



**TWEED REGIONAL
MUSEUM**

Tweed Regional Museum Strategic Plan
2014 - 17

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1. Legacy, Vision and Mission

Legacy

The Tweed Regional Museum¹ arose from a ground breaking agreement between the Tweed Shire Council and the three historical societies of Murwillumbah, Tweed Heads, and Uki and South Arm, in which each committed to work together to create a single sustainable regional museum.

The transfer to Council of the collections assembled by the three historical societies over many years represents a rich legacy held in trust for the generations to come.

The Tweed Regional Museum collection is a substantial community asset reflecting the generosity of local families, and the community's appreciation of their history.

By continuing to work together, Council and the historical societies will ensure that the Tweed Regional Museum reflects and supports the diverse community life of the Tweed Valley and orients visitors to the history and character of the region.

Our Vision

Preserving stories, sharing history

An inspiring museum about the people, places, environment and culture of the Tweed

Our Mission

We will collect, interpret and share objects and stories of the Tweed for the benefit and enjoyment of visitors and the diverse communities of the region.

¹ Known as the Tweed River Regional Museum from 2004 until October 2013 when rebranding/renaming as Tweed Regional Museum was implemented. Throughout this document, the term Tweed Regional Museum is used unless the name Tweed River Regional Museum is the appropriate historical reference.

2. Executive Summary

The inaugural Museum Strategic Plan was adopted by Council in June 2004. A Memorandum of Understanding (MOU)² between Council and the three historical societies of Murwillumbah, Tweed Heads, and Uki and South Arm was subsequently signed on 27 August 2004. Together these documents established the basis for development of a visionary project - the Tweed Regional Museum.

The inaugural Museum Strategic Plan documented the extensive consultation undertaken during 2003/4, and set out a plan for the future. It owed much to the dedication and leadership of museum consultant Kylie Winkworth.

In the intervening ten years a great many of the aspirations set out in both the MOU and the Strategic Plan have been achieved. Highlights include:

- Implementation of a Collection Policy and associated procedures (2006)
- Development and presentation of multiple exhibition and publication projects, and completion of extensive planning and fund raising toward new Museum facilities (2006 - 2011)
- Construction of a dedicated collection storage facility to house all existing and future history and heritage collections across the Shire (completed in 2012 with an investment by Council and the NSW Government through Arts NSW of approximately \$600,000)
- Construction of a new addition and renovation of the existing historic building at the Tweed Regional Museum Murwillumbah (completed in 2013) investment approximately \$3 million by Council and \$250,000 by the NSW Government through Arts NSW
- Relocation of all collections stored in poor conditions at Murwillumbah, Tweed Heads and Uki to the storage facility (completed during 2012/13) and implementation of a new collections management system (Vernon) serving all data security, storage, collection management and research needs (initial investment in excess of \$50,000)
- Establishment of a significant recurrent annual operational allocation by Council to Museum activities of approximately \$465,000³, including provision for employment of professional staff.

In 2013 the Tweed Regional Museum is poised to build significantly on these achievements. Key elements of the 2013/14 - 2016/17 Plan include:

- A commitment to work broadly across the Tweed Shire to build, preserve and share stories that document history, heritage and contemporary life.
- Development of relationships with key state and national collecting institutions so that
- 'treasures' of significance to the Tweed held in collections elsewhere are identified and, where possible, brought back to the Museum for temporary display.

² A copy of the 2004 Memorandum of Understanding is Attachment 1

³ 2013/2014

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- Development of programs that involve Museum staff and volunteers working with community groups to plan and present temporary exhibitions and other projects that document and share the stories of significant community events.
 - An increasing focus on providing access to collections and activities on line and through means other than display within the Museum, taking advantage of the opportunities provided by new technologies.
 - Developing opportunities to open the Museum up to the community for events such as market days as a way of promoting greater awareness of the Museum and the key role we play in documenting and sharing community history and heritage.
 - Building on the work already undertaken by Council and other community and business groups to develop heritage trails and heritage interpretation which encourages visitors to explore the Shire and discover important places and buildings of historic significance.
 - Continuing to work closely with the Tweed Regional Gallery to maximise opportunities to showcase the Shire's collections, share expertise and promote participation in cultural activities.
 - A commitment to asking our visitors about their experiences and expectations of the Museum so that we continue to develop and improve.
 - Continued improvement of facilities, including development of a new home for the Tweed Heads branch of the Tweed Regional Museum.

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3. Summary of Goals and measures 2013/14 - 2016/17

GOAL 1. Continue to develop an outstanding regional museum which preserves and promotes the history and heritage of the Tweed Shire

Key Performance Indicators:

- refurbished and extended Tweed Regional Museum Murwillumbah launched
- planning toward a new Tweed Regional Museum facility at Tweed Heads
- collection not on display located to the Museum collection store
- Museum policies and governing documents reviewed
- collection development through acquisitions
- private sector support secured through Museum Deductible Gift Recipient (DGR) Fund

GOAL 2. Engage and inspire the community through diverse and innovative programs

Key Performance Indicators:

- number of visitors and participants
- visitor satisfaction
- number of programs

GOAL 3. Increase and broaden audiences, community participation and volunteer capacity

Key Performance Indicators:

- number of visitors and participants
- diverse visitors and participants
- number and type of collection enquiries
- number of Museum volunteers
- number of Friends of the Museum activities
- number of programs involving community collaboration

GOAL 4. Adopt best practice approaches to the management and viability of Museum personnel, collections, programs and facilities

Key Performance Indicators:

- professional staff
- volunteer satisfaction
- number of accessions
- number of de-accessions
- project funding for activities and programs
- number of institutional loans featured in Museum programs
- collection management system implemented across all Museum sites

4. Context

4.1 Internal Context

The Tweed Regional Museum is a Tweed Shire Council cultural facility, operated as a major service provider within Council's Department of Community and Natural Resources.

Through the provision of cultural services, the Museum contributes to one of four focal themes of Council's Community Strategic Plan 2013/2023:

- Supporting Community Life

Through support provided to programs and facilities in this area Council aims to build a shire where people are healthy, safe, connected and in harmony with the natural environment, and to retain and improve the quality of community life.

Council support for the Tweed Regional Museum is a significant ongoing commitment to preserving the history and heritage of the Tweed for the benefit and enjoyment of the community now and into the future.

- **Museum buildings**

"One Museum three sites" is the philosophy underpinning management of Museum facilities at Murwillumbah, Tweed Heads and Uki.

In 2012 a new facility, the Museum collection store at South Murwillumbah, became operational.

Murwillumbah (Cnr Queensland Road and Bent Street, Murwillumbah)

The Tweed Regional Museum Murwillumbah was redeveloped during 2012 - 2014. Following recommendations of a conservation management strategy by David Scobie (2006), outbuildings not associated with the original 1915 building and of little significance were demolished and site excavation and building demolition completed. These changes were documented and archaeological assessment undertaken in accordance with heritage principles.

A new contemporary building designed by project architect Paul Berkemeier provides improved and expanded space for collection display. Minor alterations, repairs and refurbishment of the 1915 structure are included in the redevelopment of Murwillumbah.

New displays featuring the Museum collection and stories focussed on Tweed history and heritage will be featured. Museum staff and the Murwillumbah Historical Society Research Centre will be housed on site.

Tweed Heads (Kennedy Drive, Tweed Heads)

Issues associated with the Tweed Local Environment Plan, zoning, funding and Native Title claim negotiations have delayed the proposed Museum facility on Flagstaff Hill at Tweed Heads.

The Tweed Heads Historical Society and the Tweed Shire Council will continue to explore the feasibility of the Flagstaff Hill site as well as options to incorporate the Museum in a

larger cultural precinct. Operations at Kennedy Drive, Pioneer Park will be maintained in the interim.

Uki (Kyogle Road, Uki)

The Uki and South Arm Historical Society is based in a modest building owned by the NSW Lands Department, managed by the Uki Hall Trust and leased for the Historical Society and Museum by Council. The facility will continue to evolve as a heritage resource centre, with an emphasis on historical photographs and the documentation of community owned collections. It plays an important role in the interpretation of Uki as a living village, supporting Council strategies to promote tourism and economic development of the villages of the Tweed Shire.

Museum collection storage facility (Industry Central, South Murwillumbah)

Completed in 2012 with funds provided by Tweed Shire Council and the New South Wales Government (Arts NSW), the Museum storage facility is co-located with the Council records store. The storage facility provides clean, climate controlled, pest proof, dedicated storage in a flood free area. The purpose designed facility provides best practice storage serving the needs of the whole Shire. Office facilities on site allow ready access to the collection for research and collection management purposes, and limited public access.

▪ **The Collection**

The Tweed Regional Museum collection is made up of approximately 40,000 items (including objects, photographs, documents) collected over more than 50 years by the historical societies of Murwillumbah, Tweed Heads and Uki and South Arm.

On signing of a Memorandum of Understanding (MOU) between the Societies and Council in 2004, the collections were gifted to Council forming the Tweed Regional Museum collection. The ongoing management and development of the collection subsequently became the responsibility of Council. At the same time historical societies ceased to collect.

Museum staff are responsible for care and management of the collection to professional museum standards. A Collection Policy sets out criteria for development and management of the collection. The Museum Advisory Committee endorses all acquisitions and de-accessions on the recommendation of the Museum Director.

▪ **Museum Partnership between Council and the Historical Societies⁴**

The Memorandum of Understanding (MOU) (Attachment 1) between Council and the Historical Societies executed in 2004 sets out the roles of each party, together with anticipated outcomes and governance structures. The MOU and the concept for a regional museum grew out of an extensive process of discussion and consultation between the Societies and Council lead by museum consultant Kylie Winkworth.

In the MOU Council and the historical societies agreed that ". . . Development as a regional museum will ensure that the collections and buildings receive the support and investment required by positioning the new unified museum as an integral part of Council's cultural infrastructure . . ." and outlined respective roles.

⁴ A brief history of each of the Historical Societies is Attachment 2

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- Care of the consolidated collection (Tweed Regional Museum collection) and new Museum facilities to be the responsibility of Council.
 - Council to develop and manage the collection and Museum facilities on behalf of the community with advice, support and assistance from an Advisory Committee and the Management Committees of each of the Historical Societies.
 - The Museum Advisory Committee to provide Council with advice on strategic and policy issues relating to the Museum.
 - Museum and historical societies to be co-located and working collaboratively at three destinations: Murwillumbah, Tweed Heads and Uki.
 - Day to day operation of the Tweed River Regional Museum and associated costs at each site, including office facilities for the historical societies, to be met by Tweed Shire Council.
 - Employment of professional staff by Tweed Shire Council.
 - Historical societies to continue to operate independently under their own constitutions and continue to research, publish, and carry on projects appropriate to historical societies.

- **Programs**

By forming the Tweed Regional Museum, Council and the historical societies recognised the need to plan for the future development of the collections and programs, to provide improved care of the collections and enhanced services for visitors and the community.⁵

To this end Council has:

- completed construction of a dedicated collection storage facility to house all existing and future history and heritage collections across the Shire
- successfully relocated all collections at Murwillumbah, and in storage at Tweed Heads and Uki to this facility
- purchased and implemented a collections management system (Vernon) to serve all data security, storage, collection management and research needs

Prior to 2004 the societies collaborated on research, display and publishing projects. This collaboration ultimately led to the concept of a single museum.

Since formation of the Tweed Regional Museum collaboration has grown and developed, resulting in a rich output of projects involving society members and volunteers, Museum staff and Council. Major examples include:

- a *Thematic Study of the Museum Collection* was completed in 2003/4 during the planning and development phase for the Tweed Regional Museum. (Funding from Arts NSW via TSC)
- a community-based heritage study later published as *Caldera to the Sea: A History of the Tweed Valley*, Joanna Boileau, Tweed Shire Council, 2006. (published to coincide with 100 years of TSC. Funding from NSW Heritage Office, Arts NSW and TSC)
- *Our Valley our people: the early years of Tweed Shire*, exhibition, 12 March - 22 April 2006 (Part of the City of the Arts program. Funded by Arts NSW and TSC)

⁵ MOU clause 1.2

- *The Other Side of the World: International Migration to the Tweed 1940s - 1960s*; Joanna Kijas, Tweed Shire Council, 2007 (Funding from Migration Heritage Centre, Arts NSW and TSC)
- *Families of Fortune: Chinese People in the Tweed*, Joanna Boileau, Tweed Shire Council 2009 (Funding from Migration Heritage Centre, Arts NSW and TSC)
- *Caravans & Communes: Stories of Settling in the Tweed 1970s & 1980s*, Johanna Kijas and staff and volunteers of Tweed Regional Museum, Tweed Shire Council, 2011 (Funding from Arts NSW, TSC)
- *Sweet Harvests: Stories of Indian and South Sea Islander workers in the sugar cane and banana industries, Tweed Valley Northern NSW*, (DVD) 2011 (Funding from Migration Heritage Centre, Arts NSW and TSC)

An active Friends of the Tweed Regional Museum was formed in 2007. This group is dedicated to promoting and supporting the Museum across the Shire and to raising funds toward Museum programs. Friends fundraising activities include annual film nights and production of an annual calendar. Members of the Friends also contribute many hours of volunteer service to the Museum.

Outcomes identified in the Strategic Plan adopted on 2 June 2004 focussed on development of new facilities at Tweed Heads and Murwillumbah, on new policies and strategies, and on implementing new governance and collection management systems and public programs⁶. A great many strategies and actions identified in the 2004 Plan have been achieved. Some will be addressed during the life of this Plan, while others remain outstanding or are ongoing. A brief overview of key strategies/actions and their status is set out below.

Goal and task identified in 2004 Strategic Plan	Status 2013
<i>Goal 1: Developing an outstanding regional Museum - design/staffing/governance/policy</i>	
Develop MOU; prepare building designs; institute governance arrangements to oversee Museum development; retain expert advice and employ staff; complete extension of Museum at Murwillumbah; implement strategic policies and procedures	<ul style="list-style-type: none"> • Achieved
New Museum at Tweed Heads; interpret the village of Uki as a living heritage centre (also part of Goal 3)	<ul style="list-style-type: none"> • New museum at Tweed Heads still in planning • Precinct master plan for Uki butter factory/tennis court and HS site not complete
<i>Goal 2: Creating significant collections and lively exhibitions</i>	
Consolidate collection; implement collection policies and procedures; build collection through thematic survey, significance assessment, strategic acquisition and de-	<ul style="list-style-type: none"> • Achieved and ongoing

⁶ Tweed Regional Museum Strategic Plan. Adopted by Council 2 June 2004, Minute No: 24 and 386, p2

Goal and task identified in 2004 Strategic Plan	Status 2013
accession program associated research; climate controlled storage; improved collections management	
Permanent and temporary exhibition spaces	<ul style="list-style-type: none"> • Permanent collection display a primary feature of redeveloped TRM Murwillumbah. • Some provision for small temporary exhibitions incorporated at Murwillumbah. • Museum staff will continue to work with Tweed Heads to develop and refresh displays.
Access to travelling exhibitions from the major cultural institutions	<ul style="list-style-type: none"> • Not possible at Murwillumbah due to restricted display space and requirement for maximum collection display. • Will be a primary feature of new Tweed Heads facility.
<i>Goal 3: Interpreting people, places and identify</i>	
Interpret collection and Tweed heritage and provide access to collections and local history, enhance photographic collections	<ul style="list-style-type: none"> • Achieved and ongoing
Orient visitors, work with tourism organisations, develop heritage trails and interpretation	<ul style="list-style-type: none"> • Ongoing
Projects representing diverse peoples and cultures, changing landscapes and demographics of the Tweed, work in partnership with Council's emerging heritage program	<ul style="list-style-type: none"> • Achieved and ongoing
<i>Goal 4: Building diverse audiences, community participation and volunteer capacity</i>	
Develop, build and support volunteers and sustainable volunteer program	<ul style="list-style-type: none"> • Achieved and ongoing
Exhibition program addressing audience needs, develop Museum as destination	<ul style="list-style-type: none"> • Part of program at redeveloped TRM Murwillumbah and at Tweed Heads as appropriate
Research and education facilities for expanded school programs and lifelong learning, targeted program for young people, community exhibition program	<ul style="list-style-type: none"> • A primary focus of program development at Murwillumbah. • Roll out to other sites as appropriate. • Programs to build on school and youth relationships and frameworks developed by TRG where appropriate.

Key elements of the Museum program from 2014 detailed in Section 7 of this Plan include:

- Collection development across the Shire

Acquisition, preservation, documentation, display and education programs that gather and share stories across the Shire.

- Significant loans from state and national collecting institutions

Bringing historically significant 'treasures' back to the Tweed for temporary display.

- Working with community

Temporary exhibitions and activities involving collaboration with community groups and highlighting significant community events.

- On line and accessible collections

Better access to Museum collections and programs.

- 'Open Museum' market days

Featuring activities that promote awareness of the Museum and of community history and heritage.

- Heritage trails and heritage interpretation

Developed in collaboration with Council departments and community and business groups.

- Museum/Gallery collaboration

Maximising opportunities to showcase the Shire's collections, share expertise and promote participation in cultural activities.

- Getting to know audiences and visitors

Evaluation and continuous improvement based on systematic collection of visitor statistics, and visitor surveys.

Resources

Operational funding

The Tweed Regional Museum is a facility of the Tweed Shire Council. Council provides operational funding to the Museum for:

- staff salaries
- operational costs associated with sites at Murwillumbah, Tweed Heads and Uki, and the Museum store
- collection care, program development and delivery

Council has been successful in attracting significant funding from external sources toward key projects, primarily exhibitions and publications, and toward building development. External grant funds will continue to be an important source of funding.

Fundraising

Some funding for Museum activities has been secured from private sources between 2004 and 2013, primarily through donations to the Friends of the Museum and Council's Tweed Regional Museum Deductible Gift Recipient (DGR) Fund. However, activity has been very

limited due to unsuccessful applications to the Australian Taxation Office by the Tweed Regional Museum Foundation and the Friends of Tweed Regional Museum for Deductible Gift Recipient Status. Promotion of Council's own Museum DGR Fund has been minimal. In 2013 the Museum Foundation was wound up.

The Tweed Regional Museum has been recognised by the Australian Taxation Office as an institution operated by Council and endorsed as a Deductible Gift Recipient. The opportunity exists for income tax deductible gifts and donations to be made toward future Museum activities through this fund. This avenue of support will grow in importance during the life of this Strategic Plan.

A Council policy and associated procedures outlining the operation of and priorities for a Tweed Regional Museum Gift Fund has been developed in parallel with the Museum Strategic Plan 2013/14 - 2016/17.

Employed Staff

at June 2013	
Museum Director	<ul style="list-style-type: none"> • permanent full time • position redefined and upgraded from Senior Museum Curator in 2012
Collection and Program Support Officer	<ul style="list-style-type: none"> • permanent full time. • previously Museum Assistant • position redefined, regraded and made full time in 2013
Museum Collections Assistant	<ul style="list-style-type: none"> • Permanent part time position • 2 days per week • temporary contract position to January 2014, part time 4 days per week - funded from project funds
after July 2013	
Museum Director	<ul style="list-style-type: none"> • permanent full time
Collection and Program Support Officer	<ul style="list-style-type: none"> • permanent full time
Museum Collection Assistant	<ul style="list-style-type: none"> • position to be reviewed in 2013/14
	<ul style="list-style-type: none"> • future needs include volunteer coordination and collection and program development and coordination

Volunteer capacity

Members of the historical societies and the Friends of the Museum have provided the volunteers necessary to maintain the collection, develop and deliver activities and programs at each location, and undertake research.

Signing of the Memorandum Of Understanding and employment of Museum staff has provided financial and other support to the operations of each site and to the development of the Museum. However, the contribution of volunteers remains essential. Redevelopment of the Museum at Murwillumbah and the resulting increase in opening hours, higher visitation levels and new programs, will require significant additional volunteer resources.

From the second half of 2013, Council will actively recruit new volunteers with a specific interest in providing front of house support during Museum opening hours. These volunteers will be inducted and coordinated by Museum staff. Dedicated staff resources will be required to support and coordinate Museum volunteers.

TSC operational funding

The following table sets out the confirmed Council operational allocation to the Tweed Regional Museum in 2013/14 and projected budgets for the following three years.

It does not include Council's expenditure during 2012/13, 2013/14 on redevelopment of the Tweed Regional Museum Murwillumbah (approximately \$3.2M) or future commitments for development of a Museum facility at Tweed Heads.

	Link to Strategy	2013/14 \$	2014/15 \$	2015/16 \$	2016/17 \$
Museum salaries	A	247,000	255,500	264,470	273,852
Operational costs, TRM Murwillumbah	B	50,000	53,250	56,800	60,500
Operational costs, TRM Tweed Heads, Uki and the collection store	C	38,500	40,188	42,023	43,966
Museum operations, general	D	40,000	38,000	39,500	55,600
Programs	E	54,000	55,500	57,000	59,000
Collection conservation	F	13,000	14,000	14,500	15,000
Figures have been rounded					

4.2 External Context

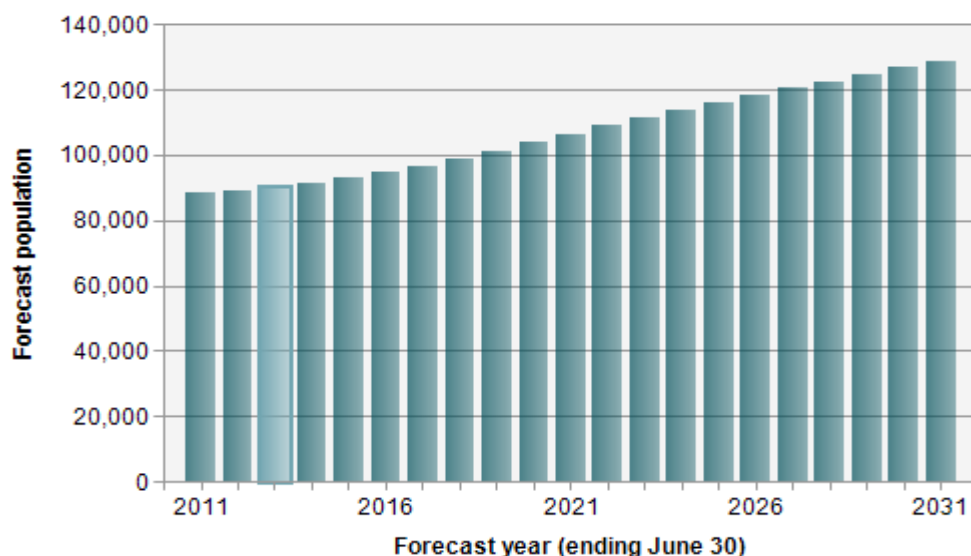
Tweed Regional Museum facilities are spread across three sites in the Shire; Murwillumbah, Tweed Heads and Uki. Museum collections and programs aim to represent the span of history and heritage across the Shire and to attract diverse audiences.

Shire population

- The Census population of Tweed Shire in 2011 was 85,106, living in 40,157 dwellings with an average household size of 2.3.
- 32,666 people living in Tweed Shire are employed, of which 54% are working full time and 44% part time.
- In Tweed Shire 18% of the population report doing some form of voluntary work. Compared to 20% for regional NSW as a whole.

The following information provides an overview of the predicted Shire population growth.⁷

Forecast population, Tweed Shire



Visitors to the Shire⁸

The following snap shot is taken from figures in the Destination NSW profile compiled from National Visitor Survey and International Visitor Survey Information compiled by Tourism Research Australia. Figures are the four year average annual figures to September 2011 for the Tweed Local Government Area.

⁷ <http://forecast2.id.com.au/Default.aspx?id=375&pg=5000> accessed 8 July 2013

⁸ Taken from Destination NSW Four year average annual to September 2011 Profile http://www.destinationnsw.com.au/_data/assets/pdf_file/0020/74045/Tweed-LGA-profile.pdf accessed 2 November 2013

TOTAL VISITORS (overnight and daytrips): 1,376,000, represented as summarised below.

Domestic overnight visitors: 470,000

Main purpose of visit: 56.6% holiday, 32.2% visiting friends and relatives.

Origin: 54.7% Queensland, 35.5% intrastate, 23.6% Regional NSW

Top 5 activities undertaken: 57.6% eat out at restaurants; 48.1% go to the beach; 45.2% visit friends and relatives; 29.7% general sight seeing; 28.3% go shopping for pleasure.

Age group: largest representation 35-44 years at 20.9% followed by 45-54 age group at 18.6%, 55-64 and 65 years and over groups similarly represented at approx 17% each.

The majority of domestic overnight visitors (37.6%) were travelling as an adult couple with no children, while 32.1% of visitors were travelling with children.

Domestic Daytrip visitors: 886,000

Main purpose of visit: 59.2% holiday, 25.5% visiting friends and relatives

Origin: 35.8% Northern Rivers, 31.9% Brisbane, 30.3% Gold Coast

Top 5 activities undertaken: 47.3% eat out at restaurants, 29.9% visiting friends and relatives, 23.3% go to beach, 15.7% go shopping for pleasure, 15.4% general sight seeing.

Age group: largest representation 65 years and over at 23.3% followed by the 45-54 group at 19% with the 35-44 and 55-64 age groupings at 17.6% and 17.4% respectively.

The majority of domestic daytrip visitors were identified as *Parent, youngest child aged 14 or less* (29.2%) followed by *nonworking, aged 45+* (26.7%) with other groups representing significantly less percentages.

International overnight visitors: 21,000

Main purpose of visit: 60.7% holiday, 33.6% visiting friends and relatives

Origin: 29.7% New Zealand, 19.8% United Kingdom. The remaining top five origin markets were USA, Germany and Canada each represented by less than 10%

Age group: international overnight travel age groups were fairly evenly spread, 21.6% in the 25-34 group and 21.9% in the 55-64 group and 17.4% aged 65+. Remaining groups were relatively evenly represented with smallest representation in the 25-44 group at 1.8%

The majority of international visitors were unaccompanied travellers (49.9%) followed by adult couples at 34.5%.

Tweed Regional Museum visitors

Reliable visitation figures for each Museum site are not available before 2009/10. Visitor figures after that date are below. Given the methods of collection, figures are likely to be under representations of actual visitor numbers. Breakdown beyond raw numbers is not available.

<i>Actual</i>	Murwillumbah	Tweed Heads	Uki	Total	Notes
2009/10				2125	breakdown by sites not available
2010/11	686	1542	813	3041	
2011/12	closed	1082	1012	1657	Murwillumbah closed for collection assessment and packing
2012/13	closed	459	540	999	
<i>Projected</i>					
2014/15	8,000*	1300	1200	10,500	*per annum during first full year following redevelopment

*The projected number of visitors to Murwillumbah from 2014 is based on research undertaken in 2011 and assumes increased visitor numbers based on:

-
- a new facility with new displays and significantly extended opening hours
 - wide promotion across the shire and to tourists
 - new programs
 - proximity to other significant population centres

Also taken into account in calculating future visitation:

- NSW visitor figures supplied by Museum and Galleries NSW and Museum and Gallery Services Queensland
- visitor figures for selected NSW and Queensland museums with characteristics similar to the Tweed

Museum visitor number calculations were developed prior to the Margaret Olley Art Centre (MOAC) being located at the Tweed Regional Gallery.

The Gallery has undertaken extensive research into likely visitation following launch of the MOAC. Some promotion of visitation between the Gallery and the Museum is planned. However, it is not clear what impact projected visitation to the Shire and the Gallery as a result of the MOAC, coupled with new Museum facilities at Murwillumbah, will have on future Museum visitation.

▪ Stakeholders

Key Museum stakeholders are:

- community members
- visitors to the Shire
- Tweed Shire Council
- Museum Advisory Committee
- education providers
- community, business and tourist organisations
- Friends of the Tweed Regional Museum
- historical societies

▪ Audiences

Significant research and data collection is required to establish base line information about existing and potential Museum audiences.

A methodology for collecting data and information to enable better understanding of Museum audiences and visitors, and to make meaningful comparisons, track trends and set realistic goals will be implemented. This information will be used to help develop displays and associated programs that broaden and increase Museum audiences. Activities are detailed in Section 7 of this Plan.

5. Strengths, Weaknesses, Opportunities and Threats

The Museum Advisory Committee completed a SWOT analysis on 17 January 2013 as a preliminary stage in the development of this Plan (2013/14 - 2016/17).

Strengths:

- ✓ Museum Storage facility
- ✓ The Regional Museum is now a fact/reality
- ✓ Museum Advisory Committee formed and functioning well
- ✓ Strategic Plan - most has been accomplished
- ✓ Professional staff have been appointed
- ✓ Friends - established and functioning
- ✓ High level of community interest
- ✓ Volunteers
- ✓ Our position in the shire
- ✓ Information technology provided by TSC
- ✓ Collaboration between the 3 sites/societies
- ✓ Our respect for history
- ✓ Our historical buildings
- ✓ Our publications
- ✓ Co-operation and teamwork of all involved
- ✓ Strong TSC support
- ✓ Widespread reporting and communication
- ✓ Our uniqueness - single museum but 3 sites
- ✓ Excellent collection - including oral histories and paper documents
- ✓ Our achievements to date
- ✓ Research already undertaken
- ✓ Our strength
- ✓ Vernon Collection Management System
- ✓ Our unity
- ✓ We are a focus for visitors
- ✓ Our depth of historical knowledge
- ✓ Architects funded by Council
- ✓ We are well informed

Weaknesses:

- Slow progress on capital works
- Not enough promotion to the community
- We are insular
- Lack of co-promotion
- Lack of support within the community
- Name association problems (especially with Art Gallery)
- Ageing volunteers and historical society members
- No DGR for the TRM Foundation
- Lack of recognition of TRM DGR
- Limited financial resources of government (all tiers)
- Oral histories that have not been collected in time and are now lost forever
- Lack of progress at Tweed Heads
- Ageing volunteers and historical society members
- Community ignorance of value of museums
- Community expectations not met
- Not enough for children/youth within the museum
- Other demands on leisure time
- Few hours of opening
- Not enough volunteers
- Increasing costs as the project is delayed
- Conflicting demands on Council
- No access to touring exhibitions
- No education programs

Opportunities:

- Generate income from cafe and other amenities
- Attract Gold Coast visitors
- Establish programs for school groups
- Provide information via the collection management system, Vernon
- Host visits by other museums and historical societies
- Establish a program of museum tours
- Implement outreach programs
- Create interpretive signage
- Establish interactive displays and varied exhibitions
- Supply a 'quick fix' of the area
- Involve local creative people in exhibitions and programs
- Increase number of objects donated
- Connect with other local organisations for co-promotion (art gallery, cinema, library etc)
- Benefit the local economy
- Establish an online presence - including our collection, historical information etc
- Contribute to marketing the Tweed as a cultural destination
- Implement street and country tours
- Upskill those involved so they spread the word
- Dispel misperceptions within the community
- Host events, promotions, openings etc
- Create museum merchandise to generate income
- Commission photographs of heritage area
- Provide more information to the local community

Threats

- People using the internet instead of visiting in person
- Loss of staff
- The museum not staying relevant
- Government funding cutbacks
- Losing contact with the local community
- Losing momentum
- Not enough volunteers
- Other demands on leisure time

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- The Shire's poor public transport system
 - Increasing costs making Flagstaff project unviable
 - Loss of newspapers as a source of historical information
 - Daylight saving (for Tweed Heads branch in particular)
 - Not realising the potential of the vision for the project

6. Goals and Key Performance Indicators

Goal	KPI	2013/14	2014/15	2015/16	2016/17
1. Continue to develop an outstanding regional museum which preserves and promotes the history and heritage of the Tweed Valley	▪ redeveloped Tweed Regional Museum Murwillumbah open	July 2014			
	▪ planning toward a new Tweed Regional Museum at Tweed Heads	Contribute to Council study	Develop Museum requirements		
	▪ collection not on display or loan located to the Museum Store	90%	100%	100%	100%
	▪ Museum policies and governing documents reviewed	Strategic Plan; DGR Policy; Collection Policy; Temp Exhib procedure	MOU		Strategic Plan 2017/18 - 2020/21
	▪ number of acquisitions	25	25	25	25
	▪ private sector support secured through Museum DGR fund	\$5,000	\$7,000	\$15,000	\$15,000
2. Engage and inspire the community through diverse and innovative programs	▪ number of visitors and participants	4000	9000	10000	10000
	▪ visitor satisfaction	75%	80%	90%	90%
	▪ number of programs	6	13	13	13
	▪ number of institutional loans featured in Museum programs.	Establish loan program			
3. Increase and broaden audiences, community participation and volunteer capacity	▪ number of visitors and participants	4000	9000	9000	9000
	▪ diverse visitors and participants	Complete baseline study	Develop, implement program & targets		
	▪ number of Museum volunteers	20	40	40	40
	▪ number of events delivered by Friends of the Museum	3	3	3	3
	▪ number of programs involving community collaboration	2	3	3	3
	▪ number and type of collection enquiries	Establish baseline	Identify targets		
4. Adopt best practice approaches to the management and viability of Museum personnel, collections, programs and facilities	▪ number of staff (full time equivalent)	3	3.5?	4?	4?
	▪ volunteer satisfaction	90%	90%	90%	90%
	▪ number of de-accessions	up to 300	25	25	5
	▪ successful project funding applications	1	1	1	1
	▪ Vernon collection management system implemented across all Museum sites	store, Murwillumbah, Tweed Heads	Tweed Heads, Uki		

7. Strategies

GOAL 1: Continue to develop an outstanding regional museum which preserves and promotes the history and heritage of the Tweed Shire

Strategy	Key Activities	Priority	Timing	Responsible
Complete building redevelopment of TRM Murwillumbah to a high standard (Capital funding)	new building addition completed on time on budget	high	Nov 2013	MD, DCNR
	scope, cost, and complete refurbishment of existing building in accordance with heritage principles	high	Feb 2014	MD, TSC contracts, contractors
	staff office, society research centre, reception area and point of sale capacity established	high	Feb 2014	MD, contractors
Complete new professionally designed display facilities in redeveloped TRM Murwillumbah (Capital funding)	design brief and appoint exhibition designer completed	high	Sept 2013	MD, architect
	display furniture design, interpretive material and associated infrastructure designs completed	high	Oct 2013	MD, architect, TSC contracts
	exhibition construction contractor appointed and construction and installation of display furniture completed	high	Feb 2014	MD, architect, TSC contracts, contractor
	collection displays, interpretive material prepared and installed	high	April 2014	Museum staff
Ensure new displays at TRM Murwillumbah provide an introduction to the history and heritage of the Tweed and a focus on Murwillumbah and surrounds (Capital funding. budget link B, E) ⁹	research into key collection objects and related themes completed.	high	Dec 2013	Museum staff, M research grp, contractors
	key themes and related story lines and 150% object list identified.	high	Oct 2013	Mus staff, research grp, contractors
	program of 1 st and 2 nd display changeovers developed	high	Oct 2013	Mus staff, research grp, contractors
	program of events to coincide with the reopening of TRM Murwillumbah, including public programs, delivered	high	April 2014	Mus staff, vols
Progress new and improved Museum facilities at Tweed Heads and Uki (budget link C,E,F)	planning toward new TRM facility at Tweed Heads	medium	Dec 2013, ongoing	MD, DCNR, MAC, THHS
Provide industry standard care of TRM collections (budget link C, F)	collection store and associated collection management practices maintained	low	ongoing	Mus staff, vols
	display practices at Tweed Heads and Uki reviewed	medium	6-12 2014, ongoing	
	Museum DGR Policy and procedures implemented	high	Dec 2013	MD, EMT, Council, MAC
	Museum Collection Policy review completed	medium	June 2014	MD, MAC, Council
	framework for displays at all TRM sites implemented	medium	June 2014	MD, Mus staff, Historical societies
Complete reviews of Policies and governing documents	Deductible Gift Recipient Fund Policy	High	Dec 2013 by	MD, MAC, Council
	Collection Policy	medium	June 2014	MD, MAC, Council
	Temporary exhibition guidelines and procedures	medium	June 2014	MD, MAC, Council
	Strategic Plan 2017/18 - 2020/21	low	2016/17	MD, MAC, Council

⁹ Budget codes referred to throughout Goal tables refer to Budget table in Section 4 of this document. Staff salaries (A) applied across Goals

Strategy	Key Activities	Priority	Timing	Responsible
	Memorandum of Understanding (MOU)	medium	2014/15	MD, MAC, Council

GOAL 2: Engage and inspire the community through diverse and innovative programs

Strategy	Key Activities	Priority	Timing	Responsible
Develop and implement a program of temporary displays and associated activities (budget link E)	program to refresh displays on a regular basis implemented	medium	by Dec 2013, ongoing	MD, Mus staff, vols
	temporary displays involving collaboration with community groups and highlighting significant community events developed	medium	implement by Jun 2013, ongoing	MD, Mus staff, vols,
	work with national and state collecting institutions to develop a loan program featuring items of historical significance to the Tweed	medium	begin dev 2013, ongoing	MD
Acquire and document items of historical significance to the Tweed in accordance with the Museum Collection Policy (budget link E, F)	targeted contemporary acquisitions program implemented	medium	In line with Collection Policy review, ongoing	MD, MAC
	Museum research and oral history groups in collaboration with historical societies convened	Low	Groups meet monthly	MD, Mus staff, vols
	consolidate and share research material relevant to Museum and historical societies.	low	ongoing	Mus staff, societies, volunteers
Develop and implement public programs that highlight the collection and gather and share stories across the Shire (budget link E)	regular program of activities based around collection displays implemented	medium	Initiate Jun 2014, ongoing	Mus staff, vols
	develop a Museum education program compatible with school curriculum and student needs by working with schools and Gallery	high	by Dec 2013, ongoing	MD, AGD, Gallery E&ADO
Work collaboratively across Council and with community and business groups to develop programs highlighting Tweed history and heritage. (budget link E)	program of heritage trails and related material implemented	medium	By June 2014	MD
	contribute to the interpretation of built heritage, heritage sites and areas of historical significance throughout the Tweed Shire	medium	ongoing	Mus staff, societies via MD

GOAL 3. Increase and broaden audiences, community participation and volunteer capacity

Strategy	Key Activities	Priority	Timing	Responsible
Provide better access to Museum collections (budget link E)	collection information on key sites such as TROVE	high	Stage 1 by June 2014	CPSO, Mus staff
	on line access to collection through Council/Museum website achieved	low	Plan by 6 June 2014, implement 2014/15, ongoing	MD, MCA
	program to monitor and analyse levels and methods of collection enquiry implemented	medium	ongoing	MD, CPSO, vols
	consistent approach to answering collection inquiries developed with historical societies	medium	ongoing	Mus staff, Mus and HS vols
Develop and implement a range of activities that promote awareness of the Museum and of community history and heritage. (budget link E)	Feasibility established, and activities, including open/market days implemented	low	Feasibility by June 2014, implemented 2014/15	MD, Mus staff, relevant TSC officers, vols
	relationships with Murwillumbah business community based on co-location and built heritage in Murwillumbah CBD established	medium	Initial briefing by Dec 2013, dev program 2014	MD, TRM Friends
	communication and marketing strategies compatible with Council priorities and Museum needs implemented	high	Pre opening TRM Mbah, then annually for all sites	MD, TSC Comms & Mrktg
Implement and coordinate a Museum volunteer program (budget link E)	regular recruitment drives	high	begin Oct 2013	
	volunteer training and induction program delivered	high	begin Oct 2013, inductions 2x pa, ongoing	Mus & TSC staff, vols
	volunteer recognition	high	Nat volunteer week, ongoing	Mus staff
Implement programs that monitor visitor numbers, diversity and satisfaction levels, and visitor responses to Museum programs (budget link E)	visitor numbers and post code/country of origin data collected	high	methodology by March 2014, implement April 2014, ongoing	MD, Mus staff, vols
	regular visitor surveys conducted	medium	Implement April 2014, ongoing	MD, Mus staff
	contribute to industry audience development programs	medium	mgNSW project 2014	MD
Maintain cooperation with Tweed Regional Gallery across exhibition, collection and other programs as appropriate	share collections and research	low	ongoing	MD
	collaborative/cooperative school education programs	high	Dec 2013	MD, Mus staff
	work with Council's Communications and Marketing team on opportunities for cross promotion	high	Dec 2013, ongoing	MD

GOAL 4. Adopt best practice approaches to the management and viability of Museum personnel, collections, programs and facilities

Strategy	Key Activities	Priority	Timing	Responsible
Ensure best practice management of the TRM collection (budget link C, F)	best practice collections care implemented across all Museum sites	high	ongoing	CPSO, MCA
	Vernon CMS implemented across all Museum sites	high	Mbah 2013/14, Tweed, Uki 2013/14, 2014/15	CPSO, MCA
	prioritised program of object conservation	high	2013/14, ongoing	MD, CPSO, MCA, contractors
	contribute to industry programs promoting best practice management of collections	low	ongoing	MD, Mus staff
Ensure appropriate levels and effective management of human resources	position of volunteer coordinator established	high	2014	MD
	position of Collection and Program Officer established	high	2014	MD
	responsible staff management practices including performance reviews and professional development opportunities	high	ongoing	MD
	best practice Museum volunteer program implemented	high	Dec 2013, ongoing	MD, CPSO, Mus staff
Ensure appropriate levels and effective and efficient management of financial resources	recurrent indexed Council support maintained	high	ongoing	MD
	levels of project funding and private sector support increased	medium	2014/15, ongoing	MD, TSC, Friends, HS
Maintain and develop viable facilities and programs at TRM Tweed Heads and Uki in partnership with Historical Society members and volunteers (budget link C, E, F)	display changeovers at each site implemented	medium	by June 2014	MD, CPSO, MCA
	space issues and acquisition and display priorities resolved in collaboration with Uki	medium	2014/15	MD, HS
Ensure collections are maintained at sustainable levels and in accordance with the Collection Policy (budget link C,F)	targeted program of de-accessioning implemented	medium	current, ongoing	MCA, CPSO
	acquisitions in accordance with policy criteria	medium	ongoing	MD, MAC
	collection storage facility maintained to industry standards	medium	ongoing	Mus staff, TSC

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8. Communication

In 2013 Council launched a new corporate website. A longstanding commitment to recognise the Museum as a major cultural facility was also realised as part of this project. A sub brand for the Museum, similar to that of the Tweed Regional Gallery, was endorsed by the Museum Advisory Committee and implemented during the last quarter of 2013. Council's rebranding of the Museum, and development of dedicated websites for both the Tweed Regional Museum and the Tweed Regional Gallery recognises the significance of both organisations to the community and maximises promotional opportunities.

Detailed Communication Plans covering development and relaunch of the Tweed Regional Museum Murwillumbah were developed and implemented by Museum and Communications and Marketing staff during 2012/13. These Plans ensured that members of the community and key stakeholders were involved and informed.

Future Communication Plans will be developed to ensure that stakeholders, community members and visitors are invited to engage fully with Museum programs and activities.

9. Management

Museum Advisory Committee

Council's Museum Advisory Committee members represent the historical societies of Tweed Heads, Murwillumbah and Uki and South Arm, Council and the community.

The Memorandum of Understanding between Council and the societies defines the roles and functions of the Committee.

- Provide assistance and advice to Council on matters relating to the development, funding, staffing, policies and planning of the Museum.
- Ratify acquisitions and de-accessions from the collection.
- Support and advise the professional staff of the Museum.
- In consultation with Council and the Museum Director, review the Museum's strategic plan and related policies.
- Promote community awareness of the value and work of the Regional Museum and assist with fund raising and advocacy.¹⁰

Historical Societies

The role of the historical societies in relation to the Tweed Regional Museum is to support the aims and work of the Museum as developed through appropriate policies and plans. The historical societies may be involved in all aspects of the Museum's work including:

- representation on the Advisory Committee

¹⁰ Memorandum of Understanding, Constitution for the Museum Advisory Committee Section 3

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- contributing to policy and planning documents
 - providing volunteers in all aspects of the Museum's work including collection management, exhibition research and development, front of house, and public programs, under guidance from the Museum Director
 - providing research services, developing archives and publications
 - assist with fundraising¹¹

Council and Museum staff

The role of the Council as set out in the MOU is to oversee and plan for the development of the Regional Museum and manage all aspects of the day-to-day running of the Museum through the appointment of experienced Museum staff. Council's role includes responsibility for:

- recurrent and capital funding and grant applications
- staffing and professional development of staff and volunteers
- museum operations including exhibitions, public programs, collection management, collection development, conservation and storage
- insure contents, buildings, public liability and volunteers and staff cover. . . and such other insurances as are necessary for the running of the Museum
- occupational health and safety
- government revenue and tax matters
- IT and office resources
- policies and planning through the Museum Advisory Committee
- site and building development and maintenance¹²

The role of the Museum Director (previously the Senior Museum Curator) and staff is, in summary, to:

- oversee the development of an outstanding regional museum for the Tweed, which operates to best practice standards
- manage the day-to-day operations of the Museum in liaison with the relevant historical societies
- implement the Strategic Plan, develop exhibitions, manage a temporary exhibitions program, collection development and management, public programs, training and supervision of staff and volunteers, grant applications and funding
- liaise with the historical societies regarding provision of research services, use of Museum facilities, volunteer recruitment and training and joint programs
- prepare policy and planning papers for discussion by the Advisory Committee

Tweed Regional Museum Deductible Gift Recipient Fund Administration

In August 2013 Council endorsed a Policy governing the Tweed Regional Museum Deductible Gift Recipient Fund. This Policy and associated procedures provide the basis for the receipt and use of tax deductible gifts and donations that support the Museum.

¹¹ Memorandum of Understanding, Clause 5.1

¹² Memorandum of Understanding, Section 4, Role of Council

10. Attachments

Attachment 1: Memorandum of Understanding (2004)

Memorandum of Understanding (MOU) dated 20th September 2004 between the Council of the Shire of Tweed

(the “Council”) and the Murwillumbah Historical Society Inc., the Tweed Heads Historical Society Inc., and, the Uki and South Arm Historical Society Inc. (collectively called the “Historical Societies”).

An Agreement to establish a Working Relationship between Tweed Shire Council and the Historical Societies of the Tweed Shire

1.1 Council and the Historical Societies agree to develop the Tweed River Regional Museum, based on the sites, collections, archives, photographs and research material at Murwillumbah, Tweed Heads and Uki, and building on the museums established by the historical societies.

1.2 Council and the societies recognise the need to plan for the future development of the collections and museums, to provide improved care of the collections and enhanced services for visitors and the community.

1.3 It is agreed that the formation of a single regional museum is the best way to ensure the sustainable development of the historical societies’ museums and collections. Development as a regional museum will ensure that the collections and buildings receive the support and investment required by positioning the new unified museum as an integral part of Council’s cultural infrastructure, and by accessing Ministry for the Arts funding for regional museums for capital works, the employment of professional staff, exhibition development and public programs.

1.4 As described in the 2004 Strategic Plan, redevelopment of the museum sites will see the buildings upgraded to provide improved facilities for residents and visitors. This will include:

- Permanent and temporary exhibition spaces
- Improved exhibitions and interpretation
- Functional collection management and storage spaces
- Research and education facilities for expanded school programs and life long learning

1.5 The purpose of this Memorandum of Understanding is to provide a framework and detail the conditions of a working relationship between the Historical Societies and Tweed Shire Council. It outlines a new management structure for the Tweed River Regional Museum, while ensuring the continued involvement of the Historical Societies in all aspects of the work of the Regional Museum. This MOU needs to be read in the context of the 2004 Strategic Plan for the Tweed River Regional Museum.

1.6 For the purposes of this MOU, a museum is defined as “a non-profit making, permanent institution in the service of society. It is open to the public and it acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, the material evidence of people and their environment”; International Council of Museums (ICOM).

1.7 The Ministry for the Arts uses the term ‘regional museum’ to refer to the exemplary museums it wishes to encourage in the important regional cities of NSW.

A regional museum is defined as a facility providing:

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- ready access to information concerning the natural and cultural heritage of a defined region for the general public,
 - effective care and protection of items of significance,
 - a comprehensive schools and community education program
 - public facilities able to handle up to 100,000 visitors a year,
 - participates in research projects with other institutions,
 - facilities able to receive high quality exhibitions from elsewhere.

Regional museums will

- be staffed by paid museum professionals,
- have well designed storage
- have permanent and temporary exhibition spaces,
- have high standards of care for collections and
- work towards establishing and maintaining similar standards of care for collections within the region.

2. Museum Name and Identity

2.1 The museums of the three historical societies will collectively be known as the Tweed River Regional Museum, with the three destinations identified in promotional material and letterhead. For example: the Tweed River Regional Museum at Tweed Heads, Murwillumbah and Uki. Signage at each site will include reference to the presence of the particular historical society, for example: Tweed River Regional Museum: Murwillumbah; and the Murwillumbah Historical Society Inc. Where possible, promotional material for the regional museum will state that the museum involves the appropriate historical society/ies of Tweed Heads, Murwillumbah and Uki and South Arm. All signage, letterhead, and publications will include Tweed Shire Council identification – such as the crest, logo or name.

3. Management/ Governance

3.1 Tweed Shire Council in its operation of the Tweed River Regional Museum, will be advised by an Advisory Committee operating under Section 355 of the Local Government Act. The constitution of the Advisory Committee and its terms of reference are set out in the Attachment.

3.2 Tweed Shire Council will employ an experienced curator/museum manager to oversee the day-to-day operations of the Tweed River Regional Museum, and other professional staff as required.

3.3 The Advisory Committee will advise Council on matters relating to museum policy, collection policy, strategic planning and the operations of the Regional Museum.

3.4 The role of the Advisory Committee is to:

- Assist and advise Council on all matters relating to the development, funding, policies and planning of the Regional Museum
- Give formal approval of acquisitions and de-accessioning from the collection, on the recommendation of the curator/manager
- Support and provide advice to the professional staff of the Museum
- In consultation with Council and the curator/manager, review and revise the Museum's Strategic Plan and related policies, as the basis for the Museum's programs and operations
- Promote community awareness of the value and work of the Regional Museum and assist with fund raising and advocacy

3.5 In consultation with Council, the Advisory Committee may establish subcommittees to support particular aspects of the Museum's work and activities.

3.6 The curator/manager will be employed by Council and their role is to:

- Oversee the development of the combined historical societies' museums into an outstanding regional museum for the Tweed, which operates at best practice standards
- Manage the day-to-day operations of the Regional Museum, in liaison with the relevant historical societies
- Implement the Strategic Plan, develop exhibitions, manage a temporary exhibition program, collection development and management, public programs, training and supervision of staff and volunteers, grant applications and funding
- Liaise with the historical societies on the provision of research services, use of the Museum's facilities, volunteer recruitment and training, and joint publications and public programs
- Prepare policy and planning papers for discussion by the Advisory Committee

4. Role of the Council

4.1 In taking on the development of the Regional Museum Council agrees to develop the museum in line with the recommendations and aims outlined in the Strategic Plan, and as part of Council's management plan and budget process. The role of the Council is to oversee and plan for the development of the Regional Museum, and manage all aspects of the day-to-day running of the Museum through the appointment of an experienced curator/manager and other staff. Council's role includes responsibility for the following matters:

- Funding, both recurrent and capital
- Grant applications
- Staffing
- Professional development of staff and volunteers
- Museum operations including exhibitions, public programs, collection management, collection development, conservation and storage
- Insurance contents, buildings, public liability and volunteers and staff cover, Worker's Compensation, and, such other insurances as are necessary for the running of the Regional Museum.
- Occupational Health and Safety
- Government Revenue and Tax Matters
- IT and office resources
- Policies and planning through the Tweed River Regional Museum Advisory Committee
- Site and building development and maintenance

5. Role of the Historical Societies

5.1 The role of the historical societies in relation to the Regional Museum is to support the aims and work of the Museum as developed through appropriate policies and plans. The historical societies may be involved in all aspects of the museum's work including:

- Representation on the Advisory Committee
- Contributing to policy and planning documents
- Providing volunteers in all aspects of the Museum's work including collection management, exhibition research and development, front of house, and public programs, under guidance from the museum manager/curator
- Providing research services, developing archives and publications
- Assist with fundraising

5.2 The historical societies will continue to operate under their own constitutions and continue to research, publish, public programs and carry on such projects appropriate to historical societies as they shall determine from time to time. The societies' constitutions will be amended to reflect the new role of the Tweed River Regional Museum as the collecting organization, as well as the historical societies' participation on the Advisory Committee and support for the new Museum's mission and objectives. The curator/manager, or another person nominated by the General Manager, will be an observer at the management committee meetings of each historical society.

5.3 The societies will have office space within the regional museum free of all charges. The historical societies may use the buildings, office space, equipment, library, computers and facilities of the Regional Museum free of charge, and, conduct meetings, research and public programs, in consultation with the curator/manager, and, in accordance with the museum policies and plans endorsed by the Advisory Committee.

5.4 The historical societies will be able to sell their publications through the Museum, conduct research and use the Museum to encourage new members.

5.5 The historical societies will continue to have access to all research materials held by the Regional Museum. The societies will continue to provide a research service for the public operating through the Regional Museum, for which a fee may be charged and retained by the societies. Research services will be coordinated through a research team at each site. The Museum's curator/manager and each society will work together on more detailed procedures and arrangements for access and use of the facilities and archives, and the provision of research services.

5.6 The historical societies may continue after the effective date of this MOU to charge members of the public a reproduction fee for all photographs collected by the society prior to the time this agreement is signed. This fee would be in addition to the production cost of the photo. Photos acquired after the signing of this agreement will be owned by Council who may charge reproduction fees for the use of these photos. However, the Regional Museum and the Historical Societies will have free use of all photographs held by the Regional Museum for use in exhibitions, publications and on line without payment of any copyright or reproduction fees.

5.7 The Regional Museum may develop publications, conduct advertising campaigns, develop curriculum materials and conduct other relevant activities, working with the historical societies and other bodies.

6. The Collections

6.1 The historical societies' collections will be transferred to the Regional Museum as part of the MOU. This includes objects, photographs, maps, pictures, research materials, archives and other items collected by the Societies.

6.2 The Regional Museum will from the effective date of the MOU take on responsibility for all aspects of collection management including acquisitions, exhibitions, storage, conservation, research, collection documentation. The Regional Museum will carry out all collection related activities to best practice standards.

6.3 All records relating to the collections, such as registers, catalogue sheets, computer files and objects files will be transferred to the Regional Museum.

6.4 The historical societies will formalise or return all loan items in their collections before transfer to the Regional Museum. Where loans are renewed, full details of the lender and a condition assessment and photograph of the item will be provided to Council.

6.5 The collections assembled by the historical societies will be acknowledged in museum information.

6.6 The collections of the historical societies, and items acquired after signing the MOU, will be the property of the Regional Museum, owned by Council and held in trust for the benefit of the community.

6.7 The historical societies will cease to collect for themselves from the effective date of the MOU. All collecting activity from that time on will be the responsibility of the Regional Museum, in accordance with the acquisition policy and priorities.

6.8 The Regional Museum Advisory Committee will agree on a new collection policy for the Museum, building on the strengths and themes of the societies' collections, the opportunities identified in the Strategic Plan, and through further research on local collections. The collection policy will detail, among other things, policies for acquisitions, collection development, loans, exhibitions and de-accessioning.

6.9 The Advisory Committee will formally approve the acquisition and de-accessioning of items from the collection, on the recommendation of the curator/ manager, bearing in mind the shared commitment to develop an outstanding regional museum, and other factors specified in the policy, such as condition, significance and the capacity of the museum to safely store, manage and display the items.

6.10 Prior to this agreement being signed, the societies will review their collections to consider de-accessioning items that are in poor condition, incomplete, without provenance or otherwise of limited significance to the region. Where this work can't be completed before the effective date of the MOU, the society will compile an interim list of items for possible de-accessioning, for further consideration by the Regional Museum's curator/manager and the Advisory Committee.

7. Review

7.1 The details of the MOU may be reviewed one year after the building program is complete, or earlier at the request of the Advisory Committee.

7.2 Disputes arising from the MOU should be notified in writing to the other party, and resolved by confidential negotiation, or if necessary mediation, in keeping with the provisions and spirit of this agreement, and with the best interests of the Regional Museum prevailing.

8. Effective Date of MOU

The effective date for the terms of the MOU commencing is the 20th September 2004.

Attachment:

Constitution for the Tweed River Regional Museum Advisory Committee

Operational Guidelines and Terms of Reference

1 Authorizing Section of the Local Government Act.

The Tweed River Regional Museum Advisory Committee is appointed by the Tweed Shire Council under the provisions of Section 355 of the Local Government Act as follows:

Section 355: A function of a council may, subject to this chapter, be exercised

- A. by the Council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means; or
- B. by a committee of council; or
- C. partly or jointly by council or another person; or
- D. by two or more councils jointly; or
- E. by a delegate of council.

2 The Tweed River Regional Museum

The Museum will come into effect by Council's adoption of the Tweed River Regional Museum Strategic Plan 2004, (2 June 2004), and the signing of the Memorandum of Understanding (20 September 2004). This provides for the amalgamation of the artefact, photographic and historical collections of the Tweed Heads Historical Society Inc., the Murwillumbah Historical Society Inc. and the Uki and South Arm Historical Society Inc. The collections of the societies will be transferred to the Tweed River Regional Museum with the signing of the Memorandum of Understanding.

The Museum will be developed in line with the recommendations and advice in the Tweed River Regional Museum Strategic Plan, 2004, with the Museum operating at three sites, at Murwillumbah, Tweed Heads and Uki, on the sites currently used by the three historical societies.

3 Management

The day to day running of the Museum will be the responsibility of Tweed Shire Council, with the advice, support and assistance of the Advisory Committee and the Committees of Management of each of the historical societies.

The societies will make provision in their constitutions for the curator/manager to be an observer of their Committees of Management.

4 Duties and Objectives of the Advisory Committee

The curator/manager and other professional staff will be appointed from time to time by Tweed Shire Council to conduct the professional and financial management of the Museum. The Committee has an advisory and supportive role to the curator/manager.

The Committee will be appointed under section 355 of the Local Government Act to assist and advise Council on all matters relating to the development, funding, staffing, policies and planning of the Regional Museum, including:

- Formal approval of acquisitions and de-accessioning from the collection, on the recommendation of the curator/manager
- Support and advise the professional staff of the museum
- In consultation with Council and the curator/manager, review and revise the Museum's strategic plan and related policies, as the basis for the Museum's programs and operations

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- Promote community awareness of the value and work of the Regional Museum and assist with fund raising and advocacy

The Committee will encourage the enjoyment, appreciation, and use of the collections under its care in the Tweed District and surrounding areas, in accordance with the International Council of Museum's Code of Ethics.

The Committee will discuss and prepare proposals for the future development of the Museum in consultation with the curator/manager for presentation to Council.

5 Membership

Membership of the Committee shall consist of a maximum of twelve citizens as follows:

- (a) two representatives and an alternative representative appointed annually by each of the Management Committees of the three historical societies;
- (b) two Councillors;
- (c) three citizens appointed from year to year to support the Museum's development to represent the community, or such other organizations as education institutions, with an interest in the services provided by the Museum. and,
- (d) may also appoint an eminent museum expert from outside the Tweed Shire who the Committee believes would enhance the links between the Regional Museum and other museums, and provide expert independent advice on museum policies and programs.

Councillor members will be appointed by Council at its normal meeting for the appointment of Committee Members, or as deemed appropriate.

An existing committee may make recommendations to Council concerning the appointment of future members.

6 Termination of Membership

Membership of the Committee will be terminated after a member's absence from three consecutive meetings without apologies

7 Election of Chairman & Officers

The Committee shall elect from its members a Chairman who shall be responsible for the proper conduct of meetings and shall represent the Committee in dealings with the public and with Council.

The Committee may from time to time co-opt a Minute Secretary who is not a member of the Committee. Such officer shall not be entitled to vote on any issues arising before the Committee.

The Committee shall have power to co-opt members of the public with special expertise to attend meetings. However such persons shall not be entitled to vote in respect of any issue before the Committee.

If at the commencement time of any meeting of the Committee the Chairman is absent, the members present may elect one of their number to occupy the chair for that meeting, who shall stand down if and when the Chairman arrives.

The Committee may establish sub committees for particular tasks and to further the development of the Museum.

8 Meetings

Meetings of the Committee shall be held bimonthly at such times and places as the Committee sees fit. The minutes of the meetings shall also identify the month, date, time and place of the next meeting.

At least seven days notice shall be given to the members of the time and place of a meeting. However the Chairman shall have the right to call a special meeting at any time he/she deems fit and decisions made at that meeting will have the full status of decisions made at an ordinary meeting except mention of the date in the previous minutes are met.

A quorum for any meeting of the Committee shall be 5 members.

Minutes of the meeting shall be made available to Council at the earliest opportunity after any meeting of the Committee.

9 Alteration to this Constitution

This Constitution may be altered or amended by Council at its ordinary meeting on the recommendation of the Committee.

IN WITNESS whereof the parties have signed and sealed on the date first stated.

The Common Seal of)
the Council of the Shire of Tweed)
was affixed)

The Common Seal of Tweed Heads)
Historical Society Inc., was affixed)
in the presence of Joan Smith,) President
President and Denise Garrick,)
Hon. Secretary:)
Hon. Secretary

The Common Seal of Murwillumbah)
Historical Society Inc., was affixed)
in the presence of Ron Johansen,) President
President and John Cummins, Hon.)
Secretary:)
Hon. Secretary

The Common Seal of Uki and South)
Arm Historical Society Inc., was)
affixed in the presence of Dot Lange,) President
President and Mary Roberts, Hon.)
Secretary:)
Hon. Secretary

Attachment 2: Brief history of the Historical Societies of Murwillumbah, Tweed Heads and Uki & South Arm, and the Friends of Tweed Regional Museum.

Murwillumbah Historical Society

The Tweed River Historical Society¹³ began in 1959, with the first meeting convened by the Shire President at the request of the Murwillumbah Rotary Club. For a period of time in the late 1960s and 1970s the Society was in abeyance and without space to display its collection. During this time, the collection was stored above the chemist shop owned by Mr Whittle, the first president of the Society.

In the early 1980s the former Tweed Shire Council Chambers became available as a base for the Society. With the support of Council and the community, the Historical Society extended the building and opened the premises as a museum in 1984.

The Society continued to operate in this location until closure of the Museum in early 2012. The Museum was closed throughout 2012 and 2013 to allow the collection of more than 8,000 items to be assessed, packed and moved into storage and to accommodate demolition and construction work for the new Museum. During this time the Historical Society was housed in temporary Council owned premises at Bray Park.

Tweed Heads Historical Society

The Tweed Heads Historical Society¹⁴ was formed in 1985 to research, conserve and promote appreciation of the history of the Tweed Valley and lower Gold Coast. The three main goals of the Society were to establish an historical resource centre, a maritime museum for artefacts connected with the history of the Tweed River and pioneers to the district, and a photographic gallery forming a pictorial history of the district.

The museum is based in Pioneer Park located on the Tweed River. Museum buildings include the former Tweed Heads Courthouse, relocated to the site from Wharf Street in 1984 by the Lions Club and the Old Soldiers' Hall, moved to the Pioneer Park site in 1987. Built in 1940 the building was the originally the Returned Services League (RSL) and later Country Women's Association (CWA) rooms. The building was twice relocated before being moved to Pioneer Park with assistance from the Tweed Heads and Coolangatta RSL Sub Branch, Twin Towns and the Tweed Shire Council.

On the water adjacent to the Pioneer Park jetty is Boyd's fishing shed, first constructed in 1907 and relocated from its original site on Kennedy Drive in 1996/7. Nearby is the restored deckhouse of the drogher 'Terranora' a vessel active on the Tweed coast before being sunk on the Tweed Bar in 1909. The deckhouse was salvaged and restored by the Tweed Heads Historical Society in 1997 and subsequently relocated to Pioneer Park and restored with assistance from the Maritime Museum of Australia Project Support Scheme.

Uki and South Arm

The Uki and South Arm Historical Society was established in 1982. The Society is based in a building adjacent to the old Uki Butter Factory. Members of the Society are closely involved with community activities and enterprises, working with the community to document significant objects held by local families and researching and documenting the history and heritage of the community.

The village of Uki has long been recognised as an area of high conservation significance for its scenic values, setting, heritage buildings and village atmosphere. It is listed on the Register of the national Estate.

Friends of Tweed Regional Museum

The Friends was formed in 2007 as a membership organisation dedicated to promoting and supporting the Museum. Friends' members undertake regular fundraising activities. These have included Vintage Film nights featuring historical film footage of the Tweed Shire and an annual calendar featuring historic photographs from the Museum collection.

¹³ At the 2004 AGM the Society changed its name to the Murwillumbah Historical Society to simplify signage and arrangements for development of the Tweed Regional Museum

¹⁴ Formerly the Tweed Heads and District Historical Society, and before that the Lower Tweed River Historical Society

Attachment 3: Tweed Shire population history¹⁵

Tweed Shire is located in the far north coast of New South Wales. The Shire is adjacent to the Gold Coast in Queensland.

European settlement of the Shire dates from 1844, with land used mainly for timber-getting and farming. Once cedar timber supplies were exhausted the Tweed Valley became a centre for sugar cane, dairy farming, banana growing and later sand mining on the coast.

Population was minimal until the 1880s, with growth during the late 1800s. The inland areas of the Shire were the early focus of population, with Murwillumbah the major centre. The Murwillumbah Municipality was formed in 1902. The Tweed Heads area supported thriving fishing activity, and developed rapidly as a tourist area, assisted initially by a direct rail connection to Brisbane. Significant development did not occur until the post-war years, with the population of the Shire increasing from about 19,000 in 1947 to 22,000 in 1961, then to 25,000 in 1971. Rapid growth took place from the 1980s, aided by tourism, with growth particularly in the areas along the coast and to the south of Tweed Heads. The population increased from about 40,000 in 1981 to 56,000 in 1991, and then to about 83,000 in 2006.

In the post war period, Tweed Heads has grown from a small holiday resort to a large urban centre. Areas such as Tweed Heads South, Tweed Heads West, Banora Point and Bilambil have experienced significant growth from the 1960s onwards. In more recent years, coastal growth has extended further south with towns such as Kingscliff, Casuarina and Pottsville expanding rapidly. Development over this period has been driven by migration from other areas of New South Wales and to a lesser extent Queensland. This migration has included large numbers of retirees as well as families with children. In the 2001-2006 period, the Shire attracted large numbers of persons from overseas as well from Sydney. It is expected that there will be continued demand for residential development in Tweed Shire as the baby boomer generation reach retirement and as younger families with children in Sydney continue to migrate out.

The Shire comprises some diversity in terms of residential and economic role and function. Tweed Heads comprises large numbers of medium and high density dwellings that attract retirees. Murwillumbah and the smaller rural towns are more traditional rural service centres with good access to the coast and are expected to slowly increase in population. These areas will continue to lose young adults (18-24 year olds) seeking employment, educational and lifestyle opportunities closer to Brisbane or the Gold Coast. Tweed Heads South and Banora Point have more of a 'suburban' role in attracting families. Towns further south including Kingscliff, Casuarina Beach and Pottsville, as well as new growth areas such as Cobaki Lakes are expected to attract both families with children as well as retirees. This variety of function and role of the small areas in Tweed Shire means that population outcomes differ significantly across the area.

There are also significant differences in the supply of residential property within the Shire which will also have a major influence in structuring different population and household futures over the next five to twenty years. Large new 'greenfield' opportunities have been identified in Bilambil Heights, Cobaki Lakes, Casuarina, Kingscliff, Murwillumbah, Pottsville and Kings Forrest and as a result, this area will dominate population growth in the Shire over the forecast period. Tweed Heads is also expected to experience new medium density residential development. All areas are expected to increase in population to some extent, driven by some residential development. The moderate climate has made the Tweed Shire a popular choice for retirement villages and nursing homes.

¹⁵ Adapted from <http://forecast2.id.com.au/Default.aspx?id=375&pg=5000> accessed 8 July 2013



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