including the management group. These meetings ensure there is a good understanding of current issues across the office, encourage discussion and exchange of information and strengthen relationships within the office.

Standards of Behaviour

We expect that all employees will act with the utmost integrity and objectivity.

The Heritage Office and Heritage Council have adopted a joint Code of Conduct to guide standards of behaviour. There was no change to the code during 2003-04. The code is planned for review in 2004-05 to incorporate ethical commitments for staff who are members of professional bodies.

Planning

During 2003-04 the Heritage Office Performance Planning System was reviewed and revised. Staff work groups were formed to review the existing system and to help provide a new structure. The new system better aligns work tasks and performance with training needs and the current work plan.

The 2003-04 work plan for the Heritage Office was developed to identify the tasks of all staff against the strategic plan. This provides tangible links between every staff member's activities and the achievements of the office. This work plan is also costed and used as a budgeting tool.

During 2003-04 the Flexible Work Policy was updated to re-elect current needs.

Training and Development

The Heritage Office assisted staff to attend external courses presented by agencies such as the Institute of Public Administration Australia, as well as arranging targeted group training sessions for all staff, including emergency procedures, GIS training and use of the Heritage Office database. Other external training included writing skills and computer skills. Some staff also attended, or provided, training sessions on heritage topics organised for the Heritage Network and by professional associations such as Australia ICOMOS, the Royal Australian Institute of Architects, the Public Relations Institute of Australia and the Royal Australian Planning Institute.

Staff meetings generally also include presentations of relevance to all staff on a range of issues such as information technology updates, presentations skills or specific heritage or human resources issues.

Occupational Health and Safety

The Heritage Office has developed an Occupational Health and Safety Policy and established an Occupational Health and Safety Committee. All members of the committee have undertaken the four-day Occupational Health and Safety Consultation Course required under the Act.

The role of the committee is to revise and further develop the existing policy, consult with the staff of the office, develop strategies on training, hazard identification and risk assessment, and develop, implement and promote risk control strategies. The Committee has met on a regular basis since formation and has been particularly focused on issues in relation to the new premises for the Heritage Office.

Occupational health and safety is a standard agenda item at staff meetings and frequently discussed in team meetings. Emergency Evacuation Procedures training was carried out for wardens in the Heritage Office and an evacuation exercise was conducted. A comprehensive *Occupational Health and Safety Manual* has been developed and is available on the Heritage Office Intranet.

The Heritage Office provides a free counselling service that can be accessed by staff and their families for a wide range of work or personal issues. The Employee Assistance Program operates through a joint contract with Davidson-Trahaire, brokered by Central Corporate Services Unit for their client agencies.

There were four workplace incidents reported in 2003-04. Three were the result of slips or falls on site, and one injury was the result of contact with equipment. The Heritage Office lost a total of three days to injury during the year (as a result of one lost-time incident).

Equal Employment Opportunity

The Heritage Office has a commitment to Equal Employment Opportunity.

The Heritage Office operates a Spokeswomen's Program as a strategy to assist in improving gender equity. A new spokeswoman was elected to fulfil the role over the next three years in carrying out activities to meet the needs of other female staff. A survey was conducted of female staff to identify key priorities for the Spokeswomen's Strategic Plan. The Spokeswoman attended three developmental activities conducted by the Spokeswomen's Program. Three female staff attended the NSW Spokeswomen's Program Annual Conference.

Staff Achievements

Overseas Visits by Staff

The Heritage Office provided support for staff to undertake the following professional activities overseas:

- Isabel Cobas, Heritage Office archaeologist, visited the General Directorate of Heritage in Galicia, Spain, and the Laboratory of Landscape, Heritage and Paleoenvironment, in Galicia, Spain [self-funded].
- David Nutley, Heritage Office maritime archaeologist attended the *ICOMOS International Committee for Underwater Cultural Heritage (ICUCH)* in Sri Lanka, 1-5 November 2003, as a committee member. David presented on Australia's maritime heritage strategy [\$2000 and wages];
- David Nutley also attended the UNESCO Workshop on the *2001 Convention for the Protection of the Underwater Cultural Heritage* in Hong Kong, 18-20 Nov 2003, as a representative of the NSW Heritage Office. He was also briefed by the Department of Environment and Heritage to represent the Australian Government position in discussions [wages];
- Tim Smith, Heritage Office maritime archaeologist, attended the 2004 AE2 Technical Workshop in Istanbul, Turkey, to discuss management implications and options for the Australian AE2 submarine archaeological site, wrecked in Turkish territorial waters in 1915 during the Dardanelles (Gallipoli) Campaign. Tim is co-director of the archaeological mapping and assessment project [\$1,500 plus private sponsors];
- Natalie Vinton, Heritage Office archaeologist, was sponsored by the US National Parks Service to train US National Parks rangers, archaeologists and interpreters as part of a new public archaeology accreditation course, *Effective Interpretation of Archeological Resources*, held in South Carolina in the United States [self-funded].

Participation in Conferences

Heritage Office staff contributed to the following state, interstate and international conferences:

- *7th International Symposium of the Organisation of World Heritage Cities*, Rhodes, Greece, September 2003: Murat Gul presented joint paper with Trevor Howells and Figen Gul titled, "New Directions in Postgraduate Training for Heritage Conservation Professionals in NSW, Australia";
- *Australian Corrosion Association (NSW) Seminar*: Susan Macdonald presented paper titled, "Experiences in the Repair and Protection of Historic Concrete Buildings";
- *Australasian Institute for Maritime Archaeology Conference*, Port Arthur, November 2003: David Nutley presented paper titled, "Wet and Dry Out Inland; Developing Management Strategies for Darling River Nautical Heritage";
- *Australasian Institute for Maritime Archaeology Conference*, Port Arthur, November 2003: Tim Smith presented paper titled, "Plane Sailing; The Archaeology of Military Aircraft Crash Sites in NSW";
- *Australasian Institute for Maritime Archaeology Conference*, Port Arthur, November 2003: Tim Smith presented paper titled, "Deep Wreck Diving and Underwater Site Management";
- *Australian Institute for Maritime Archaeology Training Courses 2004*: course program delivered by Tim Smith and David Nutley;
- *Flinders University Maritime Archaeology Courses and Public Lecture*, March 2004: delivered by Tim Smith;
- *History Teacher's Conference*, July 2004: Bruce Baskerville and Natalie Vinton presented papers on heritage and historic archaeology;
- *National Conference of Interpretation Australia Association*, September 2003: Bill Nethery presented paper titled "Other Pipers, Other Tunes: Interpretation and the Corporate Client";
- *National Trust of Australia Thursday Night Lecture Series*: Susan Macdonald presented talk titled, "Conserving the Recent Past: Recognition, Protection and Practical Challenges";

- *Rewards and Responsibilities; Queensland Local Government Heritage Services Conference*, August 2004: Natalie Vinton presented paper titled, "Turning the Management of Cultural Heritage Resources into a Positive for Owners and Communities: It Can Be Done";
- *Royal Australian Institute of Architects Monday Night Series of Talks*; Susan Macdonald presented talk titled, "Design in Context: New Development in Historic Areas";
- *Shallow Water Conference, November 2003*: Tim Smith presented paper titled "Shipwrecks and Underwater Cultural Heritage";
- *Telling Tales; Interpretation in the Conservation and Design Process*, Australia ICOMOS Annual Conference, November 2003: Natalie Vinton presented paper titled, "It's All in the Telling... Interpreting Archaeology";
- *Telling Tales; Interpretation in the Conservation and Design Process*, Australia ICOMOS Annual Conference, November 2003: Susan Macdonald and Bill Nethery participated in the planning and organisation.

Publications by Staff

Ashurst, N., Macdonald, S. et al 2003, "An Investigation of Sacrificial Graffiti Barriers for Historic Masonry" in *English Heritage Research Transactions*, Volume 2, Stone, ed Jeanne Marie Teutonico & Chris Wood, English Heritage, London, UK.

Isabel Cobas 2003, "Patterns of Spatial Regularity in Late Prehistoric Material Culture Styles of the NW Iberian Peninsula" in Gibson (ed), *Prehistoric Pottery: People, Pattern and Purpose*, Archaeopress, BAR International Series, Oxford, UK.

Isabel Cobas 2003, "Ways of Representing, Looking and Imagining: a Methodology for the Study of Geometric Decoration in Recent Prehistory", *Coloquio de Arqueología e Iconografía, Indagar en las Imágenes, Rome 2001*, Italy.

Hanna, Bronwyn 2004, *Re-gendering the Landscape*, NSW Department of Environment and Conservation, www.nationalparks.nsw.gov.au/npsw.nsf/Content/regendering_nsw_landscape.

Hanna, Bronwyn 2003, "Navigating the Sea of Diversity: Multicultural Place-making in Sydney", *International Journal of Diversity in Organisations, Communities and Nations*, vol. 3, <http://DC2003.Publisher-Site.com>.

Macdonald, Susan (ed) 2003 *Building Pathology: Concrete*, Blackwell Science, Oxford, UK.

Macdonald, Susan 2003, "Conserving the Modern in Australia: A Pragmatic Approach" in *DOCOMOMO Special Asia Pacific Issue*, October 2003.

Nutley, David 2004, "Management of Underwater Cultural Heritage in New South Wales", *Mediterraneum*, vol 4, Massa, Naples, Italy.

Nutley, David 2003, "A River in Time: Following the Course of Influences on Manning River History", *Australasian Institute for Maritime Archaeology*, vol 27, pp. 67-70.

Nutley, David 2003, "Internal and External Influences on Infrastructure of Minor Coastal Ports", *Bulletin of the Australasian Institute for Maritime Archaeology*, vol 27, pp. 59-66.

Nutley, David 2003, "Benefits of a Formalised Understanding Between the NSW Marine Parks Authority and the NSW Heritage Office", *Bulletin of the Australasian Institute for Maritime Archaeology*, vol 27, pp.71-76.

Nutley, David & Smith, Tim 2003, "Lord Howe Island Shipwrecks and Sea Adventures", *Bulletin of the Australasian Institute for Maritime Archaeology*, vol 27, pp.107-114.

Read, Stuart 2003, "Typical Elements of Interwar Garden Styles", Interwar timeline and bibliography in *Australian Interwar Gardens; A Guide to the History, Conservation and Management of Australian Gardens of 1918-1939*, National Trust of Australia (NSW), Parks and Gardens Conservation Committee, Sydney.

Read, S., Hollingworth, M., & Low, J. 2003, "On Tour: Discovering the Darling Downs and Bunya Mountains", Parts 1&2, *Australian Garden History*, vol 15, nos 2 & 3.

Smith, Tim 2004, "Plane Sailing: The Archaeology of Aircraft Losses over Water in NSW, Australia", *Bulletin of the Australian Institute for Maritime Archaeology*, vol. 28.

Vinton, Natalie 2003, "It's All in the Telling... Interpreting Archaeology", in *Telling Tales: Interpretation in the Conservation and Design Process / Australia ICOMOS 2003 Annual Conference*, ed S. Coulling, Australia ICOMOS, Sydney.

Vinton, Natalie & Cressey, Pamela, in press, "Smart Planning and Innovative Public Outreach; the Quintessential Mix for the Future of Archaeology", in *Past Meets Present: Archaeologists Partnering with Museum, Curators, Teachers and Community Groups*, USA.

Awards

- Stuart Read was awarded an \$8,000 Overseas Fellowship by the Pratt Foundation, International Specialised Skills Institute, to travel to Southern and Eastern Spain to study dry-climate historic parks and gardens management;
- Brad Vale was awarded the Rodney Connors Conservation Prize from the University of Sydney (jointly awarded in 2004) as part of his Masters of Conservation.

Staff in Key Positions on External and Professional Bodies

The following staff of the Heritage Office held key positions in heritage organisations or related bodies:

- Isabel Cobas is an associate researcher of the Laboratory of Landscape, Heritage and Paleoenvironment, University of Santiago de Compostela, Galicia, Spain;
- Bronwyn Hanna is a member of the History Council of NSW and a member of their History Week Committee;
- Yvonne Kaiser-Glass is on the review panel for the School of Human and Environmental Studies (Archaeology and Palaeoanthropology, and Geography and Planning) at the University of New England;
- Susan Macdonald sat on the Royal Australian Institute of Architects (NSW) Awards Jury 2003;
- Susan Macdonald sat on the National Trust of Australia (NSW) Awards Jury 2004;
- Susan Macdonald is a member of the editorial board of the *Journal of Architectural Conservation* (UK);

- Susan Macdonald is a member of the Jenolan Caves Scientific and Environmental Technical Advisory Committee;
- David Nutley is Senior Vice President of the Australasian Institute for Maritime Archaeology;
- David Nutley is the ICOMOS Australia representative on the International Committee for Underwater Cultural Heritage;
- David Nutley represented the Australasian Institute for Maritime Archaeology at the National Cultural Forum in March 2004;
- Stuart Read is the NSW State representative on the National Management Committee of the Australian Garden History Society;
- Tim Smith is Vice President of the Australasian Institute for Maritime Archaeology;
- Natalie Vinton is a member of the management committee, History Council of NSW.
- Natalie Vinton is a member of the Teaching and Learning Sub-Committee of the Australian Archaeological Association.

Key Strategies for Next Year

In 2004-05 we aim to:

- develop an activity-based costing system for the office to assist in the reviews recommended in the Council for the Cost and Quality of Government review of the Heritage Office;
- institute a staff survey as a regular (every two years) activity to identify current staffing issues;
- develop a new strategic plan for 2005 to 2010.