



Serving the Shire of Tweed and the southern section of the City of Gold Coast

Tweed Heads Historical Society Strategic Plan

Final

DOCUMENT HISTORY

Date	Action
July-October 2014	Preparation by THHS Committee
13 November 2014	Committee approved final draft
18 November 2014	Presentation to THHS Members at Monthly meeting
December, 2014	Public version made available
17 February 2015	Adopted at General Meeting

CONTENTS

1. Background	Page2
2. Vision	Page2
3. Mission	Page3
4. Desires	Page3
5. Strategies	Page3
6. Appendix A THHS SWOT Analysis	Page ... 12

1. BACKGROUND

In 1985 a public meeting was called at Tweed Heads to form an Historical Society as none existed between Southport on the Gold Coast, Queensland and Murwillumbah in Northern New South Wales. The meeting was well attended and the Lower Tweed River Historical Society was formed, later to become the Tweed Heads Historical Society Inc.

Being a border town it was decided our history should encompass both sides of the border, defined as the area of the Southern Gold Coast and Hinterland as well as the New South Wales' Far North Coast and surrounds. Pioneering families that came and settled this area were neighbours and depended on one another for support in their isolation.

An energetic band of Volunteers set about establishing their presence in the community and began setting up their Research Centre in the old Tweed Heads Court House which had been removed from the town to Pioneer Park to make room for a development. The growing collection comprised of oral histories, photographs and artefacts. Gradually a library was acquired along with local newspaper articles and local authors of historical significance were added to the collection.

During the ensuing 25 years a considerable collection of research and early photographs has been established and along with it a Maritime Museum, now part of the Tweed Regional Museum. As a result, the Society has published a number of books over the years and quarterly publishes its Journal "The Log Book". It has also worked with the Murwillumbah Historical Society and Uki & South Arm Societies to produce and present joint exhibitions and publications.

In 2004, uniting with Murwillumbah and Uki & South Arm Historical Societies, the collections were handed over to Tweed Shire Council to enable the establishment of the Tweed Regional Museum to be one Museum in three special locations; Murwillumbah, Tweed Heads and Uki. Spanning the Shire from the coast to the mountains, the three sites of Tweed Regional Museum are a unique journey into the history, people and places of the majestic Tweed Valley.

In handing over the collection to the Tweed Shire Council it was identified that the Tweed Heads Historical Society's Collection held a small number of Museum object/artefacts (approx. 1000) and that the main collection at Tweed Heads was research material which would, in the new Museum, see the inclusion of a Research Resource Centre being developed using the Tweed Heads Collection.

Further reading:

Memorandum of Understanding (MOU) September 2004

Tweed Regional Museum Strategic Plan 2014-17

Tweed River Regional Museum - Collection Policy - June 2013

2. VISION FOR THE TWEED HEADS HISTORICAL SOCIETY IN THE TWEED HEADS SITE OF THE REGIONAL MUSEUM

As part of its agreement with the Tweed Shire Council, the Tweed Heads Historical Society no longer collects Museum Artefacts and Objects. Considered an exemplar model, the unique collection of resource holdings at Tweed Heads will continue to be developed and disseminated by the Historical Society (in consultation with the Tweed Regional Museum) as an influential local studies collection.

Further Reading:

MOU - Section 5 - Role of the Historical Society

Tweed River Regional Museum – Collection Policy – Section 3 – Research Collection Strategy - June 2013

3. THE MISSION OF THE TWEED HEADS HISTORICAL SOCIETY INC.

- a. The Society seeks to promote an awareness and understanding of the past, present and future of the Shire of Tweed and the southern section of the City of Gold Coast and their surrounding local government areas both in New South Wales and Queensland through research, scholarship and the acquisition, conservation and integrated presentation of appropriate material in the fields of maritime and local history, the environment and science, technology, industry, and the arts; and
- b. The Society seeks to promote, in conjunction with the Tweed Shire, the development, aims and objectives of the Tweed Regional Museum.

4. DESIRES

- a. A desirable location due to concerns about the condition of the museum buildings.
- b. A desire to explore opportunities to expand community awareness of the Society.
- c. A desire to strengthen community interest in the town's and surrounding areas' history.
- d. A desire to expand membership and volunteer numbers.
- e. A need for the Society to retain its independence and autonomy.

5. STRATEGIES

- a. Research the history and publicise threats to heritage in the Shire and support individuals and groups seeking to preserve history, historic buildings, traditions

- and landscapes
- b. Undertake activities designed to engage community interest in local history
 - c. Strengthen the Society by expanding its membership and increasing opportunities for community involvement in special projects
 - d. Maximise collaborative links and partnerships with like-minded organisations
 - e. Identify and implement short and longterm financial management goals
 - f. Aim to bring to finalisation a new Museum Building at Tweed Heads as identified in the Tweed Regional Museum Strategic Plans and the 2004 MOU between the Tweed Shire Council and the three Historical Societies of the Tweed Shire.

6. PROGRAMS DESIGNED TO IMPLEMENT THE STRATEGIES – ACTION PLAN

The THHS has devised programs designed to support and implement the strategies. A number of these programs have been operating for many years, some have been recently commenced and others are in the planning stage. All are designed to be interlinked and tied back to achieving the organisation’s mission.

STRATEGIES	PROGRAM	ACTIONS	REFERENCES, RESOURCES REQUIRED	PERSONS INVOLVED
<p>1. Undertake activities designed to engage community interest in local history. Target groups include schools, the recently retired, elected officials and the community.</p> <p>MOU context: 5.2 The historical societies will continue to operate under their own constitutions and continue to research, publish, public programs [sic] and carry on such projects appropriate to historical societies as they shall determine from time to time. 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.</p>	Exhibitions	<ul style="list-style-type: none"> ○ Rotation of the Museum exhibition annually ○ Displays at shopping centres and or at local shows ○ Special display for Schools and the Community for History week ○ Promote and advertise the Society’s activities to gain interest in the community 	Research Collection <i>Tweed Daily News</i> <i>Gold Coast Bulletin</i>	Volunteers
	Society’s Research Collection	<ul style="list-style-type: none"> ○ Work with schools to tailor Society Resources for school projects ○ Strengthen the relationship with the Museum Education team ○ Involve schools by developing competitions on historical events of the local area ○ Support interested students to research their areas of interest 		Volunteers Research Committee Museum Education team
	Publications & Visual Displays	<ul style="list-style-type: none"> ○ Continue Quarterly publication of <i>The Log Book</i> ○ Target books on topics of interest, for example <i>Tweed Sportsmen and women</i> in conjunction with the 2018 Commonwealth Games ○ explore the possibility of making publications available in digital 		Publications Committee

STRATEGIES	PROGRAM	ACTIONS	REFERENCES, RESOURCES REQUIRED	PERSONS INVOLVED
		<ul style="list-style-type: none"> form ○ Develop short video clips of past history ○ Distribute <i>The Little Tweed Heads History Book</i> to all newborns 		
	Oral History	<ul style="list-style-type: none"> ○ Continue invitations to and recordings of Monthly guest speakers ○ Strengthen the procedures for documenting interviews ○ Investigate options for oral histories to be transcribed in text format ○ Record the memories of local citizens including Society members ○ Progress to use of video as well as voice tape 		Volunteers
	Website	<ul style="list-style-type: none"> ○ Periodically review the Society's website, and implement the recommendations from the most recent review ○ Support regular maintenance of the website ○ Use Trove's party identifier for the Society to increase discovery ○ Investigate other web-based services such as Facebook, Flickr Commons, Pinterest 		Webmaster Management Committee
	Digital Access	<ul style="list-style-type: none"> ○ Audit the Society's computerised resources ○ When available at Tweed Heads site, assess the Museum's software "Vernon CMS" and eHive and their capacity to integrate FilemakerPro 		Management Committee Volunteers

STRATEGIES	PROGRAM	ACTIONS	REFERENCES, RESOURCES REQUIRED	PERSONS INVOLVED
		<ul style="list-style-type: none"> research databases ○ Identify completed and uncompleted databases ○ Investigate and develop a plan to provide digital access to the Society's resources 		
<p>2. Research the history and publicise threats to heritage in the Shire and support individuals and groups seeking to preserve history, historic buildings, traditions and landscapes.</p> <p>MOU context: 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 Tweed 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.</p>	Heritage	<ul style="list-style-type: none"> ○ Provide an exemplary research service ○ Catalogue the Aboriginal Collection to identify content and make it more user friendly ○ Extend Tweed Valley Families [previously the Pioneer Project] ○ From 2015, focus on collecting history and family information of the post pioneer period, that is, 1900 to 1965 ○ Develop a History Timeline as a quick reference to events of the past ○ Build the research collection by <ul style="list-style-type: none"> ○ ensuring management of the Society's photographic collection ○ compiling local information held in Directories, electoral rolls etc to identify people of the Tweed ○ collecting publications for the Society's Library ○ Review Land Records which identify historical locations and landholders ○ Document the procedure for 		Volunteers

STRATEGIES	PROGRAM	ACTIONS	REFERENCES, RESOURCES REQUIRED	PERSONS INVOLVED
		<p>transferring museum items between Murwillumbah and Tweed Heads</p> <ul style="list-style-type: none"> ○ Implement links with other cultural heritage agencies' collections 		
<p>3. Strengthen the Society by expanding its membership and increasing opportunities for community involvement in special projects.</p> <p>MOU context: 6.5 The collections assembled by the historical societies will be acknowledged in museum information.</p>		<ul style="list-style-type: none"> ○ Launch a membership drive ○ Update membership literature ○ Represent the Society at public forums to promote its work as well as the importance of local history. ○ Meet regularly with the Tweed Heads Tourist Association and work on areas of common interest such as driving and walking guides and new interpretative signage ○ Continue special projects including: <ul style="list-style-type: none"> ○ obituaries and cemetery records – identify people of the Tweed ○ scrapbook project to identify people and historical events of area ○ the Heritage and History Walk for the Tweed Heads precinct 		<p>Management Committee</p> <p>Volunteers</p>
<p>4. Maximise links and partnerships with external organisations with similar aims and objectives</p>	<p>Cooperate with other Historical Societies in the region</p> <p>Liaise with other like-minded agencies</p>	<ul style="list-style-type: none"> ○ Investigate the (digital) integration of local studies collections in other agencies of the Tweed and southern Gold Coast Shires ○ Combine the Heritage and History walk with Coolangatta-based heritage agencies ○ Attend meetings of the Far North 		<p>Management Committee</p> <p>Volunteers</p>

STRATEGIES	PROGRAM	ACTIONS	REFERENCES, RESOURCES REQUIRED	PERSONS INVOLVED
<p>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.)</p>				
<p>6. Aim to bring to finalisation a new Museum Building at Tweed Heads as identified in the MOU with Tweed Shire Council and the Tweed Regional Museum Strategic Plans.</p> <p>MOU Context: 2.5 The Societies' constitutions will be amended to reflect the new role of the Tweed Regional Museum as the collecting organisation, as well as the historical societies' participation on the Advisory Committee and support for the new Museum's mission and objectives. 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</p>		<ul style="list-style-type: none"> ○ Society representatives to attend Museum Advisory Committee meetings to provide information about current operations of the Society and the Tweed Heads site ○ Inform the Community from time to time with updates on Museum activities ○ Develop a THHS Non-exclusive Usage Agreement form to enable the Society to use any new material obtained ○ Advise the Council on the Society's preferred alternatives for the future Museum location and facilities ○ Where appropriate, provide volunteer resources in all aspects of the Museum's work 	<p>MOU with the Tweed Shire Council</p> <p>Regional Museum Strategic Plans</p>	<p>President, THHS</p> <p>Community</p> <p>Hon. Solicitor</p> <p>Society Members</p> <p>Management Committee</p> <p>Volunteers</p>

STRATEGIES	PROGRAM	ACTIONS	REFERENCES, RESOURCES REQUIRED	PERSONS INVOLVED
<p>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; and assist with fundraising.</p> <p>5.2 The curator/manager, or another person nominated by the General Manager, will be an observer at the management committee meetings of each historical society.</p>				

APPENDIX: Tweed Heads Historical Society SWOT Analysis

Abbreviations used in this Analysis:

MOU – Memorandum of Understanding
 THHS – Tweed Heads Historical Society
 TRM – Tweed Regional Museum
 TSC – Tweed Shire Council

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Unique Research Facility • Recreational location • Well-organised research resources; Computer and hard copy resources. • Outreach Services • Excellent collection of local photographs and photographers • Outstanding references scanned and catalogued such as land records • Exhibits generally well captioned and interpreted • Most of the collection is catalogued - over 90% • Limited On-line Resources accessible for research. • Strong collection that is well tied to the locality • Dedicated volunteers and good leadership of the Society • Highly skilled volunteers • New brochure and web site • Quality publications • Focus on people stories • Collaboration with other Historical Societies, Libraries, museums & Galleries. • Taking the collection to the community through regular displays in the local shopping centre • Cooperation with Midjungbal Aboriginal Resource Museum and Study Centre 	<ul style="list-style-type: none"> • No “Hands-On” research resource facilities for Public • Limited working relationship with TRM in relation to Collection Management Systems • Restrictions which hamper Society’s ability to maintained or preserved Computer Digital Resources • Society Volunteers recruitment is hampered by TRM process, requirements and Museum membership. • Restriction on collection of items (incl. photographs) which are important resources for Historical Society but not suitable to Museum. • Agreement in MOU with regarding to Society having ongoing access to collection not being put in place by TRM • Loss of Autonomy to TRM • Crediting Society not being done by TRM • Poor display environment & poor conditions for the collections • Inadequate space to house the Collection • Inadequate storage and working space to operate the Resource Collection • Limits on collecting due to space constraints, creating unrepresentative collections • Poor facilities for volunteers, eg toilets, working areas • Inappropriate timeframes with Council updates eg. details on TRM Web site • Low profile • Succession Planning
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Opportunities are limited due to the poor condition of the buildings and lack of space 	<ul style="list-style-type: none"> • Loss of independence/ to operate as a Historical Society • Loss of Society IT software eg. Filemaker, Publisher • Poor quality buildings for museum purposes, humidity, flood risk, maintenance • Closure of RSL Hall – restricts Society’s Day to Day operations, displays for community, working space and facilities for volunteers

What is working well	What is not working well [needs attention]
<ul style="list-style-type: none"> • Web site 	<ul style="list-style-type: none"> • Consultation process with Museum administration
<ul style="list-style-type: none"> • Transfer of Artefacts to Museum Storage 	<ul style="list-style-type: none"> • Integrated computer records – inability to access
<ul style="list-style-type: none"> • Continued data entry of research material 	<ul style="list-style-type: none"> • Lack of or incorrect recognition of Historical Society in Museum material incl. website, Vernon and eHive
<ul style="list-style-type: none"> • Strategic Alliances 	<ul style="list-style-type: none"> • Errors and omission in transfer of data to Museum Software eg. eHive
<ul style="list-style-type: none"> • Excellent Volunteers 	<ul style="list-style-type: none"> • Association with TSC maybe a negative with volunteers
	<ul style="list-style-type: none"> • New Museum building out of which the Historical will operate in consultation with Museum, staff but with autonomy