

# STRATEGIC PLAN 2019



**Parramatta & District Historical Society**

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**Produced by**

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## PDHS Strategic Plan & Budget: 2019

### **A.1** VISION

To be the local authority on the history (local and family) and heritage of Parramatta, and to operate Hambledon Cottage as an historic house museum, authentically displaying and furnishing it as an 1820s -1880s colonial Georgian cottage.

### **A.2** MISSION

- To operate the Society and Hambledon Cottage, meeting all legal, financial and statutory obligations;
- To continue to restore and furnish Hambledon Cottage as an authentic colonial Georgian cottage of the 1820s-1880s period;
- To collect, research, preserve, exhibit and interpret archives and artefacts relevant to Parramatta and district for the benefit and education of the community;
- To encourage the study of local and family history, both of the Parramatta district and of Australia;
- To promote the compilation of authentic records relating to Parramatta and district;
- To research, print, publish and circulate publications relating to Parramatta & district;
- To promote and market the Society and Hambledon Cottage to encourage community involvement;
- To maintain an active membership of the Society.

## **A.3 GOALS & STRATEGIES**

### **• ADMINISTRATION & MUSEUM MANAGEMENT**

To manage the Society and operate Hambledon Cottage located at 63 Hassall Street (corner Gregory Place), Parramatta, NSW 2150

- Develop & implement an annual Strategic Plan and Budget;
- Develop, implement and maintain relevant and active policies and procedures;
- Develop and maintain an effective and up-to-date computer-based records system;
- Effectively administer Society finances while remaining within budgetary & legal requirements;
- Recruit, train and efficiently manage an adequate number of volunteers to meet the Society's responsibilities for guided tours & other committee activities;
- Maintain relevant safety standards;
- Seek to have Hambledon Cottage and its historic trees included on National Heritage Register;
- Restore and furnish Hambledon Cottage as an authentic colonial Georgian cottage of the 1820s-1880s period;
- Maintain close links with City of Parramatta, Royal Australian History Society and Museums & Galleries NSW.

### **• COLLECTION & HERITAGE MANAGEMENT**

To collect archives and artefacts and compile authentic records relating to Parramatta & district

- Follow the Collection Management policy and procedures;
- Evaluate the existing collection and its future needs;
- Digitally scan and store copies of all images in the collection;
- Document new acquisitions promptly;
- Ensure an effective computer-based documentation system is maintained;
- Follow the Preservation Needs & Disaster Preparedness Policies;
- Improve the storage facilities for the collection;
- Evaluate and implement improvements in the environmental conditions of the storage and display areas (including issues of temperature, lighting and humidity);
- Conserve objects determined to be significant to the collection;
- Prepare Significance Assessments for all significant objects in collection;
- Resolve any issues surrounding ownership of the collection.

## **PDHS Strategic Plan & Budget: 2019**

### ● **PUBLIC PROGRAMS**

To promote an interest in local and family history and the Society's collection to the local community and the general public

- Develop, implement and maintain an Education program for school children;
- Develop and implement displays with local historical content;
- Arrange to display elements of the Society's collection in the Hambledon Cottage house museum and in its exhibition areas as well as in exhibitions conducted by the Parramatta Heritage Centre.

To celebrate events of local historical significance

- Develop and produce events of local significance to Hambledon Cottage;
- Participate in events conducted by City of Parramatta and other local organisations, in particular Parramatta Day celebrations.

### ● **COMMUNICATION**

To research, print, publish and circulate publications relating to Parramatta & district

- Produce and distribute a regular Newsletter (Hambledon Herald) to the community and relevant stakeholders (e.g. City of Parramatta);
- Produce and distribute a regular Newsletter (Parramatta Packet) to members of the Family History group within the Society and for exchange with other societies;
- Produce and distribute Annual Reports on Society activities;
- Print and publish books of historical interest about Parramatta & district;
- Maintain a reference Library and a Lending Library for members.

To promote and market the ideals and purposes of the Society and encourage community involvement

- Develop, implement and maintain a Publicity programme;
- Maintain an active Society website and provide relevant material to external websites;
- Maintain a Society presence on relevant social media;
- Provide information to local media to publicise the Society and its activities..

To maintain an active membership to fulfil the Society's objectives

- Develop and implement an active and interesting program of events (guest speakers and tours) for members of the Society;
- Actively encourage new membership from the community and business.

## PDHS Strategic Plan & Budget: 2019

### **B. STRATEGIC PLAN FOR 2019**

#### **COMMITTEE**

#### **PROJECT**

##### **Archives**

- Arrange bi-monthly Archives morning sessions to:
  - Continue review of collection in compactus;
  - Access and catalogue any items to form part of the collection;
  - Arrange de-accession of items, surplus to requirements;
  - Complete labelling of all objects in collection;
- Continue Significance Assessments and Object Files for objects in collection;
- Ongoing entry of data into InMagic database;
- Arrange installation of InMagic system on another computer;
- Arrange to photograph (captioned) the streetscape of Parramatta CBD;
- Seek donations for or purchase desired objects for cottage, as detailed in Interpretation Implementation meetings, subject to budgeted funds.

##### **Awards**

- Consider and award Certificates of Merit and Fellowships, as appropriate;
- Consider the recommendation of members for any appropriate external awards;
- Consider applying for external awards (e.g. National Trust heritage);
- Consider applying for Parramatta Council Spring Garden competition award.

##### **Displays**

- Continue “*Female Factory*” display for several months;
- Develop new mini displays after Female Factory exhibition ends, possibly “*Medicinal*” (story of vaccination, pain relief, asthma, 1899 prescription book, poisons book), “*Cooking and Nutrition*” (changes in artefacts & recipes from the past) or “*Handicrafts*” (changes in skills & techniques from the past);
- Arrange internal cottage Christmas exhibition (early November).

##### **Family History**

- Conduct 10 meetings;
- Issue details of 2019 Guest Speakers by March 2019 on website;
- Hold a Seminar in November;
- Attend Family History State Conference (Kuringai) (11-13 October);
- Hold a Christmas afternoon tea as December meeting;
- Produce 3 issues of Parramatta Packet, plus Christmas Packet;
- Exchange journals/newsletters with other societies;
- Continue to review Member’ Interests for inclusion on website.

## **PDHS Strategic Plan & Budget: 2019**

### **Functions**

- Prepare Member Roster to serve supper at General Meetings;
- Arrange for suppers for General Meetings;
- Arrange any morning teas or lunches for visitors at Hambledon Cottage;
- Arrange catering for Guides afternoon tea;
- Arrange catering for Society annual Christmas/Birthday Party;
- Arrange Raffles at General Meetings.
- Arrange morning or afternoon tea for City of Parramatta Council events held at Hambledon Cottage.

### **Garden**

- Arrange lawn mowing;
- Weed, mulch, fertilise, water and care for the general upkeep of the garden;
- Encourage members to assist in maintaining garden, e.g. Tuesday Garden Days.

### **Grants**

- Apply for grants:
  - Equipment for Digitisation of photographs & slides;
  - Printing of “*Monuments & Memorials*” & “*Parramatta Streets*” books;
  - Replacement of large wooden sign outside Hambledon Cottage;
  - Software workshop;
- Arrange prompt acquittal of all expended grants;
- Apply for status as a Deductible Gift Recipient.

### **Hambledon Cottage Guides**

#### **Rostered & Groups Guides**

- Arrange Guides for roster and group visits;
- Liaise and organise groups for bookings for groups to visit Hambledon Cottage;
- Recruit and train new Guides; for roster & group visits;
- Issue periodic Guides newsletters, at least quarterly;
- Organise Guides afternoon tea;
- Promote Hambledon Cottage through community organisations, e.g. Lions, Rotary, Toastmasters, CWA, Lantern, Probus, Community Services, Senior Citizens, U3A.

#### **School Guides**

- Arrange Guides for school visits;
- Recruit & train new School Guides;
- Liaise and organise groups for bookings for school groups;
- Update and re-issue Guide Notes, as required;
- Promote Hambledon Cottage to schools for education visits.

### **Historic Graves**

- On-going watching brief on Parramatta cemeteries;
- Liaise with City of Parramatta regarding cemetery issues;
- Clean and prepare St Francis Chapel/St Patrick’s Cemetery for services;
- Attend Friends of Mays Hill Cemetery and Friends of St John’s Cemetery meetings;
- Finalise work on North Rocks Cemetery & isolated graves in Parramatta.



## **PDHS Strategic Plan & Budget: 2019**

### **Historic Sites**

- Have watching brief on Development Applications which may threaten heritage;
- Attend Heritage Advisory Meetings of City of Parramatta;
- Consult with City of Parramatta Heritage Advisor re Parramatta heritage sites;

### **Library**

- Continue to upgrade InMagic database re library books;
- Purchase books, CDs and DVDs of historical interest and families related to Parramatta and of interest to Guides;
- Maintain Reference Library;
- Publicise and maintain Lending Library re books and audio tapes;
- Sell any surplus books;

### **Maintenance**

- Arrange for maintenance activities at Hambleton Cottage;
- Ensure all portable electrical appliances are tested and tagged;
- Ensure routine checking of fire extinguishers;
- Arrange for security alarms monitoring and maintenance;
- Arrange photocopier maintenance;
- Arrange routine cleaning of Hambleton Cottage, encouraging Guides to assist;
- Arrange erection of new large wooden sign next to cottage
- Arrange City of Parramatta restoration of floor of Coach House Kitchen & linoleum installation;
- Arrange City of Parramatta restoration of western door (internal) of Coach House;
- Arrange City of Parramatta replacement of main electrical meter box;
- Investigate carpark pot-hole solution.

### **Membership**

- Keep membership lists up to date;
- Continue to keep a list of Past Members and the reasons for leaving;
- Encourage current members to have a name badge;
- Provide new name badges for all new members;
- Order and sell any Member name badges and Council and Fellow badges;
- “Meet and greet” new members and visitors at General Meetings;
- Encourage ALL Councillors to “meet and greet” new members, guests and visitors;
- Arrange for a member to be Mentor to each new member;
- Develop & provide “Welcome Bags” to new members (possibly including Membership Card, Hambleton Herald, Journal, 10% discount for PDHS tours for 1 year);
- Provide felt pen written paper Name Badges to new members;
- Send get-Well and Sympathy cards, when situation arises;
- Arrange Members Day (during heritage Festival or opening of new Exhibition);
- Investigate production of plastic Membership Cards.

## **PDHS Strategic Plan & Budget: 2019**

### **Newsletter**

- Produce 10 editions of Hambledon Herald per year;
- Distribute, by email or post, Hambledon Herald to interested members and societies;
- Highlight significant events pertaining to Parramatta's history;
- Arrange development and distribution of Styleguide for all articles for newsletter;
- Investigate production of higher quality printing of Hambledon Herald.

### **Oral History**

- Conduct oral history interviews (e.g. Joan Harris, Norine Collins, Jean Perryman, Ken Smith, Alan Hyam)
- Prepare précis of completed interviews to facilitate easy access to the information.

### **President**

- Prepare Agenda and circulate Councillor's reports for Council meetings;
- Prepare Agenda for General Meetings;
- Prepare Annual Report and distribute to members at AGM and to stakeholders.

### **Publications**

- Establish committee to finalise & edit "Monuments and Memorials" book;
- Launch book, possibly on Foundation Day;
- Finalise "*Parramatta Streets*" books for printing.

### **Publicity**

- Monthly publicity for Society and Hambledon Cottage in Parramatta Advertiser, Parramatta Sun, iMag, Discover Parramatta, Trip Advisor and What's On in Parramatta websites;
- Continue to update promotion on external websites;
- Seek publicity to obtain more Guides & members for Hambledon Cottage;
- Promote Hambledon Cottage to other groups to encourage visitations.

### **Public Officer**

- Arrange audit of 2018 accounts, including statement re fundraising;
- Submit Annual Information Statement to ACNC, immediately after AGM;
- Provide necessary data to ACNC & Dept of Fair Trading re Society officers, etc.

### **Research**

- Respond to any enquiries sent to Society re local or family history, within 2-3 weeks;
- Maintain Research, Property and Special Files;
- Continue research on "*The Parramatta Streets*".

### **Sales**

- Ensure PDHS books available in local outlets - Hambledon Cottage, Parramatta Heritage Centre, Society of Australian Genealogists, RAHS, National Trust Parramatta properties and Sydney Living Museums property;
- Ensure adequate stocks of books and CDs available for sale;
- Promote book sales at other venues/fairs, e.g. St Bart's Day, Riot Day, FH Conf.;

## **PDHS Strategic Plan & Budget: 2019**

### **Schools Liaison/Naval**

- Arrange meeting of local school representatives to discuss planned school events;
- Arrange Lord Mayor's John McClymont memorial award for 2018 student;
- Organise History Day function on Wednesday 4 September at Hambleton Cottage;
- Organise Primary School Speaking Contest in May at Parramatta PS;
- Organise Secondary School Speaking Contest in July at a Parramatta school;
- Arrange a visit to HMAS Parramatta;
- Invite any newly-appointed Commanding Officer of HMAS Parramatta to a General Meeting to receive Honorary Membership;
- Advise members of HMAS Parramatta II commemoration event.

### **Secretary (Minutes)**

- Prepare minutes of Council Meetings and email to Councillors;
- Prepare minutes of General Meetings and email to Councillors.

### **Secretary (Mail)**

- Clear PO Box (at least weekly), record and distribute mail;
- Clear emails (several times weekly), record and distribute to relevant members;

### **Speakers**

- Arrange Guest Speakers for 9 monthly General Meetings;
- Arrange James Jervis lecture as part of October General Meeting.
- Issue details of 2019 Guest Speakers by March 2019 on website;
- Arrange Lunchtime Talks at Hambleton Cottage on Thursdays in Heritage Festival;
- Arrange Talk at Hambleton Cottage in Foundation Week.

### **Strategic Planning and Budget**

- Produce Strategic Plan and Budget for 2019 by February;
- Arrange mid-year review of progress re 2019 Strategic Plan and Budget;
- Prepare draft 2020 Strategic Plan and 2020 budget in December;

### **Technology**

- Arrange regular backup of computers, at least monthly;
- Arrange to update website, as required;
- Arrange to update Facebook, as required;
- Purchase or repair Digital Projector;
- Review software & arrange for software workshop.

## **PDHS Strategic Plan & Budget: 2019**

### **Tours & Events**

- Plan, develop and conduct tours in conjunction with National Trust;:
  - Gregory Blaxland & houses (29 March);
  - 2 more tours;
- Arrange a 3-day weekend tour (location TBA) (October);
- Arrange tour of HMAS Parramatta, if possible;
- Arrange local walks during Heritage Festival:
  - Parramatta area;
- Set up committee to develop a Stage 3 type program on “*Exclusives and Emancipists*” (conduct an evening event);
- Arrange local walk during Foundation Week:
  - Parramatta area;
- Arrange Ghost tour of Old Government House (with NT Branch members);
- Arrange City of Parramatta Spring Garden Awards ceremony at Hambledon Cottage;
- Arrange Foundation Day Book Launch at Hambledon Cottage;
- Encourage attendance at RAHS annual conference (Tamworth) (September).

### **Treasurer**

- Arrange collection, recording and banking of all monies (at least weekly);
- Arrange issue of all cheques relating to approved expenses;
- Prepare monthly financial reports for submission to Council and General Meetings;
- Provide updated signatories to CBA and AMP Banks;
- Organise Agreements for Weddings and photos at Hambledon Cottage.

### **Workplace Health and Safety (WH&S)**

- Finalise and conduct First Aid courses;
- Administer WH & S policy and procedures;
- Replace out-of-date items in First Aid kits.

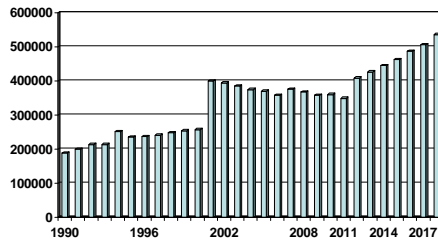
**PDHS Strategic Plan & Budget: 2019**

**C. FINANCES & BUDGETS**

**C.1 Current Financial Status**

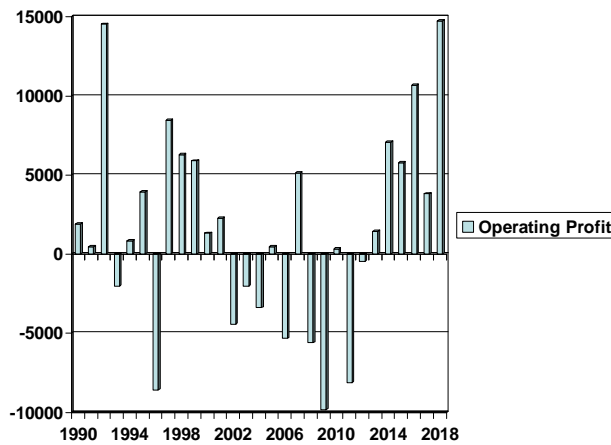
Currently, the Society is in a quite sound financial situation, having built up its assets over recent years.

The assets of the Society were revalued in 2001 and are assessed annually to reflect the insured amounts. As a result, the Society's Accumulated Assets are shown below:



*Figure 1 - Accumulated Assets*

The Society has been in a reasonable operating situation, meeting the costs of the various projects recently undertaken from grant funds previously provided for specific projects:

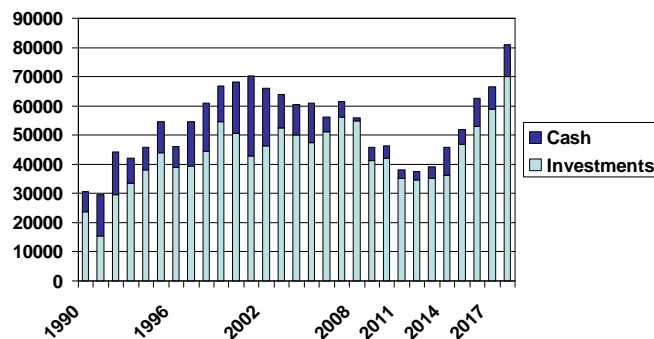


*Figure 2 - Operating Profit*

## PDHS Strategic Plan & Budget: 2019

In relation to its operating position, the Society ended the 2018 year in a more positive position than budgeted with a profit of \$ 14,729, compared to a budgeted profit of \$ 5,450, mainly because of the increase in revenue from our Entry Fees, Functions and Book Sales and reduced expenses from Rentals, Newsletter printing, Stationery and Equipment and Repairs.

Our liquid assets over recent years have remained somewhat constant. The split between Investments and Bank balances are shown below:



*Figure 3 - Cash & Investments*

### **C.2 2019 Budget**

The budgets for Income & Expenses for 2019, based on Council's considerations, are attached. The basis for the budgets is also attached.

Consistent with the first Budget, these budgets have been framed on a Committee basis, rather than on expenditure categories, e.g. Postage, Stationery, etc. This allows Committees to better plan any expenditures.

It is intended that a report will be issued by the Convener/Strategic Planning & Budgets mid-year and in December to provide comparisons between actual receipts/payments & full year Budgets, so that Council can monitor more closely our financial status.

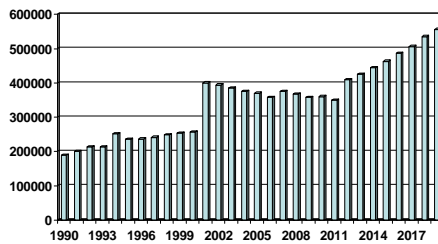
It will be essential that items of expenditure for approval should be in the Budget, otherwise more detailed considerations will have to be undertaken by Council before approval or agreement to have priority over other planned payments.

**PDHS Strategic Plan & Budget: 2019**

The 2020 Budget will be established at the end of 2019.

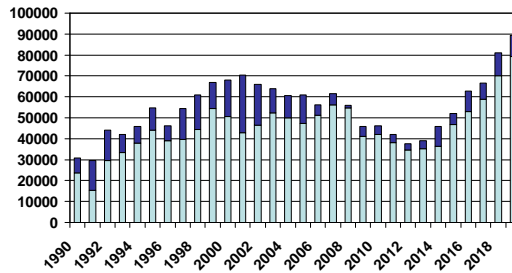
The following graphs depict our estimated financial status to the end of year 2019, based on the projected budget profit of \$8,280. This profit will be funded mainly from increased visitors to Hambleton Cottage, as well as Tours and Functions profit.

With the projected profit, the estimated Accumulated Funds will increase slightly, as shown below:



*Figure 4 - Accumulated Assets (2019 is Forecast)*

A projection of Investments and Cash at Bank, based on the budgeted receipts and expenditure, is shown below:



*Figure 5 - Cash & Investments (2019 is Forecast)*