



HISTORIC HOUSES TRUST OF NEW SOUTH WALES

CORPORATE PLAN 2010–2015

VISION

A future for the past.

MISSION

To care for significant historic places, buildings, collections and landscapes with integrity, and enable people to enjoy and learn about them.

WHAT WE DO

Our own portfolio includes houses, museums, landscapes, a library and collections of paintings, furniture and objects. We bring the past alive through our activities such as education, interpretation, exhibitions, events, festivals and publications, while our Endangered Houses Fund finds new futures for historic buildings owned by others.

CONTEXT

- Our link with Communities NSW and the priorities in the NSW State Plan reinforce the need to enable more people to participate in what we do.
- We are one of the largest museums in Australia, with a varied program of activities, but many people are aware only of our houses.
- We work across 12 properties with a wide range of activities, making teamwork and staff support, and core

activities such as management services, more challenging.

- Our venues business has grown but a changing financial environment, including a reduced government allocation, means we need to find more and better ways of making the HHT sustainable in the long term.
- We have a strong curatorial base but we do not always make best use of that expertise.
- We need to continue to make visitors welcome, while responding to the fact that people want more and different ways of engaging with the past, including via online avenues and through activities and experiences.
- We have a loyal group of supporters; we need to cherish them. At the same time we need to reach a wider range of people by working more closely with others, building on our own knowledge and recognising that of others.
- Our strengths lie in the history of houses, interiors and gardens in New South Wales but we can do more to challenge existing views about the past.

VALUES AND BEHAVIOURS

Integrity We speak and act honestly, recognise mistakes and learn from them.

We do things that are right for the HHT, and we consistently do what we say we will do.

Passion We care about the HHT and what the organisation stands for and want to share that with others.

Accountability We take personal responsibility and ownership of problems and act conscientiously. We respond to the needs of our customers and others.

Teamwork We trust and respect each other, we listen, and are fair, constructive and supportive. We actively contribute to improving the way we do business and value the contributions of others.

Fun We wear our professionalism lightly. We are serious about what we do and stand for but aim to have fun on the journey.

CORE ACTIVITIES

We will focus our own structures and activities around the four areas in which we work:

Conservation and curatorship – the expertise and work needed to understand, maintain, conserve and interpret our properties and collections

Outreach and learning – the activities that enable people access to and enjoyment and involvement in our properties, collections and knowledge

Marketing and business development – the work we need to do to promote and raise awareness of our properties, collections, programs and knowledge and to improve our earned income

Management services – the core services and functions that support our staff and activities and help us to meet public service standards and requirements

AIMS AND OBJECTIVES

1 Involvement

A wider range of people are involved in understanding, interpreting and caring for the past. We aim to:

- 1.1 better manage partnerships with cultural institutions, communities and other organisations
- 1.2 embrace life-long learning
- 1.3 strengthen our community involvement at properties
- 1.4 work more closely with our members
- 1.5 encourage and support volunteers
- 1.6 find more opportunities for people to make an active contribution to what we do.

2 Access and enjoyment

We provide more people and a wider range of people access to our properties, collections, programs and knowledge. We aim to:

- 2.1 find more and different ways for people to enjoy our properties, collections programs and knowledge
- 2.2 improve access to information about our properties, collections, programs and knowledge
- 2.3 ensure that all visitors feel welcome and experience something special each time they visit a property
- 2.4 use digital and other media to engage people with our properties, collections, programs and knowledge
- 2.5 improve access to our properties, collections, programs and knowledge for people with disabilities
- 2.6 learn more about our audiences.

3 Conservation and curatorship

Our properties and collections are handed on to future generations in good heart. We aim to:

- 3.1 put good research at the heart of all our work
- 3.2 make better use of curatorial expertise
- 3.3 make decisions that are transparent and for which we are accountable
- 3.4 meet state and other heritage requirements
- 3.5 maintain our properties and collections well
- 3.6 increase the visibility of the conservation process.

4 Stability

The HHT becomes a more resilient organisation with a secure future. We aim to:

- 4.1 improve awareness of each property and of the HHT as a whole
- 4.2 better understand the economic, social and environmental impacts of what we do
- 4.3 invest in and develop our properties
- 4.4 increase earned revenue
- 4.5 better control costs and improve financial management
- 4.6 reduce our carbon footprint
- 4.7 foster relationships with Government
- 4.8 evaluate our effectiveness.

5 Well-being

The well-being of our staff improves. We aim to:

- 5.1 develop a better sense of shared mission across the HHT
- 5.2 develop the skills of our staff
- 5.3 improve the management and implementation of occupational health and safety (OH&S)

- 5.4 improve management structures
- 5.5 develop a team-based work culture
- 5.6 strengthen management services
- 5.7 better manage risk
- 5.8 improve communication
- 5.9 keep better records.

6 Knowledge

We use our knowledge and expertise, and work with others, to change the way people think about heritage and the past.

We aim to:

- 6.1 promote the value of good conservation
- 6.2 challenge assumptions about the past
- 6.3 keep our creative edge
- 6.4 encourage more people to discover their own past.

2010 PRIORITIES

The following priority projects will help us to achieve our aims and objectives over the next twelve months:

- P1 Balance the budget.
- P2 Review internal structures and roles, including property management and guiding, and make better use of our curatorial expertise.
- P3 Analyse internal processes to improve the way systems work together and data is gathered.
- P4 Open the new education facilities at Rouse Hill House & Farm.
- P5 Develop a strategy for our digital future, including improving access to collections, knowledge and properties, and the implications of that for our resources and structures.
- P6 Work with HHT Members and others to review smaller programs.
- P7 Develop a strategic business plan to explore opportunities for increasing

- commercial revenue, including charging for our intellectual property.
- P8 Create a corporate risk framework, with better data collection and reporting (including OH&S)
- P9 Implement the results of the staff training review.
- P10 Work in partnerships with others to develop a strategy to better understand, interpret and share the Indigenous stories associated with our properties and collections.

LONGER TERM PRIORITIES

Over the next two to five years our priorities will include:

- 1 creating an intranet and administration manual
- 2 reviewing our look and brand
- 3 implementing our digital strategy
- 4 reviewing our total asset management system (TAMS) framework to include areas such as collections and internet technology
- 5 building a new visitor centre at Rouse Hill House and Farm
- 6 reviewing our conservation management planning and moving towards conservation principles
- 7 exploring options for shared storage to free up space in the city
- 8 better packaging our knowledge and research
- 9 improving our links with the tertiary and further education sectors.