

Herberton Mining Centre

Strategy

2022-2026





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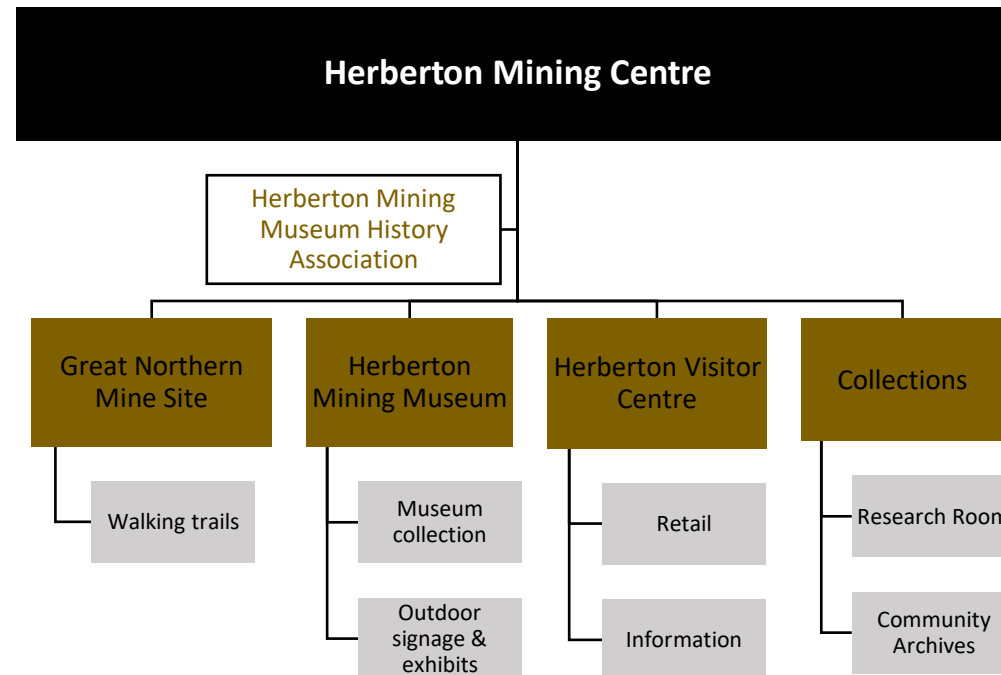
Passionate people



1. Our organisation

The Herberton Mining Museum and Visitor Information Centre is a Tablelands Regional Council owned cultural facility. It caters for visitors interested in the region's geology, mining and local history. Situated on the same site as the heritage-listed Great Northern Mine, the facility comprises walking trails, outdoor exhibitions and interpretation, visitor information, a museum and a community archive and research centre.

The museum arm collects, preserves, researches and presents the history of the mining industry of the Herberton Mineral Fields and its associated social history. Dedicated volunteers create new exhibits and interactive displays and oversee work in the community archive and research room.





2. Our Vision

A welcoming and sustainable cultural heritage venue that will grow and diversify in its pursuit of excellence, inclusion and heritage preservation.

3. Our Mission

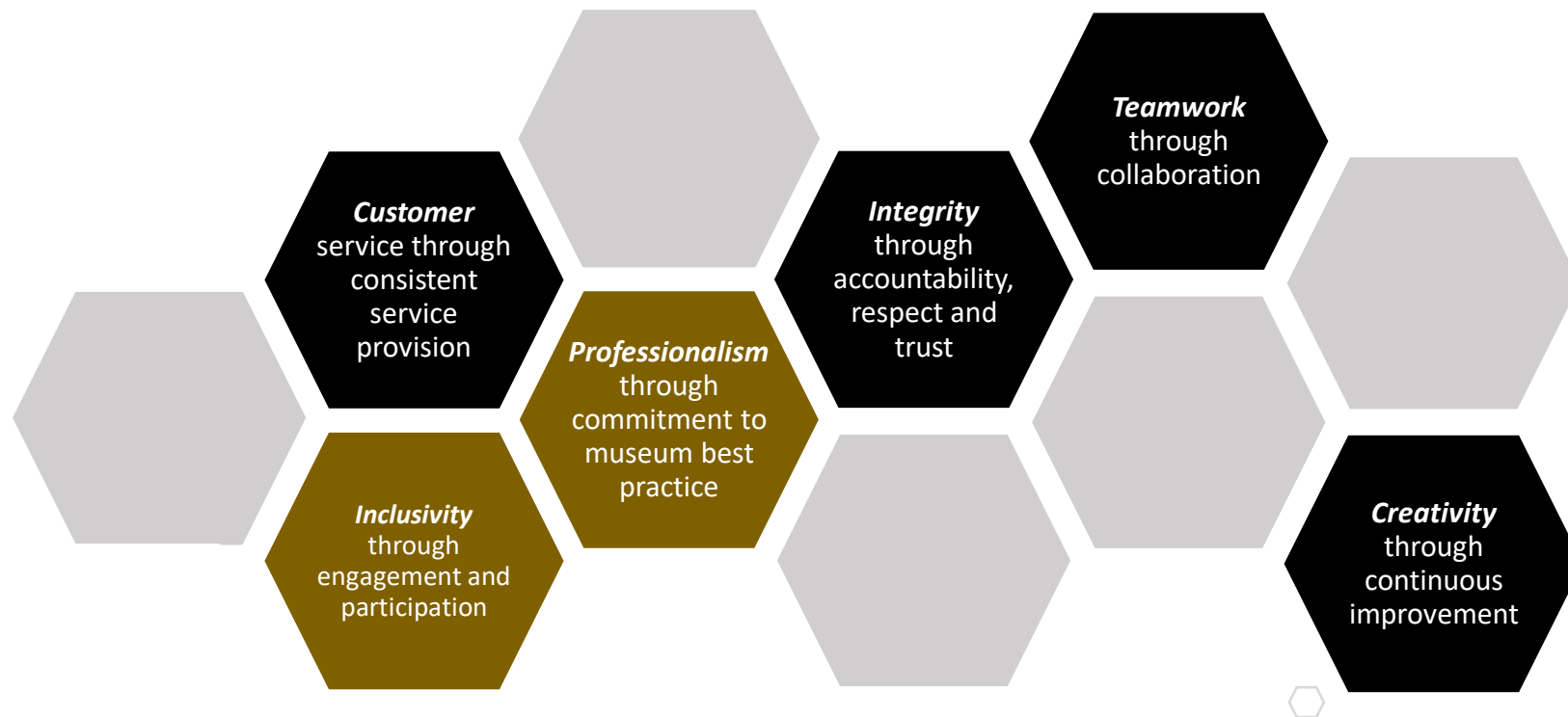
The Herberton Mining Centre uses its unique location and dynamic workforce to collect, preserve, research and present the history and technology of the Herberton Mineral Fields, and engage and inspire visitors, communities and future generations.



4. Our Values

The Herberton Mining Centre (HMC) operates in accordance with the core values and ethics that guide Tablelands Regional Council (TRC) staff and work practices. In addition, the HMC has identified two specific values that reflect their industry and operations:

- **Professionalism** through commitment to museum best practice
- **Inclusivity** through engagement and participation



5. Key documents that inform our plan

The following documents and policies inform the development of the HMC Strategic Plan 2022-2026:

- Herberton Mining Museum, 2021. *Herberton Mining Museum Management Plan, 2021 to 2025. Unpublished report*
- Herberton Mining Museum, 2021, Collection Policy. Unpublished document
- Tablelands Regional Council Cultural Plan 2018-2021. *Embracing our cultures, our communities, our lands A plan for the arts and heritage sectors of the Tablelands 2018-2021* [Cultural Plan - TRC - Tablelands Regional Council](#)
- Tablelands Regional Council Corporate Plan 2021-2026. *Our values* [Our Values - TRC - Tablelands Regional Council](#)
- Wegner, J and Phoenix, D, 2021. *Herberton Mining Museum Significance Assessment*, Unpublished report for the Community Heritage Grants, National Library of Australia



6. Background

In October 1992 the Great Northern Mine freehold block was listed on the Queensland Heritage Register. This protected it from development and created a potential tourist attraction. At this time, the collapse of the tin mining industry in 1985 was severely depressing the local economy, and the Herberton Shire Council was looking for opportunities to encourage tourism by establishing a Visitor Information Centre. The Great Northern was ideal as the site for a mining museum that would interpret both its history, and that of the mining region around it.

After the last owner of the Great Northern Mine died in 1992, the Herberton Shire Council purchased the property in 1999, and provided a car park and walking trails around the mine's major shafts in 2003. The Visitor Information Centre and museum was constructed in 2005.

The new museum opened as the Herberton Mining Museum and Information Centre. An extension was built in 2010 to house the growing archives.

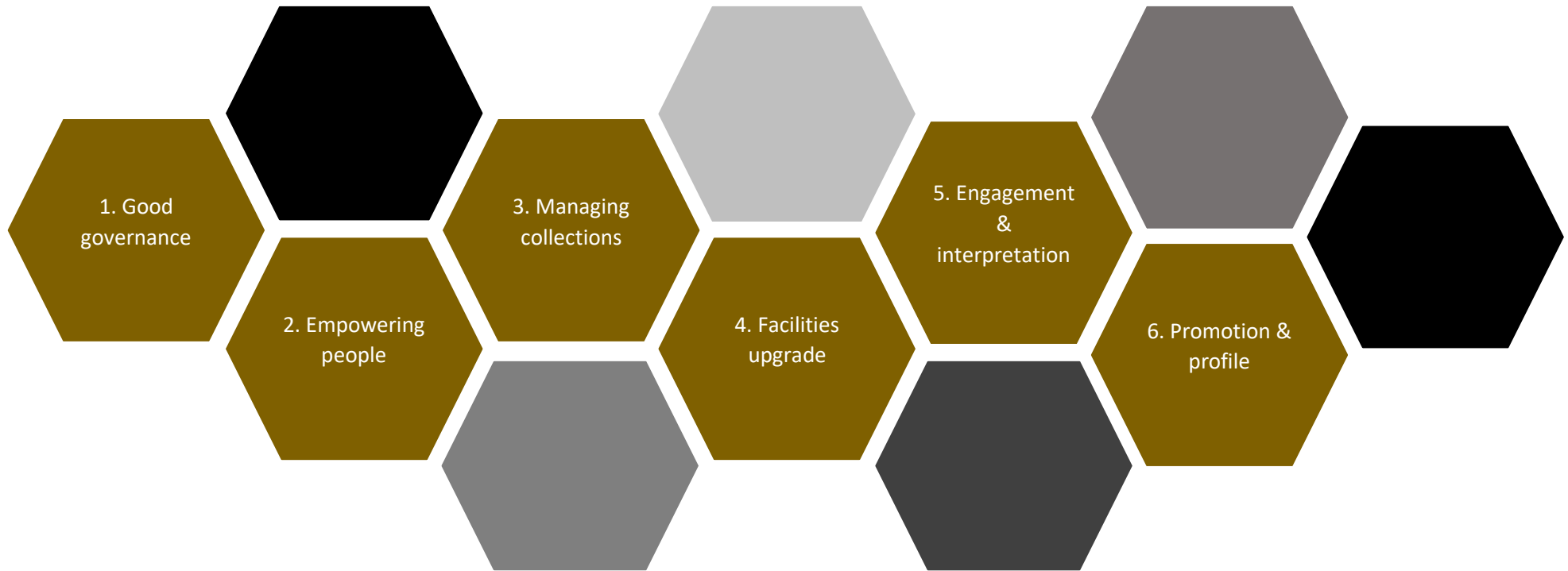
Dedicated volunteers have been the key to the organisation's success since its inception. They have created displays and interactives, acquired numerous heritage items and records, developed a reputation for research and genealogy, undertaken a significance assessment of the collection and welcomed thousands of visitors. With the support of TRC staff, the HMC team remains passionate about heritage preservation, interpretation and visitor engagement.





7. Our Strategic Priorities

The HMC has identified six strategic objectives for the 2022-2026 period:



Priority 1: Good Governance

GOALS	TASKS
1.1 An active advisory committee	<ul style="list-style-type: none"> Identify key positions on committee and selection criteria for membership Develop Terms of Reference for the Advisory Committee to reflect the TRC Advisory Committees Policy Identify a meeting and reporting schedule Seek Council endorsement of the committee under the Local Government Regulation 2012 (section S 264 – 270)
1.2 Operational transparency	<ul style="list-style-type: none"> Develop a decision-making flowchart to be included in the volunteer induction manual Develop an overview chart of HMC operations and internal relationships Clarify the relationship between Herberton Mining Museum History Association (HMMHA) and TRC in the volunteer induction manual Conform to TRC's Project Management Framework and ensure all projects including infrastructure works are pre-approved
1.3 Coordinated working groups and team leaders	<ul style="list-style-type: none"> Create team leaders for each of the volunteer sections at HMC to create continuity between sections, help the process of succession planning and inspire participation Integrate team leader feedback as part of the regular volunteer meetings
1.4 Strategic partnerships	<ul style="list-style-type: none"> Identify strategic industry partnerships for joint programming/ticketing and events Identify key cultural partnerships to promote diversity and representation Seek opportunities to engage with Traditional owners - Wabubadda (Jirrbal) Aboriginal Corporation Identify local advocates and champions who will partner with HMC



Priority 2: Empowering people

GOALS	TASKS
2.1 Knowledge transfer	<ul style="list-style-type: none"> • Work with current volunteers to create role descriptions and key duties • Identify a backlog of tasks and items that require prior knowledge to decipher • Recognise the contribution different volunteers make and document their vision for future tasks and activities
2.2 Skills enhancement	<ul style="list-style-type: none"> • Identify key training requirements across the organisation and prioritise over the next 5 years • Arrange training opportunities through liaison with TRC staff, RADF grants or others • Encourage volunteers to participate in the Tablelands Heritage Network training opportunities
2.3 Valuing volunteers	<ul style="list-style-type: none"> • Review the current uniform for volunteers and provide options for younger and older members • Create a skills list among volunteers and ensure these are recognised and utilised • Identify key social activities for volunteer interaction that are accessible to all



Priority 3: Managing collections

GOALS	TASKS
3.1 Collection review and rationalisation	<ul style="list-style-type: none"> Review current collection holdings against collection policy criteria Deaccession items outside collection policy Assess items in the workshop for potential acquisition or disposal Assess items in the archive boxes for acquisition or disposal
3.2 A digitised & accessible collection	<ul style="list-style-type: none"> Complete Herberton Shire Council Rate Book digitisation project Complete digitisation of the photograph collection
3.3 A well-managed collection	<ul style="list-style-type: none"> Identify key training needs for volunteers to remain current and engaged Continue cataloguing items that have been formally acquired into the collection Develop a procedures manual for collection management processes Create a documentation procedure for display change over Create a procedures document for cataloguing for new volunteers Create a handling objects procedures document for new volunteers
3.4 A well preserved collection	<ul style="list-style-type: none"> Seek grant funding for a preservation needs assessment Review climate conditions for collections/ galleries, and install temperature and relative humidity monitors/ readers Identify key items from the significance assessment that have been earmarked for preservation/ conservation advice



Priority 4: Facilities upgrade

GOALS	TASKS
4.1 A comfortable and secure workplace and destination	<ul style="list-style-type: none"> • Review options for improved environmental sustainability including solar power • Review options for improved environmental conditions for people and collections including air-conditioning, fans, heating • Undertake an audit of visitor rest stops and comfort needs, and review condition and security of current facilities • Identify locations for new rest stops/shelters and relevant infrastructure
4.2 A renovated staff office	<ul style="list-style-type: none"> • Undertake needs analysis for staff office expansion and upgrade • Create a business case for upgrade and develop options for renovation and implementation
4.3 A reconfigured visitor entry and retail area	<ul style="list-style-type: none"> • Review operational needs for retail/entry space based on audience analysis and use (seating, water, retail, counter, brochures) • Create a business case for entrance upgrade and develop options for funding and implementation
4.4 More available parking options and access points	<ul style="list-style-type: none"> • Review the parking and access needs for visitors and key users • Identify appropriate access points for ease of entry • Review access to car park area outside archive access • Liaise with TRC staff to revise and improve entrance pathway



Priority 5: Interpretation and engagement

GOALS	TASKS
5.1 Great Northern Mine Interpretation Plan	<ul style="list-style-type: none"> • Seek funding for a Great Northern Mine Remediation and Interpretation Review and Strategy • Commission consultants to undertake review • Source funding to implement recommendations
5.2 Museum display and spatial review	<ul style="list-style-type: none"> • Seek funding to commission an independent review of museum displays, interpretation and space • Identify possible space for temporary displays • Develop guidelines, criteria and style guide for displays and content presentation that preserves local character • Identify opportunities to integrate multimedia displays
5.3 Public programs	<ul style="list-style-type: none"> • Identify opportunities for activities that connect with local residents • Provide access to tour guide training • Develop guided tours for key visitor groups and link to QR codes
5.4 A coordinated schools program	<ul style="list-style-type: none"> • Undertake research into local schools and linkage with curriculum guidelines • Develop a strategy for education engagement
5.5 Digital engagement	<ul style="list-style-type: none"> • Review the process for HMMHA web content and change over • Identify platforms for sharing research findings from archives section
5.6 Inclusive storytelling	<ul style="list-style-type: none"> • Liaise with First Nations stakeholders to develop an inclusive approach to displays that recognise their connection to the region and mining industry



Priority 6: Promotion and profile

GOALS	TASKS
6.1 Review target audience and develop targeted promotion	<ul style="list-style-type: none"> Review visitor book, trip advisor, Facebook other feedback forms Identify key audience profile groups
6.2 Improved signage and design	<ul style="list-style-type: none"> Review current offsite signage and identify other free locations for distribution of promotional material Review onsite signage and need for redevelopment and/or relocation Identify grant and funding opportunities to fund signage overhaul
6.3 Wider advertising	<ul style="list-style-type: none"> Work with local business organisations to create an advertising campaign and profile that highlights Herberton as the Tablelands' oldest town Identify free of charge advertising opportunities and brochure distribution Identify opportunities for cross promotion Identify most effective paid advertising options and include in budget
6.4 Review social media profile	<ul style="list-style-type: none"> Review digital marketing opportunities



8. Herberton Mining Centre and Tableland Regional Council Goals Alignment

As one of the Tablelands Regional Council operated museums and information centres, HMC works in accordance with the principles set out the TRC Cultural Plan 2018-2021. This strategic plan references the TRC Cultural Plan goals in the following ways:

TRC GOAL	DESCRIPTION
Goal 1: Promote cultural vitality	We celebrate the vibrant and diverse cultural life of the Tablelands, where residents and visitors come together to collaborate, participate, and enjoy life in the region
Goal 2: Celebrate our distinct identity	Communities and towns across the Tablelands are recognised and valued for their unique character, identity and history. This sense of place and connectivity ensures the region is a distinctive and desirable place to live and visit.
Goal 3: Promote cultural investment	Having access to current information, resources, equipment, experienced and skilled people, enables the community to fully participate in arts, culture and heritage activities. Acknowledging the motivated and active involvement of volunteers in all areas of arts, culture, and heritage ensures they are valued and supported.
Goal 4: Support cultural partnerships	Cultural initiatives on the Tablelands are supported by financial contributions and other resources, by a range of partnerships with Council, other government departments and agencies, and through entrepreneurial income ventures.
Goal 5: Support community cultural development	With a proud record of cultural development initiatives, as measured by many civic benefits, social connectivity and strong community support, the Tablelands community has the capacity for resilience, enterprise and tolerance. By supporting collaboration and connection, the arts, culture and heritage communities have opportunities to sustain their practice.

Goal 6: Enable a creative economy	A range of distinctive and successful creative industry and cultural tourism initiatives exist on the Tablelands that showcase local skills, products and services, and are well accessed and integrated across other industry sectors
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HMC GOAL	TRC CULTURAL PLAN GOAL
Goal 1: Good Governance	Goal 4: Support cultural partnerships
Goal 2: Empowering people	Goal 3: Promote cultural investment Goal 5: Support community cultural development
Goal 3: Managing collections	Goal 3: Promote cultural investment Goal 4: Support cultural partnerships Goal 6: Enable a creative economy
Goal 4: Facilities upgrade	Goal 3: Promote cultural investment
Goal 5: Interpretation and engagement	Goal 1: Promote cultural vitality Goal 5: Support community cultural development Goal 6: Enable a creative economy
Goal 6: Promotion and profile	Goal 1: Promote cultural vitality Goal 2: Celebrate our distinct identity





Live, discover and invest in a Tablelands community



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