

A photograph of a building facade with a grid-like pattern, possibly a metal mesh or brickwork. A doorway is visible in the lower right quadrant, leading to a brightly lit interior. The overall color palette is warm and monochromatic, dominated by browns and tans.

Organisational Performance

‘a diverse staff with the skills and resources needed to carry out it’s functions’

Corporate Planning

The *Strategic Plan 2000-05* is our primary planning tool. The work of the Heritage Office is based on the goals and strategies identified in this document. [See page 8 for details of our strategic plan.]

This year we began work on the *Strategic Plan 2005-10* to guide our progress over the next five years. This plan will be finalised and implemented in the next financial year.

The Work Plan 2004-05 for the Heritage Office was developed to identify the tasks of all staff against the strategic plan. This provides clear links between every staff member's activities and the achievements of the office as a whole. This work plan is also costed and used as a budgeting tool.

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 the State 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.

This year we were involved in preparations for a new heritage regulation that would provide for equitable and adequate funding for heritage protection through cost recovery for statutory processing. It is anticipated that the *Heritage Regulation 2005* will be gazetted in August 2005.

Information Management Systems

OUR GOAL: the information management systems of the Heritage Office will be optimised 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 increased use of the database for workflow management, analysis and reporting.



NSW Heritage Office. Photograph by Nathanael Hughes.

Opposite: Breezeway Addition, Heritage Office, Parramatta. Photograph by Murray Brown.

Search and reporting enhancements to the Heritage Office database this year included:

- improved database reporting for the preparation of reports for the Heritage Council;
- improved information on funding received through the Heritage Incentives Program for any listed item;
- new functionality to record and produce reports on all development applications in the Heritage Office database;
- new heritage contact and advisor tracking procedures;
- new local government search option to enable quick access to information about a local government area, including heritage contacts in the council and a list of the State Heritage Register items in the area.

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 50 staff divided into four teams: listings, conservation, promotions and business.

The Director provides reports to the Heritage Council on the activities of the Heritage Office to keep members up-to-date on current work. Regular presentations are also provided to the Heritage Council on relevant issues.

The Heritage Office holds monthly staff meetings at which the Director reports on the previous meeting of the Heritage Council and staff inform each other of current work in the four teams.

The teams also meet every fortnight, including the management group. These meetings encourage discussion and exchange of information and strengthen relationships within the office.

Ethical Standards

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. Minor changes were made to the code in 2004-05. A further review of the code is planned in 2005-06 to incorporate ethical commitments for staff who are members of professional bodies.

Employees of the Heritage Office

Staff Numbers by Level

Level	Number								
	Total Staff	Respondents	Men	Women	Aboriginal people & Torres Strait Islanders	People from racial, ethnic, ethno-religious minority Groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
< \$31,352	1	0	0	1	0	0	0	0	0
\$31,352 – \$41,177	1	1	0	1	1	0	0	0	0
\$41,178 – \$46,035	2	2	0	2	0	0	0	1	0
\$46,036 – \$58,253	11	10	2	9	0	1	1	2	1
\$58,254 – \$75,331	22	22	8	14	1	3	1	2	0
\$75,332 – \$94,165	9	9	8	1	0	2	2	2	0
> \$94,165 (non SES)	3	3	2	1	0	1	1	0	0
> \$94,165 (SES)	1	0	1	0	0	0	0	0	0
Total	50	47	21	29	2	7	5	7	1

Equal Employment Opportunity

The Heritage Office is committed to equal employment opportunity for its staff.

The Heritage Office operates a Spokeswomen's Program as a strategy to assist in improving gender equity. The elected spokeswomen in 2004-05 was Linda Byrne. She prepared a proposal for improving flexible workplace practices, which was identified as a key priority in the survey of female staff conducted last year. The spokeswoman also attended one development activity and regularly disseminated information to female staff on various workplace topics throughout the year.

Equal Employment Opportunity Table

A. Trends in the Representation of EEO Groups

EEO Group	Benchmark or Target	% of Total Staff			
		2002	2003	2004	2005
Women	50	53	55	48	58
Aboriginal people and Torres Strait Islanders	2	4.2	0	0	4
People whose first language was not English	20	0	4	6	10
People with a disability	12	10	13	16	14
People with a disability requiring work-related adjustment	7	0	5	4.4	2

B. Trends in the Distribution of EEO Groups

EEO Group	Benchmark or Target	Distribution Index			
		2002	2003	2004	2005
Women	100	NC	NC	NC	79
Aboriginal people and Torres Strait Islanders	100	NC	NC	NC	N/A
People whose first language was not English	100	NC	NC	NC	N/A
People with a disability	100	NC	NC	NC	N/A
People with a disability requiring work-related adjustment	100	NC	NC	NC	N/A

Notes:

1. Staff numbers are as at 30 June.
2. Excludes casual staff
3. A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels.
4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

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, and use of the Heritage Office database. Other external training included writing skills and computer skills, and the use of Australian Bureau of Statistics web-based resources. 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 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.

During the year the office management group decided to adopt the Human Synergistics Lifestyles Inventory program as a means of encouraging office-wide understanding of personal and group behaviour and their effects on office performance. Facilitators from Parramatta City Council agreed to undertake this program with the office, commencing with a two-day workshop for the management group. It is intended that the next stage will be a series of team workshops early in 2005-06, followed by more intensive sessions for each staff member.

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. A comprehensive *Occupational Health and Safety Manual* has been developed and is available on the Heritage Office intranet.

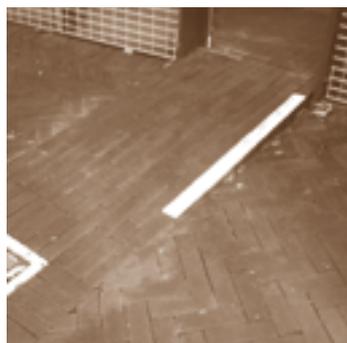
Occupational health and safety is a standard agenda item at staff meetings and is frequently discussed in team meetings. Emergency evacuation procedures training was carried out for wardens in the Heritage Office and an evacuation exercise was conducted.

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 six workplace incidents reported in 2004-05. The Heritage Office lost a total of 15 days to injury during the year (10 days as a result of one incident which included travel time for therapy sessions).

Workplace Injuries

	2003-04	2004-05
Total Number of Incidents	4	6
Location		
Work	4	2
Site Visit	0	2
Travel to and from work	0	2
Causes		
Falls, trips, slips	3	2
Body stress or lifting	0	1
Contact with Equipment	1	3
Lost-time Days	3	15



White line to assist with visibility at staff exit. Photograph by Murray Brown.

Risk Management and Insurances

The Heritage Office carries a comprehensive range of insurance through the Treasury Managed Fund covering property, public liability, motor vehicle, workers compensation and other contingencies. This cover has few exclusions. The annual premium is paid for the current year and this arrangement of self insurance is reviewed periodically to ensure that it remains adequate. The policy is managed by GIO.

The Heritage Office covers no officer's professional liability insurance, but officers are covered by a state indemnity against claims not involving negligence, through their public service employee status.

The Heritage Office has developed a Business Continuity and Disaster Recovery Plan. As part of this, the office has undergone a high level risk assessment and gap analysis to assist it in becoming compliant with the *Australian Standard for Information Security Management*, AS/NZS 7799.

The Heritage Office has also undergone independent security risk and occupational health and safety assessments.

Environmental Management

Waste Management

The Heritage Office continued to implement measures under its Waste Reduction and Purchasing Plan.

Some of the initiatives implemented in this plan include: the use of recycled printing and photocopy paper; the expansion of the use of the electronic office; and the recycling of all waste paper, cardboard and toner cartridges. Each member of staff has a two-bin system at each desk. Sensitive material is also recycled through a separate secure system.

The Heritage Office recycled 2.656 tons of paper which generated savings of 18 trees, four barrels of oil, 5,765 kWh of electricity, 44,683 litres of water and also avoided six cubic metres of landfill. [Source: *Visy Recycling*]

All free publications are available for download on the Internet. This has considerably reduced the need for large printing orders. Similarly, e-mail and the intranet have replaced local paper copies of internal policies and manuals.

Government Energy Management

Government agencies are required to establish an energy management plan and to report energy consumption under the Government's Greenhouse Action Plan.

The Heritage Office uses electricity for its office accommodation and fuel for its vehicle fleet.

The Heritage Office relocated to the former King's School in Parramatta in late December 2002. The building incorporates the latest energy management technology.

Agencies are also required to report on their energy usage against the Australian Building Greenhouse Rating. The Office achieved an excellent four star rating.

The office has a pool of two modern and fuel efficient vehicles using unleaded fuel. All vehicles are purchased through the State Contract. The office's total fuel consumption was 4,679.54 litres (unleaded).

In June 2005 the office leased a smaller fleet vehicle as a replacement for a less fuel efficient vehicle to achieve required energy savings.

Key strategies for next year

In 2005-06 we aim to:

- finalise and implement the *Strategic Plan 2005-10*;
- introduce activity-based costing to enable the Heritage Office to respond adequately to its increased service requirement;
- introduce cost recovery for statutory processing enabled by the gazettal of the *Heritage Regulation 2005*;
- institute a staff survey;
- extend training on personal and group behaviour to the staff through the Human Synergistics Lifestyles Inventory Program.

Next page: St Mary's Cathedral.
Photograph by Renée Savidan.