



ALBERT KERSTEN MINING  
AND MINERALS MUSEUM

# STRATEGIC PLAN 2025 - 2028

**BROKEN HILL**

CITY COUNCIL

AUSTRALIA'S FIRST  
HERITAGE LISTED CITY

**The Albert Kersten Mining  
and Minerals Museum  
wishes to acknowledge the  
traditional owners of the  
land, the Wilyakali people,  
and pay our respects to  
their elders; past, present  
and emerging.**







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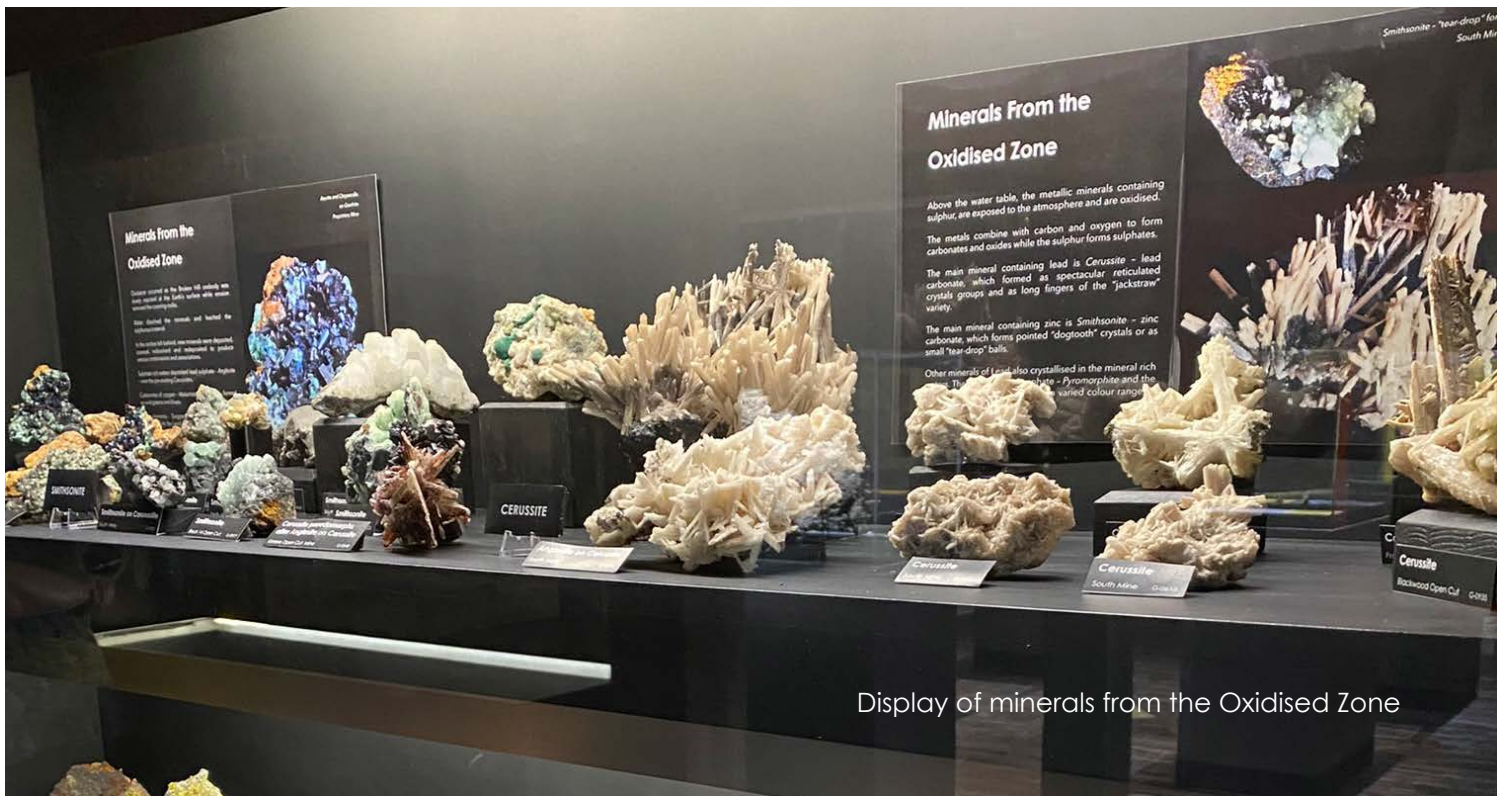
# EXECUTIVE SUMMARY

The Albert Kersten Mining and Minerals Museum is poised to transform into a modern, world-class institution that highlights the geological and historical legacy of Broken Hill.

Through a comprehensive Master Plan, the Museum envisions a future that connects the local community and visitors to the extraordinary geology and mining history of Broken Hill and its influence on the global mining sector.

The Museum's mission is centred on bringing to life the rich mineralogical and mining heritage of Broken Hill through an extensive range of geological specimens and artifacts. By fostering engaging exhibits and educational programs, the Museum aims to deepen the community's and visitors' appreciation of the region's crucial role in geoscience and mining.

As a landmark heritage institution in Far West New South Wales, the Museum focuses on two primary areas: geoscience and local history. Its role includes serving as a vital resource for geoscientific study and mining history, supporting research, and offering educational opportunities to students. The institution's evolving space will provide an enhanced visitor experience, showcasing a collection that bridges natural sciences and social history.



Display of minerals from the Oxidised Zone

Based on a thorough analysis of the Museum's operating environment and detailed consultation with stakeholders, this strategic plan focuses on six key areas:

**Continued development of the Master Plan.** This plan for the expansion and redevelopment of the Museum has the potential to transform it into a vibrant new facility for Broken Hill. In preparation for achieving Stage 1, fundraising options need to be explored and community support gathered.

**Building in museum management best practice,** including investigating the formation of an advisory body (355 Committee) of peers.

**Consolidating the collection.** The completion of cataloguing the existing collection on mineralogical and historical artifacts will be a springboard for future strategic acquisition.

**Broadening audience appeal,** in particular appealing more to families and children.

**Increase attendance,** through improved communications and marketing, and a dedicated web presence.

**Increasing commercial income,** through increased venue hire and online retail.

By pursuing these goals through to 2029, the Museum will be well placed to take on an even greater role in showcasing and maintaining Broken Hill's rich cultural heritage.

# VISION AND MISSION

## VISION

Albert Kersten Mining and Minerals Museum will be a modern, world-class mining and mineralogy museum that promotes the local geology, mineralogy, social and rich mining history of Broken Hill. The Museum will connect Broken Hill to the geology of the region and the world.

## MISSION

The Museum's mission is to collect, preserve, interpret and showcase the extensive mining, mineralogical and social heritage of Broken Hill. By offering access to a wide collection of mineralogical specimens and mining industry artifacts, the Museum aims to illuminate the rich tapestry of Broken Hill's social and industrial history. Through engaging exhibits and educational programs, we strive to deepen the understanding and appreciation of Broken Hill's links and contributions to the mining sector and geoscience.





# AREAS OF OPERATION

The Museum is a landmark heritage institution in Broken Hill, developed around two core areas of focus: geoscience and local history. Geoscience is represented through a diverse collection of geological specimens, many of which are unique to the Broken Hill region and offer unparalleled insights into the local geology. Similarly, the Museum's local history focus is captured through a diverse collection of artifacts that narrate Broken Hill's significant mining heritage.

This dual focus enables the Museum to uniquely bridge the gap between natural sciences and social history, establishing it as a unique institution in New South Wales.

## ITS KEY AREAS OF OPERATION INCLUDE:

Serving as a local resource for geoscience and mining history.

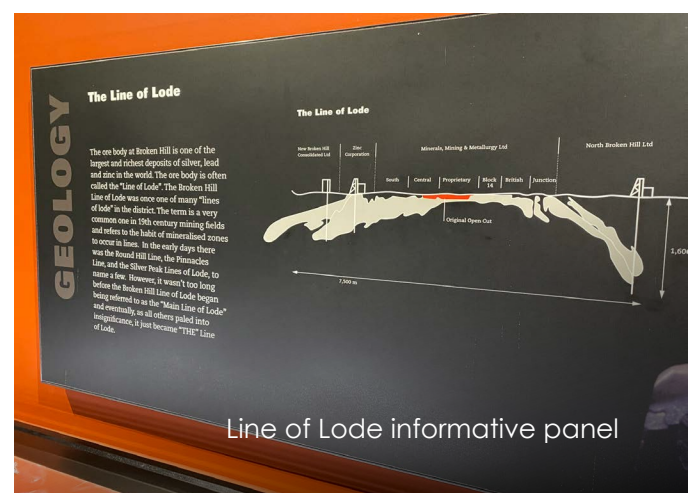
Being a tourist destination, enhancing the visitor experience for those eager to explore Broken Hill's rich past.

Maintaining an extensive collection for display and research purposes.

Providing support to geological researchers from Australia and beyond.

Offering educational resources and opportunities to local students.

In alignment with its recently completed Master Plan, the Museum is pursuing a redeveloping of its facility to produce an enhanced and updated museum experience. This initiative (currently with a completed Master Plan and costings) aims to create a modern, accessible, and interactive space that fully showcases the Museum's vast collection, amplifying its appeal and attracting visitors and locals alike.



Line of Lode informative panel

# A HISTORY OF PRESERVING BROKEN HILL'S GEOLOGICAL HERITAGE

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|-------------|---|
| <b>1883</b> | The discovery of silver at Broken Hill led to the establishment of one of the world's richest mineral deposits. This event set the stage for the eventual creation of the Museum as a means to preserve and interpret this history. |
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| <b>1885</b> | The Broken Hill Proprietary Company was launched by a 'Syndicate of Seven' in 1885. The syndicate was Charles Rasp, George McCulloch, George Lind, Philip Charley, David James, James Poole, George Urquart, however some in the syndicate sold out before the shares were released. |
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## MUSEUM ESTABLISHMENT

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|-------------|--|
| <b>1986</b> | The Broken Hill City Council purchased the historic public Bond Store and restored it to become the Bond Store Community Museum. |
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| <b>1989</b> | The Living Museums Initiative identified the need for a museum dedicated to the minerals and unique geology of Broken Hill. |
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| <b>1992</b> | The Museum was officially opened to the public. It was established to educate visitors about the geological and social history of Broken Hill, focusing on its mining legacy. |
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| <b>1999</b> | An extension was added to the Museum in the form of the exhibition hall to allow for the exhibition of social history stories. |
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## NOTABLE FEATURES

The Museum hosts an impressive collection of in excess of two thousand specimens, including numerous world class specimens and two of extreme rarity. Numerous world-class specimens are also included within the collection, notably a 42 kg nugget of almost pure native silver and the famous Silver Tree, an 8 kg centrepiece once owned by Charles Rasp. In 2002, two new minerals were discovered in Broken Hill, Hoganite & Paceyite (named for local collectors Graham Hogan & Frank Pace).

The mining history of the Broken Hill region is displayed in the Metallurgy Room within the Museum with numerous photographs and artifacts from the early years of Broken Hill Proprietary Limited. These artifacts, along with other mining memorabilia obtained from the Line-of-Lode Organisation (South Mine) tell the story of life on the Silver Fields in the late 1800's and early 1900's. Among these artifacts is the Silver Tree, owned by Charles Rasp, the discoverer of the Broken Hill lode. The Museum is located in a restored former Bond Store, enhancing its historical ambiance and making it a key architectural feature in Broken Hill.

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## NOTABLE PROGRAMS

The Museum has hosted a number of significant exhibitions with a strong focus on local and social history. These exhibitions have resulted from strong partnerships with local, state and national organisations including the National Film and Sound Archive, the Powerhouse Museum and Sydney Living Museums. Exhibitions held at the Museum have focused on significant moments in local social history including Indigenous Australians at War, the Battle of Broken Hill, Burke and Wills Exhibition and the Greening of the Silver City.

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## RECENT ACHIEVEMENTS

The Museum continues to engage with visitors through interactive displays that explain earth sciences, mineralogy, and metallurgy. It also features a three-screen display that provides a visual journey from the Big Bang to present-day geological formations.

The Museum also has an early 20th Century miner's shack that gives visitors an insight into the lives of miners in those times (currently closed).

As part of ongoing educational initiatives, the Museum participates in events like National Science Week, promoting awareness of science and geology among school groups and the general public.

In 2024, the Master Plan for the Museum's expansion and redevelopment completed and presented to Broken Hill Council.



# ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 - 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

FOCUS AREA	PEOPLE AND COMMUNITY	SPACES, ASSETS AND PLACES	SECTOR CAPACITY BUILDING
RELEVANT STRATEGIES	1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.9, 1.10 and 1.11	2.1, 2.2, 2.3, 2.5 and 2.7	3.2, 3.6, 3.7 and 3.8
THE STRATEGIC PLAN ALIGNS THROUGH...	<p>Increased participation and education opportunities for young people.</p> <p>Increased participation in Broken Hill's culture by people of all ages and abilities.</p> <p>Amplification of Broken Hill's diverse social and cultural histories.</p>	<p>Exhibition and promotion of Broken Hill's rich social and mining history.</p> <p>Ongoing conservation, protection, maintenance of community collections and cultural facilities.</p> <p>Preservation and conservation of the built and natural environment.</p>	<p>Partner to develop research opportunities and capabilities.</p> <p>Maximisation of the contribution of volunteers to the city's cultural life.</p> <p>Undertaking strategic professional development for staff.</p>



The Silver Tree

# AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill, recognised as Australia's first Heritage City, proudly showcases its rich history through an impressive array of museums and collections. Among these institutions, the Museum is a core tourist offering, drawing over 8,000 visitors annually, with numbers surging during the crisp, cooler months — the town's peak tourist season. The ongoing engagement with the Museum's collection and exhibitions, highlights the community's deep connection to its storied past and the value it places on preserving its cultural and geological legacy.

With Broken Hill welcoming around 250,000 visitors each year, primarily domestic travellers, the visitor population often equals or surpasses the town's resident count of over 17,000.

## THE MUSEUM HAS KEY AUDIENCE DEMOGRAPHICS IT CAN BUILD ON TO INCREASE ITS VISITATION:



**Grey Nomads:** over 55s, primarily tourists, who are keen to learn about Broken Hill's heritage.



**Young Families:** Gen X-ers, again primarily tourists, visiting Broken Hill and seeing numerous local attractions while in town.



**Geo-enthusiasts:** primarily older men with an interest in geology, prospecting and lapidary. In this group we can include researchers from tertiary education looking to review specimens held in the Museum's collection.



**Students:** primary and secondary students from local schools undertaking excursions to the Museum as learning activities.



The primary mechanism for increasing visitation in these segments is to undertake the proposed redevelopment of the site to improve displays and access to them. However, in the short term, there are two main strategies identified to increase audience and participation at the. The first strategy is to improve the effectiveness of marketing and communication, particularly aimed to reach to young attendees through social media platforms. The second, is to expand and enhance social history storytelling through the use of increased interactive displays to bring the Museum's stories to life.

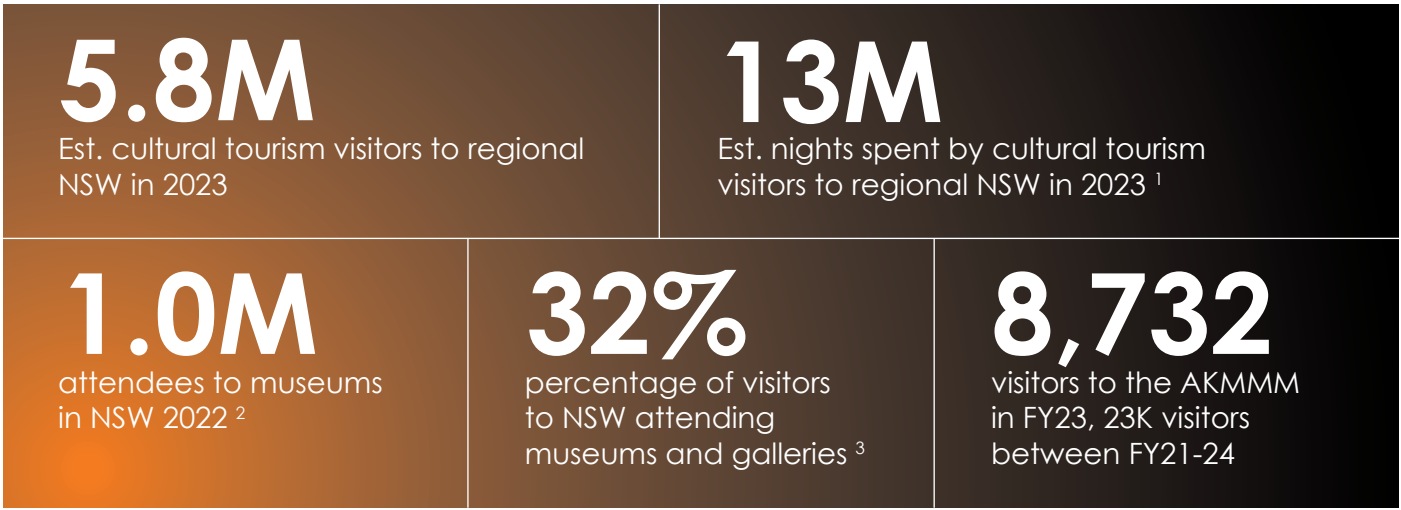
This storytelling emphasis is a cornerstone of the engagement strategy, aiming to transform passive displays into compelling, innovative presentations that captivate and inspire repeat visits. By leveraging its dual focus on geoscience and social history, the Museum can offer a multi-faceted narrative woven into Broken Hill's history, fostering deeper connections and engagement. The Museum's long-term vision is not only to boost attendance but to foster meaningful interactions and connections with its visitors.

In advancing sector development, the Museum actively cultivates robust partnerships with leading geological institutions such as universities and major state museums. These alliances are essential for facilitating the exchange of artifacts and knowledge, thereby underpinning research initiatives nationwide. As an integral participant within the realm of natural history museums, the Museum serves as a vital hub of expertise in minerals and mining. This strengthens its contributions to the New South Wales heritage collection sector and enriches the national narrative of geological heritage.



Gravity Separator

# CONTRIBUTION TO LOCAL TOURISM



1. Patternmakers, 2024, "Cultural Tourism in Regional NSW"  
2. Museums & Galleries NSW, 2022, "NSW Museums & Galleries Sector Census"  
3. Destination NSW, 2024, "Culture and Heritage Tourism to NSW"

The Museum plays a pivotal role in attracting and captivating visitors from near and far, capitalising on a growing cultural and heritage tourism trend in NSW. As a critical feature within Broken Hill's heritage offering, the Museum complements Broken Hill's status as a national heritage city. It has become a must-visit for various visitor segments, including road trippers seeking unique experiences, geoscience enthusiasts delving into the fascinating world of mining and minerals, history buffs exploring the rich local heritage, and natural sciences students eager to expand their knowledge.

The Museum's attraction lies in its ability to provide an experience that combines geoscience and local history. Visitors enter a world where they can explore the region's geological wonders and discover the stories of the pioneers who shaped Broken Hill's rich

mining heritage. This one-of-a-kind blend of geoscience and local history creates a captivating and educational experience that can't be found anywhere else.

Data from the Visitor Information Centre indicates that up to 10% of visitors to Broken Hill make their way to the Museum, highlighting its significance and popularity among tourists. This steady flow of visitors contributes to the local tourism industry and showcases the Museum's ability to attract and engage a diverse audience. As the Master Plan for the redevelopment progresses, the Museum is poised to build upon its infrastructure, visitor experience, and educational offerings.



Centenary Gift (etched glass) by Helmut Heibel



# THE COLLECTION

The Museum houses a truly remarkable collection of minerals, gems, and mining-related artifacts, one of the most extensive in Australia, packed with rare and unique specimens. The Museum's collection provides a vivid insight into the rich mining history of Broken Hill and Australia's natural heritage.



Interpretive display cabinet showing uses of silver, lead and zinc

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## SIGNIFICANCE OF THE COLLECTION

The Broken Hill ore body holds immense geological significance, being one of the most studied in the world and one of Australia's foremost "type location" for mineral specimens. This means more mineral species were first discovered and identified in Broken Hill than elsewhere in Australia.

The collection includes around 2,000 rare and valuable geological specimens, offering insights into the country's natural heritage. Notably, it features a massive 42kg silver nugget and the iconic Broken Hill Silver Tree, an epergne (table centrepiece) that once belonged to Charles Rasp. Rasp, a boundary rider who became a prospector, is credited with discovering the original "broken hill" and co-founding the Broken Hill Proprietary Company (BHP) in 1885, which spurred the development of the mines and the city.

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## INTERNATIONAL RECOGNITION

The Museum has showcased its mineral collection at prestigious international mineral shows in Tucson and Denver, United States, and Munich, Germany. Minerals from the collection have also been featured in numerous Australian and international publications, including the "Australian Journal of Mineralogy" and "Rocks and Minerals".

The collection is a focal point for the Broken Hill community's pride, as it showcases the city's unique geological heritage and the impact its mining history has had on the city's social fabric. The Museum brings Broken Hill's history to life by connecting the scientific significance of the minerals with the stories of the people who discovered and studied them.

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## EVOLUTION OF THE COLLECTION

At the heart of the collection is the "Centenary Collection." This collection comprises of minerals acquired from the "Flossie" Campbell collection (acquired in the 1960s) and the Roy Waldron collection (acquired in 1983).

The Museum's collection has been further enriched through the acquisition of the Max Vincent collection (1988), donations from the Mine Managers' Association (1988), and the Meatheringham collection (2000).

Among the collection's items, are a number of world-class specimens and two extremely rare minerals: Hogenite and Paceite. These minerals, discovered in Broken Hill in 2002, are named after local collectors Graham Hogan and Frank Pace. Of the six known specimens, one is held by the Museum, while others reside in institutions like Museum Victoria, the Australian Museum, and Western Sydney University.





# PROGRAMMING PRINCIPLES

## CELEBRATING BROKEN HILL'S PEOPLE AND HISTORY

The Museum is dedicated to honouring the rich heritage and contributions of the people of Broken Hill, showcasing their stories and preserving their legacies.

## CELEBRATING THE BREADTH OF GEOSCIENCE

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

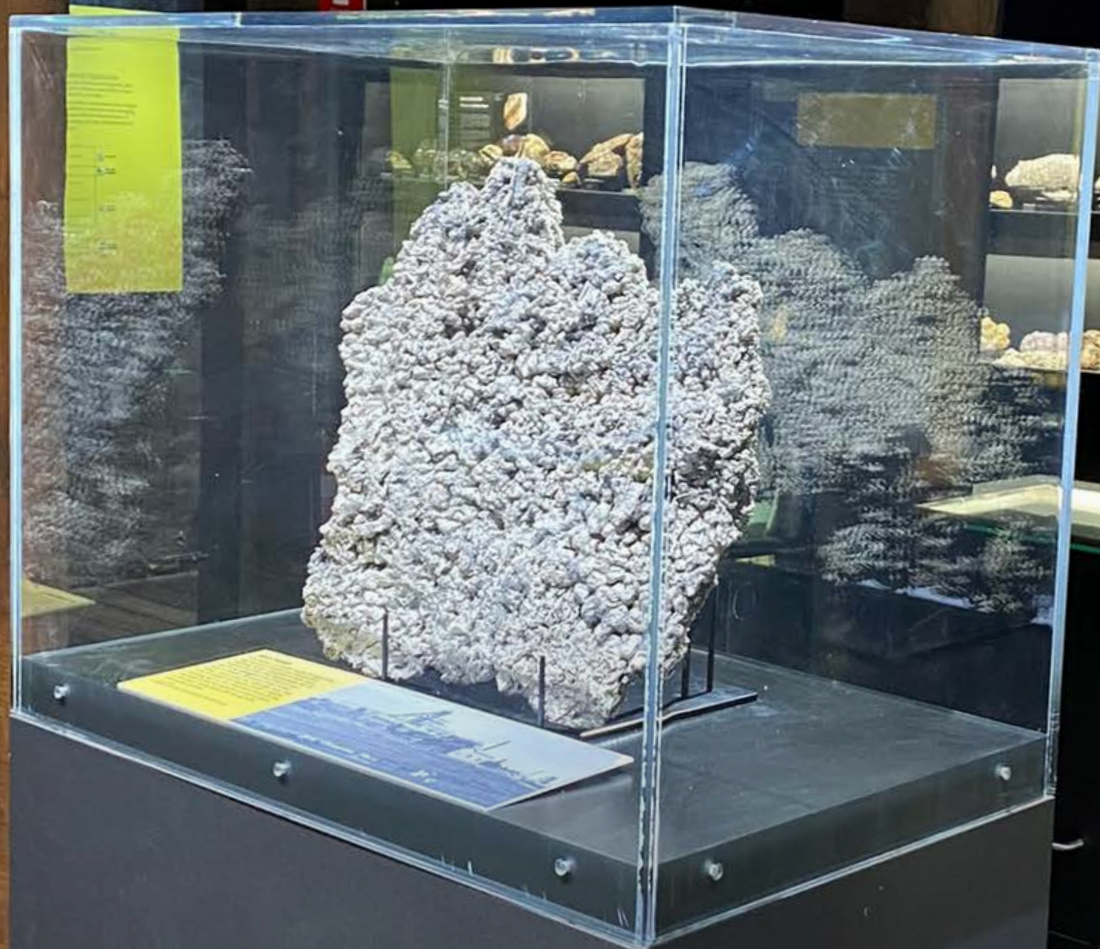
## BRINGING STORIES TO LIFE

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

## ENGAGING ALL AGE GROUPS

With its diverse range of educational programs and exhibits tailored to different age groups, the Museum ensures that visitors of all ages can actively participate, learn, and be inspired by the wonders of geoscience and the region's mining heritage.





The large silver nugget (42kg)



# FUTURE PROGRAMS AND PROJECTS



Interactive microscope

The Museum's future programming is designed to leverage its substantial standing collection of artifacts, ensuring that it amplifies Broken Hill's geological and social history education.

With a focus on engaging storytelling, new exhibits will delve deeper into the rich tapestry of Broken Hill's history, offering visitors a fresh perspective by aligning geological artifacts with compelling social history narratives. This approach aims to illuminate the intriguing facets of Broken Hill's past, enabling a fuller exploration of the town's transformation over time.

A key component of this strategy will be upgrading existing display cabinets and accompanying text to facilitate more dynamic presentations and a more interactive visitor experience. Alongside these physical upgrades, ongoing cataloguing of the existing collection is a priority. This ensures that the artifacts are preserved with comprehensive records, enabling ease of access and improved educational outreach. It will also allow for the selective acquisition of new pieces that will complement the collection, filling in historical gaps and broadening interpretive possibilities. Adding guided tours to the space will take advantage of staff's deep knowledge of Broken Hill's rich geological heritage.



Display cabinets featuring minerals from Broken Hill and surrounding district

Ultimately, the progression of the Master Plan to redevelop the Museum will present a fundamental shift in how programming is designed and delivered. This redevelopment initiative aims to elevate the Museum's infrastructure, visitor experience, and educational offerings. An expanded Museum will allow for new and innovative displays in an inspiring and immersive environment that captivates visitors of all ages. Over the course of this plan, the focus will be on gaining support and funding to complete stage 1 of the redevelopment. In time, a reinvigorated Museum will combine state-of-the-art technology and interactive exhibits to amplify a truly dynamic program of work to delight visitors and the local community

Establishing a Line of Lode display stands out as a unique offering that incorporates geological samples, illustrating the specific minerals

extracted from key locations. This display is both an educational tool and a testament to Broken Hill's mining heritage. Additionally, the programming will investigate ways to highlight the local Indigenous community's connection to the land and their historical and contemporary use of the area. By exploring ways to integrate Indigenous perspectives, the Museum aims to foster a more inclusive understanding of the landscape's significance.

Future programming will also highlight key items within the Museum's collection. By focusing on key artifacts, visitors can gain insights into significant events and innovations that shaped Broken Hill and the broader geological landscape of New South Wales. This method promises to educate and inspire a deeper appreciation for the intricacies of regional geology and its socio-economic implications.



# ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS

With Broken Hill's dedication to preserving heritage and fostering a vibrant museum culture, the Museum functions within a dynamic environment where maintaining strong local ties and attracting tourists are equally important. As visitors increasingly seek more diverse and interactive experiences with museum collections, the Museum is committed to adapting its operations to align with these evolving expectations. This proactive approach aims to deliver an engaging and enriched visitor experience that resonates well into the future, ensuring the institution remains relevant and captivating.

One of the Museum's core strengths lies in its varied and captivating collection, which holds significant heritage value and has garnered strong community support. This is further enhanced by a unique combination of mineral and social history narratives, which appeal especially to researchers and benefit from a passionate and knowledgeable staff base. However, the Museum faces challenges, including the need for more interactive displays to encourage repeat visits and broader appeal, with a particular gap in engaging young families. It is constrained by its existing building and limited resources, alongside a necessity for more compelling storytelling of social history.

Looking ahead, there are distinctive opportunities, such as executing the Master Plan for future development, exploring external funding, enhancing its digital presence with a new website, and introducing regular temporary exhibitions to keep the experience fresh.

Collaborations with the Gallery for shared resources and geo-trail links present further growth potential. Nonetheless, the centre must navigate threats that include the risk of the Master Plan stalling without ongoing focus, the challenge of maintaining attendance, and adjusting to educational curriculum changes to remain relevant to young audiences. Addressing these elements will be critical for the Museum's sustained evolution and impact.

# SWOT ANALYSIS

The SWOT analysis below is a distillation of community and stakeholder feedback received for drafting this strategic plan.

## ✓ STRENGTHS

- Varied and fascinating collection, heritage significance
- Strong community support
- Master Plan work has been completed
- Mix of minerals/social history is the Museum's point of difference
- Appeal to researchers
- Passionate and knowledgeable staff
- Strong cultural relevance to Broken Hill

## ✗ WEAKNESSES

- Low repeat attendance
- Lacking broad appeal
- Limited to existing building footprint
- Limited experiences that offer interactive experiences
- Limited experiences that engage kids/families
- Limited staff resourcing
- Need to tell the stories of social history in a more compelling way

## 📈 OPPORTUNITIES

- Master Plan – further design work and tech specs
- Master Plan – opportunities for corporate sponsorship
- Website development
- Ongoing development of exhibitions; introducing regular, temporary exhibitions.
- Links to geo trail/silver trail. Using the Geo as a starting point.
- Shared human resources with the Gallery
- Guided tours
- Finalising the cataloguing of the collection and moving to acquisition which will identify gaps within the collection
- Greater focus on social history
- Be part of multi-day experiences

## 📉 THREATS

- Without focus and effort, the Master Plan could languish
- Limited growth in attendance
- Without the additional social history/storytelling aspects, attendance could decline.
- Lack of relevance to young people
- Changes to the NSW secondary curriculum; need to stay relevant

# STRATEGIC GOALS AND INDICATORS

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The Museum is committed to enhancing its role as a leading heritage and cultural institution in Far West NSW. It has identified six key strategic goals to navigate its complex operating environment while resonating with the insights gathered through extensive stakeholder engagement encompassing attendees, staff, and management.

The first strategic goal focuses on the continued development of the Master Plan, ensuring that the Museum's future is both visionary and attainable. In tandem, the organisation aims to build museum management best practices, including establishing an advisory committee to leverage Museum-specific expertise. The committee should also have a role in exploring potential fundraising opportunities for the Museum's redevelopment.

Another goal is consolidating the collection, which enhances the Museum's research potential and fosters deeper cultural insights.

Broadening audience appeal is vital if the Museum is to increase its impact. Therefore, there will be a focus on engaging with target demographic sectors through innovative exhibitions and programming. Increasing attendance is a priority, achievable through refined communication strategies and robust marketing efforts that resonate with existing and potential visitors.

Lastly, enhancing commercial income generation (from retail, venue hire and special events) is essential for maintaining sustainable growth and operational excellence.

These strategic goals reflect the Museum's commitment to adapting and thriving in an ever-evolving cultural landscape, ensuring its lasting relevance for Broken Hill's residents and visitors.





Display of satirical cartoons by Claude Marquet from the early 1900s

## IN SUPPORT OF THESE GOALS, THIS STRATEGIC PLAN FOCUSES ON THE FOLLOWING KEY PROJECTS:

Museum placement/exchange program to grow the skills of our staff

Funding for additional temporary exhibitions to ensure ongoing novelty in the museum offering

The development of a standalone Museum website

The development of an interactive digital approach to the Museum

## AREA OF OPERATION 1

## CONTINUED DEVELOPMENT OF THE MASTER PLAN

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Designs and tech specs for the Museum expansion completed within the next two years	Implementation of Stage 1	Funds sourced to allow for the completion of designs and tech specs	Designs and tech specs complete		
Goal 2	Fundraising campaign to raise \$ for stage 1	Stage 1 completed		Strategy in place to raise funds	Campaign launched	Funds raised to match with government grants.

## AREA OF OPERATION 2

## BUILDING IN MUSEUM MANAGEMENT BEST PRACTICE (INC. ADDING AN ADVISORY COMMITTEE)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Add expertise in museum management (specialising in curatorial and collection management)	Museum expertise integrated within staffing structure	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff
Goal 2	Museum placement/ exchange program for management staff	Program in place (2-3 placements per year)	2-3 placements per year	2-3 placements per year	1-2 placements per year	1-2 placements per year
Goal 3	Establishment (setting of roles & responsibilities) of advisory committee (355 committee)	Advisory committee established and maintained. Committee to provide curatorial advice, build community support, and explore fundraising options for the Master Plan.	Advisory committee established.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.

## AREA OF OPERATION 3

# CONSOLIDATING THE COLLECTION (INC. PROMOTING RESEARCH POTENTIAL)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Finalising the catalogue	Complete, and used to aid strategic acquisition	Cataloguing complete	Acquisition and de-accession being implemented according to the Collection Management policy.	Acquisition and de-accession being implemented according to the Collection Management policy.	Acquisition and de-accession being implemented according to the Collection Management policy.
Goal 2	Additional acquisitions thereafter, according to the Collection Management Policy and associated documented procedures.	Fill gaps in collection, focusing on local minerals.			Acquisition and de-accession are used to guide collection growth.	Acquisition and de-accession are used to guide collection growth.

## AREA OF OPERATION 4

# BROADENING AUDIENCE APPEAL

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Clear focus and strategy for kids/families	# of families and kids visiting (as % of total attendance)	5% increase on previous year	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Added focus on telling compelling social history stories	% of floor space dedicated to social history	At least 25% of floor space is dedicated to social history stories	Maintained	Maintained	Maintained
Goal 3	Clear alignment with education curricula	In place	Maintained	Maintained	Maintained	Maintained
Goal 4	Adding more interactivity into displays	% of interactive displays as a proportion of total displays)	50%	60%	70%	80%
Goal 5	Regular temporary exhibition program	In place	Maintained	Maintained	Maintained	Maintained



## AREA OF OPERATION 5

# INCREASE ATTENDANCE THROUGH IMPROVED COMMUNICATIONS AND MARKETING

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Promote the multipass	Increase entry via multipass	5% increase in current usage	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Build the marketing database and implement e-newsletter	# of database entries and # of e-newsletter subscribers	10% on current measures	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 3	Design and implement website.	In place	In place	Refreshed	Refreshed	Refreshed

## AREA OF OPERATION 6

# INCREASING COMMERCIAL INCOME

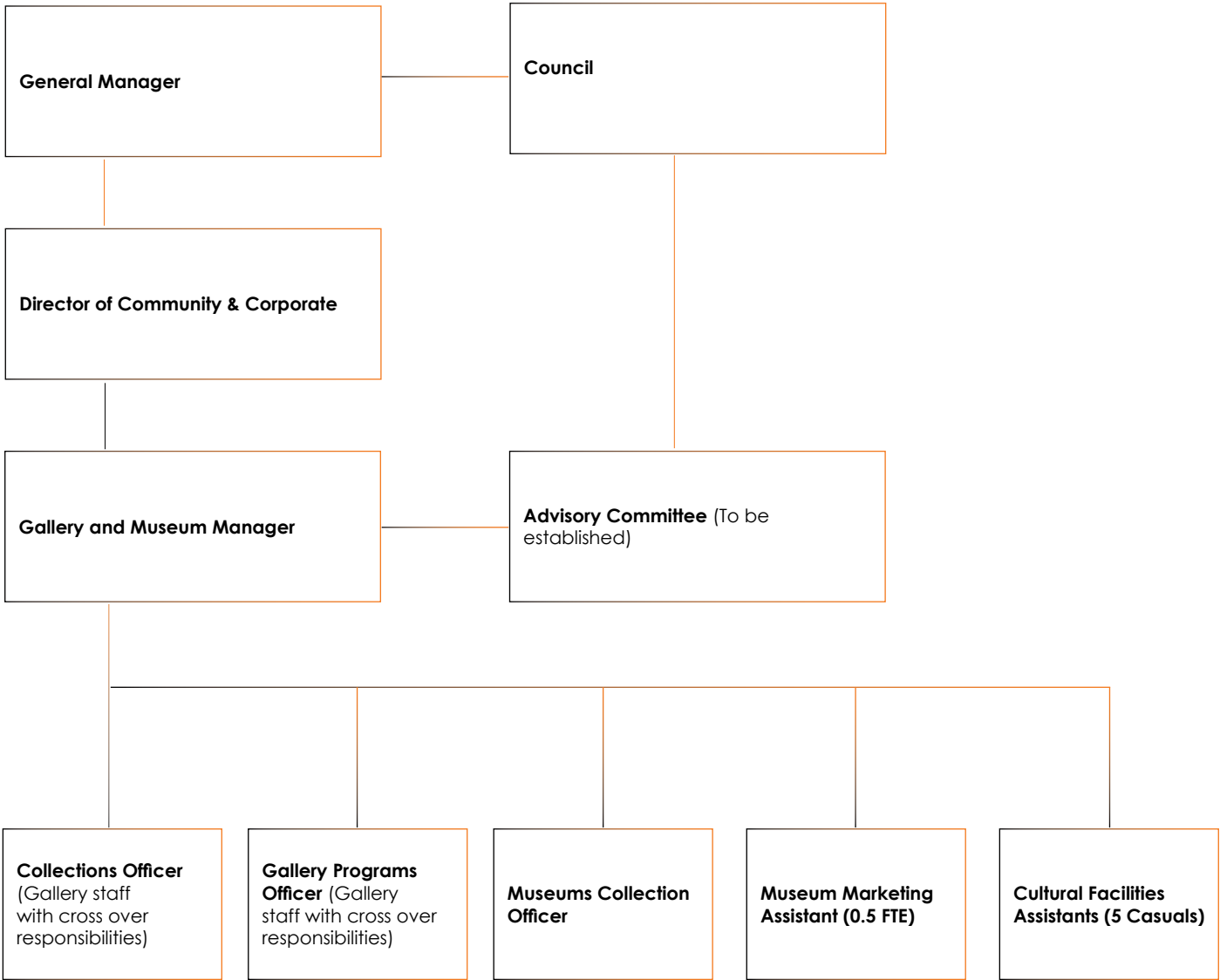
	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Boosting retail and adding online retail	Increase in sales	10% increase in current online sales	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Promoting as a venue for venue hire.	Increase in venue hire revenue	10% increase on venue hire	5% increase on previous year	5% increase on previous year	5% increase on previous year



Red and/or pink minerals containing Manganese

# GOVERNANCE

The Museum is owned and managed by the Broken Hill City Council. As such, it does not have a formal independent board structure. However, as reflected in this strategic plan, an Advisory Committee that advises the organisation's collections and exhibition activities would provide additional museum expertise, ensuring best museum practices.







Freestanding displays in the Mineral Gallery

# MODERN WORKPLACE CONDITIONS

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As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

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Our commitment to fair pay and conditions manifests in paying staff according to established award rates.

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Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone.

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Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

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Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance.

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Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive anti-bullying policies designed to protect and empower our staff.

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Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.





Centenary Gift (etched glass) by Helmut Heibel



# RISK ASSESSMENT

## DAMAGE TO OR THEFT FROM THE COLLECTION

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Likelihood: Medium

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Potential Impact: High

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Mitigation Strategies: The Museum should implement security protocols, including surveillance systems and controlled access measures to protect the collection. Regular inventory audits and staff training on handling and safeguarding artifacts can minimise risks.

## POOR ATTENDANCE AND LOSS OF RELEVANCE

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Likelihood: Medium

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Potential Impact: High

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Mitigation Strategies: The Museum should focus on dynamic, audience-centric marketing campaigns highlighting new and engaging exhibits and activities. Collaborating with local schools and community organisations can help broaden reach and enhance relevance. Regularly soliciting visitor feedback to adapt offerings based on public interest can also ensure the Museum remains a vibrant community staple.

## INABILITY TO PURSUE THE MASTER PLAN FOR REDEVELOPMENT AND EXPANSION

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Likelihood: Medium

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Potential Impact: Medium

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Mitigation Strategies: Establish an advisory committee to develop links to private donors and corporate sponsorships. Maintaining strong relationships with governmental and heritage organisations can provide access to strategic advice and additional resources. Transparent communication about the Master Plan's benefits can cultivate public support, fostering a favourable environment for its execution.

## RETAINING KEY STAFF

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Likelihood: Medium

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Potential Impact: Medium

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Mitigation Strategies: Implementing employee engagement and development programs will aid in retaining key talent. Offering competitive benefits and fostering a supportive workplace culture to make the Museum an attractive environment for current and future staff.

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## REPUTATIONAL DAMAGE

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Likelihood: Low

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Potential Impact: High

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Mitigation Strategies: Regularly monitoring public feedback and promptly addressing concerns will demonstrate accountability. Proactively sharing positive stories and achievements through various media channels can enhance the Museum's public image and build community trust.

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# MARKETING AND COMMUNICATION

By focusing on key areas, we aim to enhance visibility, increase visitor engagement, and strengthen community ties.

Our marketing and communications strategy centres on positioning the Museum as a leading cultural and educational destination in Broken Hill, one which can be enjoyed multiple times by residents and visitors.

## **ESTABLISHMENT OF A DEDICATED MUSEUM WEBSITE**

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

## **REGULARLY TURN OVER EXHIBITIONS**

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

## **BETTER TOURISM AND HOSPITALITY COLLABORATION**

We will forge partnerships with local tourism and hospitality businesses to create bundled offerings and joint promotions. Collaborations with hotels, tour operators, and travel agencies can enhance our reach and attract tourists. Developing exclusive packages or experiences with partners will position the Museum as an integral part of the regional tourism landscape.

## **BUILDING THE MUSEUM'S CONTACT DATABASE**

A comprehensive contact database is essential for targeted communications. We will implement initiatives to expand our database, including membership drives, unique event registrations, and digital campaigns. This resource will allow for personalised marketing and engagement efforts, fostering a deeper connection with our audience.





View across Museum from mezzanine floor

### IMPROVED SOCIAL MEDIA ENGAGEMENT

Enhancing our social media presence through engaging content and interactive posts will be a priority. By leveraging platforms like Instagram and Facebook, we will share compelling stories, behind-the-scenes looks, and timely updates. Video reels provide a short, engaging way to tell intriguing stories based on the Collection. Engaging with our audience through comments, live sessions, and social media campaigns will build a vibrant online community.

### MAKING THE MUSEUM THE START OF LOCAL HERITAGE TRAILS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

### SINGLING OUT HIGHLIGHTS IN THE COLLECTION

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

### INTERACTIVE DISPLAYS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

## APPENDIX A

# ALIGNMENT WITH ARTS AND CULTURAL FUNDING PROGRAM (ACFP) PRIORITIES

The Museum's goals are closely aligned with Create NSW's priority areas, reinforcing our commitment to community engagement and educational outreach.

## FIRST NATIONS STORIES AND COMMUNITIES

The Museum is one of Broken Hill's platform for engaging with the Indigenous history of our region. We aim to thoughtfully present and explore the complex narratives surrounding First Nations communities, respecting and amplifying their voices.

## NEXT GENERATION OF CREATIVES AND AUDIENCES

Recognising the importance of engaging young minds, our strategic plan prioritises initiatives that connect with youth, immersing them in geoscience and revealing the rich tapestry of local history, inspiring the scientists and historians of tomorrow.

## WESTERN SYDNEY AND/OR REGIONAL NSW

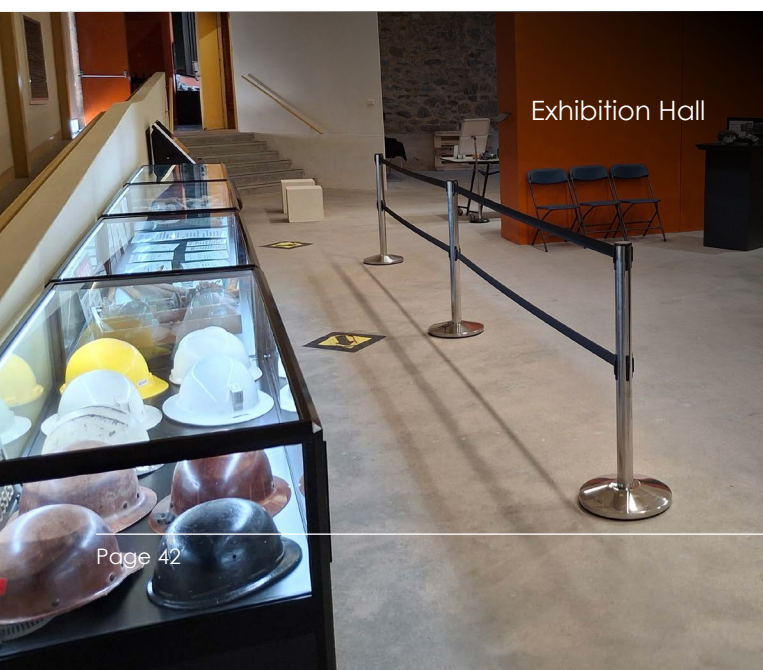
Proudly located in Far West NSW, we act as a key heritage institution dedicated to showcasing exhibits that reflect the unique stories and cultural heritage of our area.

## BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

Embracing the diverse tapestry of the Broken Hill community, the Museum is committed to celebrating diversity both locally and globally. Our audience is diverse, reflecting the universal nature of geoscience and the inclusive stories our exhibits tell.

## ACCESSIBILITY AND EQUITY

Our Master Plan redevelopment is dedicated to enhancing accessibility, ensuring the Museum is welcoming and user-friendly for everyone. By maintaining affordable ticket prices, we strive to offer equitable access, inviting the entire community to engage with our rich collection.







Exhibition Hall





[brokenhill.nsw.gov.au](http://brokenhill.nsw.gov.au)