



CAIRNS HISTORICAL SOCIETY

THE HISTORICAL SOCIETY CAIRNS, NORTH QUEENSLAND Inc.

t/a Cairns Historical Society & Cairns Museum (CHSM)

Strategic Plan 2021 -2024

(Adopted – Management Committee Meeting 21/02/2021, Amended Management Board
28/02/2022)

Overview

The Cairns Historical Society is the keeping place for a nationally significant collection of over 85,000 items from the Cairns district and FNQ covering the area from Cardwell to Normanton and the Torres Strait. The collection contains over 40,000 resource items, including archival documents, books, newspapers, maps and journals, as well as over 39,000 scanned and searchable photographic images and more than 5,000 individual objects.

This content is accessible through the Society's Research Centre. Members of the public can book time in the Research Centre to search the collection, with a research assistant on hand to advise. Research enquiries can also be made via email.

A significant volume of our effort is in the managing and conservation of the community's collection. Our teams assess, research, report on, clean, scan, catalogue, conserve, pack and house all the items we accept into the collection. Every item generates its own body of work in order to truly deliver on our commitment to professionally manage the collection for future generations.

The Cairns Museum showcases material from the community's collection and is the most recognisable face of the Cairns Historical Society. Renovated, thanks to the Cairns Regional Council (CRC), and reopened in 2017, the Cairns Museum's brief is to reveal the past and engage with present Cairns as a tropical city.

In addition to the permanent galleries and retail offering, Museum activities include group tours, school tours, holiday programs and an annual program of temporary exhibitions.

Our Mission:

- ❖ To collect, preserve and share a collection of documents, images and objects that are significant to the history of Cairns and Far North Queensland.
- ❖ To curate and manage a leading museum and cultural tourism experience in Far North Queensland.
- ❖ To recruit and train all staff (paid and volunteer) and enhance their skills and wellbeing.
- ❖ To enable FNQ history, heritage, educational and creative projects with locals and visitors from around the world by providing expertise and a quality and accessible collection.

Our Vision:

To grow a vibrant, inclusive and professional cultural organisation that provides best practice exhibitions, collections management, research and conservation services, and which is accessible, responsive and engaging for local residents, children and audiences from around the world.

Our Organisational Values:

Inclusive	Collecting, preserving, interpreting, and engaging in history that honours the Traditional Owners of Far North Queensland, builds community identity, is representative of region's diverse community and heritage, and which is accessible
Professional	Demonstrating a commitment to best practice industry standards and conduct in all aspects of CHSM work to ensure it is recognised for its expertise, effectiveness and integrity
Respectful	Managing historical collections, and the people that engage with them, with dignity and respect, adhering to a code of conduct and cultural protocols
Innovative	Embracing creative partnerships, opportunities and technology to design, develop and deliver programs and ensure the CHSM continually evolves

Strategic Framework:

The 2021-2024 strategic plan focusses on five strategic areas outlined below. This will consolidate work of previous years and expand and diversify the business:

Strategy Area	Goals	Actions
1. The Tropical Collection (Images, Archives & Objects)	Goal: To improve the long term storage and conservation of the Collection	1.1 Appoint a Collections Manager
		1.2 Review & rationalise the onsite collection storage space
		1.3 Revise and create a whole of organisation collection management, acquisition and deaccessioning policy
		1.4 Create dynamic program to recruit and train collections-focused volunteers
2. Digital Gateways	Goal: To improve the Society's uptake of appropriate technology to succeed in the delivery of its work	2.1 Provide an operational online portal that makes the collection catalogues accessible & available
		2.2 Create streamlined online booking system for schools & groups
		2.3 Program inclusive database training and updated manuals for users
		2.4 Improve data quality of the object/image/archive databases
		2.5 Review & implement IT strategic directions & network upgrades

3. Engagement & Learning	Goal: To ensure the Society is welcoming, inclusive and continuously improves its quality engagement and learning opportunities	3.1 Renew Over Time Gallery in consultation with key stakeholders & communities
		3.2 Activate a volunteer exhibitions sub committee
		3.3 Create a dynamic temporary exhibition schedule with capacity to create or host exhibitions
		3.4 Develop professional, curriculum relevant school resources & kits
		3.5 Activate a vibrant, interactive & integrated education space that caters for schools & family groups
		3.6 Create an engaging lecture, research & publication program
		3.7 Develop an active internship program for schools & universities
		3.8 Provide an open, accessible research collection that is welcoming to all, including ATSI & other community groups
		3.9 Program dynamic recruitment & training program for front of house volunteers
		3.10 Review & renew membership program
4. Governance	Goal: To improve and provide best practice governance of the Society as it consolidates, modernises and diversifies the business	4.1 Restructure the organisation with an Executive Officer
		4.2 Revise the constitution & restructure management committee
		4.3 Activate Board sub committees that drive strategic outcomes
		4.4 Appoint an Indigenous Board member
		4.5 Activate an Indigenous Reference Group to provide cultural advice
		4.6 Review and update position descriptions for all positions (paid & voluntary)
		4.7 Develop a succession plan for key positions (includes Board Directors)
		4.8 Develop a code of conduct (Board directors, employees & volunteers)
		4.9 Develop a skills matrix for recruiting Board members
5. Growth & Development	Goal: To modernise and diversify the Society's business	5.1 Explore through consultation and business case development the opportunity to build additional Museum gallery spaces (non-Indigenous and Indigenous)
		5.2 Develop a marketing strategy aligned to operational areas, review market segments and ensure marketing is within budgetary constraints
		5.3 Develop and implement a sponsorship and donor program to achieve strategic plan goals
		5.3 Achieve annual growth in CHSM retail sales
		5.4 Establish partnerships with local venues & businesses for onsite and offsite opportunities
		5.5 Develop an early childhood program
		5.6 Appoint an Indigenous Curator

Our Major Funders:

The Society could not exist without the generous support of Cairns Regional Council (CRC). The Society and CRC have an agreed program which looks to provide a forward-looking Cairns Historical Society and contemporary Museum that showcases the heritage of Cairns as a tropical city.



Our Asset Renewal \$1.5M:

CRC holds a Deed of Grant in Trust from the Queensland State Government for School of Arts Building in which the Society, the collection and Museum are housed. In partnership with CRC the Society will identify capital priorities and build business cases within the CRC 1.5 million 10-year (2026-2027) asset renewal program for the School of Arts Building.

Our Governance & Reporting

The Society is the custodian of this Strategic Plan. However, its successful delivery requires strong collaboration across the organisation and externally through partnership. The Executive Officer and the Management Board will be responsible for effective governance of this strategy.

A working implementation plan was developed in November 2021 and actions will be incorporated into relevant individual working plans. In addition, the Executive Officer will be responsible for implementation oversight and report to the Management Board annually.

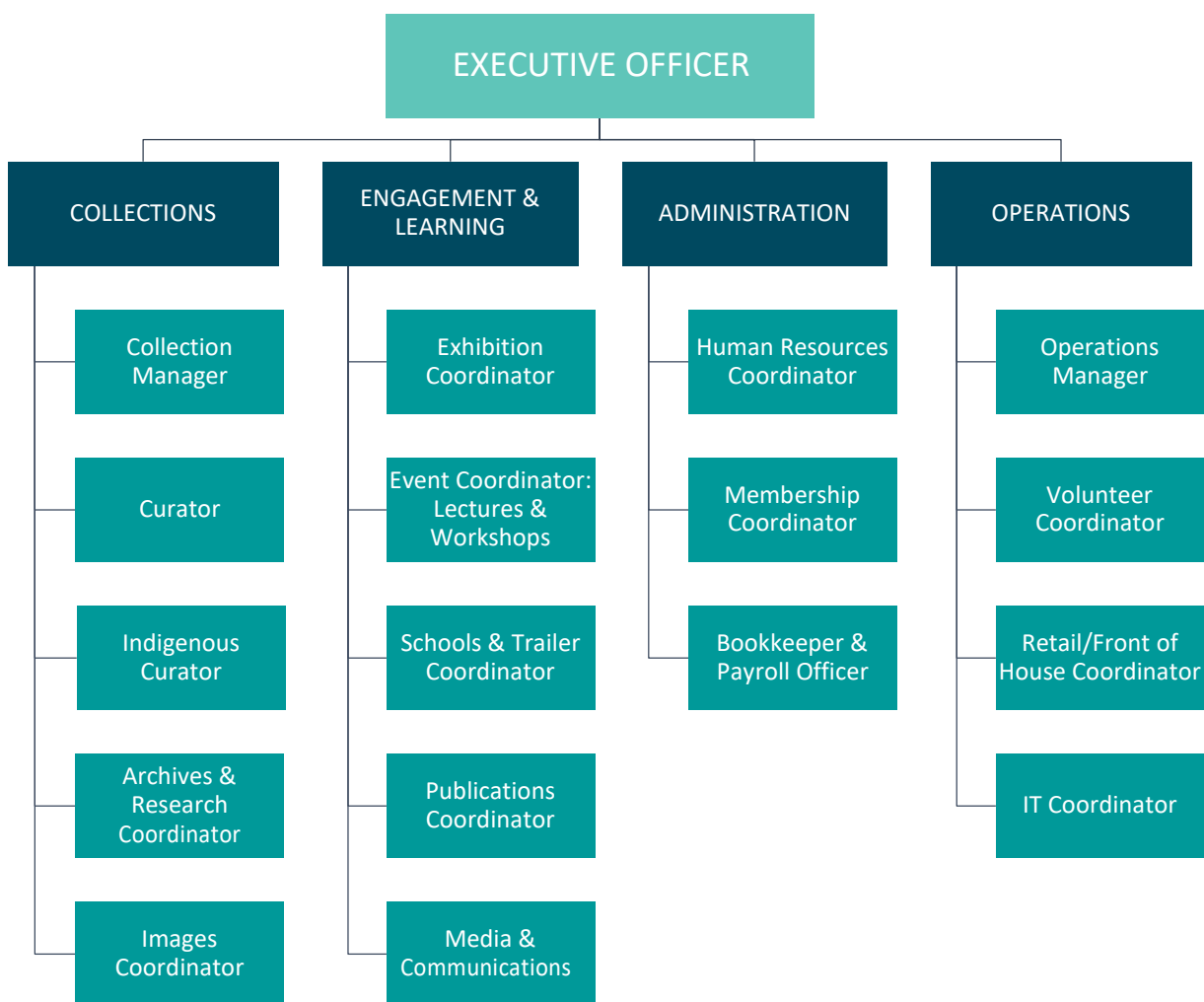
In 2024, the Society will start its new strategic planning cycle. Before this process starts, a full report on the success of the current strategic plan will be made available on our website: www.cairnsmuseum.org.au



Cairns Historical Society Organisational Chart

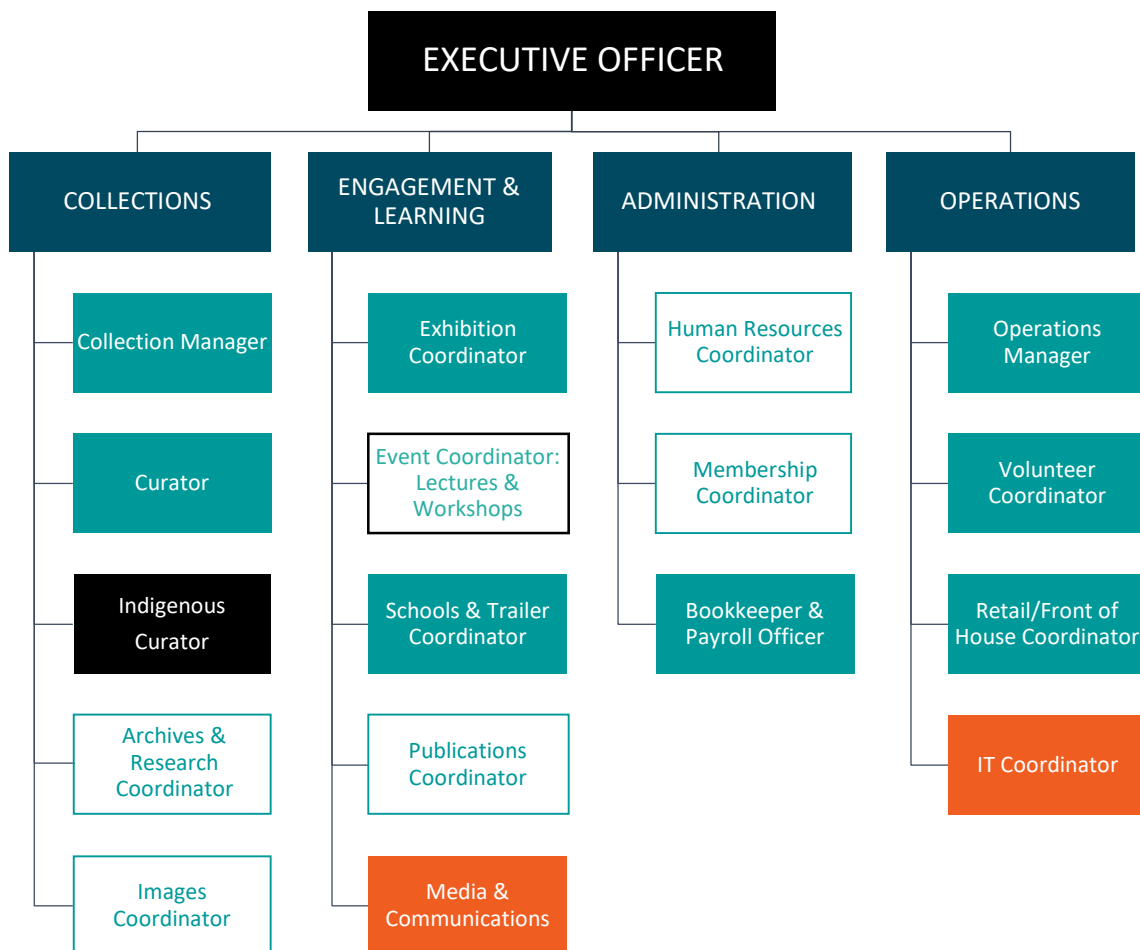
CHS acknowledges the critical role volunteers play in keeping the organisation active and viable. Some of the roles identified in the organisation chart are undertaken by volunteers who coordinate these sections. Other volunteer roles in reception, guiding, research, collections and schools are coordinated and managed across each section. These will be recognised and described as the strategic work continues.

The organisational chart below provides an overview of key work divisions and positions within the organisation. It is intended as a guide for future planning and direction and to map work flows.

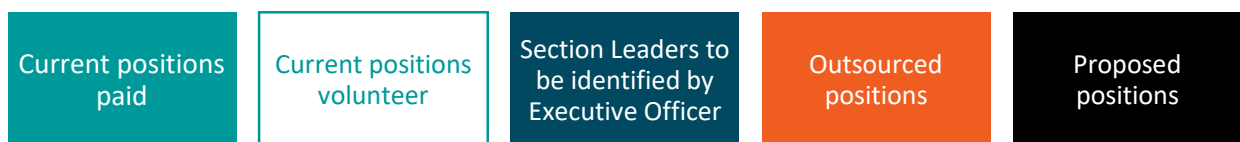


The colour coded organisation chart below shows the current occupancy/status of positions by staff and volunteers at February 2021. Key recruitment positions proposed for this strategic period are the Executive Officer and the Indigenous Curator.

- The Executive Officer position will be full time, lead and oversee operations, manage staff and grow the business.
- The Indigenous Curator will work on the redevelopment of the Cairns Over Time Gallery with the Curator. They will also initiate liaison with Traditional Owner groups to activate an CHS Indigenous Reference Group.



Colour Code:



CHS Management Committee

Restructure the management committee to incorporate key committee positions of President, Vice President, Secretary, Treasurer and five elected members to oversee the strategic direction of the organisation at least one of whom is Indigenous.

Management Committee Members will be elected in accordance with the Constitution. Consideration should be given to the skills mix on the Committee to ensure that the right mix of skills and experience is brought to the committee.

The Executive Officer will also be on the committee in a non-voting capacity.

In October 2021 at its AGM, the Society adopted a new constitution. The Management Committee has since been replaced with a Management Board of Directors. The structure is as below.

