

# **GISBORNE MUSEUM OF ART AND HISTORY TRUST**

Operating as Tairāwhiti Museum

## **BUSINESS PLAN**

**2018-2022**

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## **Purpose**

This Business Plan sets out the key objectives of the Gisborne Museum of Art and History Trust (trading as Tairāwhiti Museum) for the period 1 July 2018 – 30 June 2022 and the significant projects it intends to complete within the period. This plan also includes Performance Targets and a four-year budget projection.

The plan covers the final four years of the Museum's current 'Contract for provision of museum services' and the end of the first term of the 'Lease Agreement', both signed with Gisborne District Council in 2001.

This plan has been developed based on maintaining existing levels of service and staffing.

The museum trust acknowledges that some of the projects and activities identified in this plan will be reliant on special funding and are therefore not included within the Performance Targets at this time. Special projects will be discussed within the museum's Annual Plans, and included as performance targets once funding is secured.

This plan will be supported by a separate, detailed Annual Plan and Budget, published each year by 30 May.

This plan does not report on the past performance of the Museum. This information can be found in the Annual Report published each year by 30 October.

## Background

Tairāwhiti Museum is the trading name of the Gisborne Museum of Art and History Charitable Trust. The Museum was established in 1954 and changed its legal structure from an incorporated society to a charitable trust in 1999.

11 trustees are appointed to the Museum Trust Board from the following bodies:

- 4 Friends of Tairāwhiti Museum Incorporated
- 2 Gisborne District Council
- 1 Te Aitanga-ā-Mahaki,
- 1 Ngāi Tāmanuhiri,
- 1 Rongowhakaata,
- 1 Te Aitanga-ā-Hauiti
- 1 Ngāti Porou

The Friends of the Museum of Te Tairāwhiti was incorporated in 2006 to support and enhance the activities and operation of Tairāwhiti Museum. Membership is open to individuals, families and organisations by payment of an annual subscription. The committee appoints trustees to the Museum Trust Board.

The museum trust is committed to the following core principles:

- Act in accordance with the principles the Treaty of Waitangi
- Financial sustainability
- Value internal and external relationships through the principles of kaitiakitanga - guardianship, manaakitanga - respect and whanaungatanga – relationships
- Professional museum and art gallery practice standards

## Objectives of the Trust

The objectives of the Trust, as contained in the Trust Deed, dated 9 October 1999, are as follows:

- A. The provision and operation of a cultural centre where the history, art, culture, environment and heritage of Aotearoa New Zealand, with special reference to the Gisborne District, may be conserved, interpreted, studied, cherished and made available for the benefit of the people of New Zealand.
- B. The collection, purchase and other acquisition of objects that fit within the criteria from time to time specified in the Museum's policy documents.
- C. To stimulate the community's appreciation, understanding, and enjoyment of and involvement in, cultural heritage, local history, art, science and technology by providing exhibitions, public programmes, learning and research opportunities and the efficient interpretation of its collections and resources.
- D. To celebrate the rich cultural heritage of the Tairāwhiti region
- E. To use the resources of the museum to educate and enrich the lives of the people of New Zealand and promote the well-being of society
- F. To advance and promote cultural and scientific scholarship and research
- G. To achieve user satisfaction by consultation, responsiveness and continuous improvement
- H. To exercise leadership through professionalism, innovation, and co-ordination with relevant organisations
- I. To provide maximum community benefit from the resources available
- J. To support other individuals, groups and organisations with similar objectives

## Contracts and Agreements

### Contract for Services with Gisborne District Council

The Gisborne District Council contributes to the funding of the Museum under a twenty-one year formal contract between the Museum and the Council that began on 1 July 2001.

This Contract records the intention of the Council to:

*‘ensure the provision of Museum Services within the Gisborne District’*

and also states that:

*“The Trust will provide Museum Services and the Council will provide funding for those Museum Services for the term of this agreement...”* (Clause 1.1)

“Museum services” are defined in the agreement as the Objectives of the Trust, reproduced in the section above.

Under the agreement the Museum provides the Council with a Business Plan every three years containing the level of funding sought from the Council for the next three years for the provision of those Museum Services. In each year during the term the Museum also submits to Council an Annual Plan and Annual Report.

Once having approved the Business Plan and Annual Plan for provision of those Museum Services the Council is obliged to give due and reasonable consideration to providing additional funding to the extent that the cost of those services exceeds the 2001 Base Funding Level.

The Trust may from time to time seek additional funding from the Council in respect of specific programmes and/or for the longer-term strategic development of the Museum.

In addition to the Base Funding, the Council shall during each term provide further funding as may be required to meet the cost of rent, rates and insurance under the terms of the Trust’s lease.

### Deed of Lease with Gisborne District Council

In addition to the Contract for Services the Council has leased certain land and buildings to the Trust for a period of twenty-one years from 2001, with two further rights of renewal for periods of twenty-one years. A Variation of the Lease was agreed in 2007 by a working party consisting of Gisborne District Council and Museum Trustees, which clarified the Lessee’s and Lessor’s responsibilities for maintenance and insurance.

### Contract for Services with Ministry of Education

The Trust has a contract with the Ministry of Education for providing education services for the period 1 January 2017 – 31 December 2019.

## Business Objectives

The following key objectives provide the context and focus for this Business Plan and are intended to guide the Trust in developing Tairāwhiti Museum's role as a regional and community museum, and to assist in effectively responding to the needs and aspirations of the people of the Tairāwhiti in the provision of museum services.

Engaging our communities	Supporting significant Collections	Increasing Revenue-generation
Sustaining high visitor satisfaction	<b>Business Objectives</b>	Developing positive Partnerships
Delivering excellence in Education	Celebrating Tairāwhiti's art, culture and history	Maintaining a high quality facility

### Engaging Our Communities

Tairāwhiti Museum will be an institution visited regularly by Tairāwhiti residents, and those visitors will be increasingly reflective of the Tairāwhiti population.

Tairāwhiti Museum will continue to be a key year-round tourism facility in the region, and a 'must-visit' for visitors from elsewhere in New Zealand and overseas.

Tairāwhiti Museum will achieve this by continuing to provide a high-quality experience for all visitors – through a varied exhibition and events programme, excellent customer service and a well-maintained facility.

*Success in 'Engaging our communities' will be measured by recording the total number of physical museum users per annum, with a base target growing from 42,000 in 2018/19 to 45,000 in 2021/22.*

The museum will aim for growth in visitor numbers annually, reflecting both the population of Tairāwhiti and the number of tourists who visit Gisborne.

The museum will also record additional demographic data on an ongoing basis and collect qualitative and quantitative data on users of museum services annually.

## **Sustaining High Visitor Satisfaction**

Tairāwhiti Museum will continue to be rated by residents as one of the highest-rated community facilities in Gisborne.

Tairāwhiti Museum will achieve this by continuing to provide a high-quality experience and environment for all visitors – through a varied exhibition and events programme, excellent customer service and a well-maintained facility.

*Success in 'Sustaining high visitor satisfaction' will be measured by the results achieved in the Gisborne Annual Residents Survey.*

The museum will also collect, monitor and respond to qualitative and quantitative feedback on an ongoing basis and undertake a formal museum user survey every two years.

## **Delivering Excellence in Education**

Tairāwhiti Museum will continue to be assessed by the Ministry of Education as a high-quality provider of *Learning Experiences Outside the Classroom* and meet the targets identified in the LEOTC contract (2017 – 2019).

Tairāwhiti Museum will continue to receive high-satisfaction ratings from Tairāwhiti teachers who attend museum education programmes across the region and positive feedback from participating students.

Tairāwhiti Museum will continue to work with an advisory group of Tairāwhiti teachers and partner and support other regional providers of education services.

Tairāwhiti Museum will continue to honour Memorandums of Understanding with Nga Taonga a Nga Tama Toa Trust to develop and deliver education programmes within C Company Memorial House, and to develop and deliver education programmes with Eastwood Hill Arboretum. Tairāwhiti Museum will continue to partner and support other regional providers of education services.

Tairāwhiti Museum will successfully negotiate a new LEOTC contract with the Ministry of Education in 2019 for the years 2020 – 2023.

*Success in "Delivering excellence in education" will be measured using the targets, aims and priorities set by the Ministry of Education each calendar year.*

The museum will also collect, monitor and respond to qualitative and quantitative feedback from teachers on an ongoing basis.

## **Celebrating Tairāwhiti's Art, Culture and History**

Tairāwhiti Museum will deliver a diverse and high-quality programme of temporary exhibitions and these will be detailed in the Annual Plan for each year. Exhibitions will be planned strategically to deliver a diverse and relevant programme for local visitors and national and international tourists.

Tairāwhiti Museum's key priorities for its exhibition programme are to celebrate and share the stories of our region and its people, to fulfil its combined museum and art gallery functions by delivering a diverse mix of art and history exhibitions each year, and to utilise museum collection's regularly.

A priority for the period from 1 July 2018 will be to deliver exhibitions and programmes which connect to nationally significant commemorations, including the first encounters between the crew of the Endeavour and tangata whenua in Tairāwhiti in 2019; and anniversaries relating to the New Zealand Wars on the East Coast. These projects may be reliant on special funding.

Tairāwhiti Museum has two long-term exhibitions which explore the history of the region, and provides visitor access and exhibitions within two historic buildings in the museum complex which are owned by GDC - the Star of Canada and Wyllie Cottage. These galleries will be maintained and improved throughout the period, with major upgrades possible, reliant on special funding.

Tairāwhiti Museum will continue to honour a Memorandum of Understanding with Professor Jack Richards to display decorative arts and art from his personal collection at the Museum.

Tairāwhiti Museum functions as an accessible community facility in which public events, activities and programmes occur over the year, delivered by, and catering to our diverse communities. This will continue to be a key activity undertaken by the museum in partnership with community groups working within the arts, including music, theatre, dance, kapa haka and education.

*Success in 'Celebrating Tairāwhiti Arts, Culture and History' will be measured by providing a diverse programme of temporary exhibitions annually, of which five must focus on subjects relating to Tairāwhiti art and history, and five must include museum collections. The museum will also deliver at least 10 public programmes per year.*



## Supporting Significant Collections

Tairāwhiti Museum will continue to improve standards of care to the collections in its care according to museum policies, and New Zealand museum standards of best museum practice. It will work to a specific collections care activity plan with projects prioritised according to need and risk. Key priorities for the period of this plan include upgrades to the museum's taonga Māori store and improving accessibility to the museum's archive collections.

Tairāwhiti Museum will acquire new items for the collection in accordance with its policies, the Museums Aotearoa Code of Ethics and relevant legislation. Development of the collection will be sustainable and continue to be reliant primarily on community support through gifts, donations and bequests, rather than purchases.

Tairāwhiti Museum collections will continue to operate a by-appointment Research Centre where any person can physically access (with the support of staff) collections for personal or professional reasons. The museum will also provide a 'distance' research service for researchers outside of the region.

Tairāwhiti Museum will seek to improve virtual and digital access through collection digitisation activities through this period, although this will be reliant on special funding.

Tairāwhiti Museum staff and others will undertake research, publications, and promotion of the museum collections through this period.

*Success in 'Supporting significant collections' will be measured by demonstrating that the collection has been developed according to museum policies; that at least 75% of new acquisitions are by gift, donation or bequest; that no museum objects are damaged or stolen as a result of practices and environments that do not meet museum standards; and that all research enquiries are responded to within 10 working days.*

## Increasing Revenue-generation

Tairāwhiti Museum will focus on continuing to provide museum services within a sustainable financial model for the period of this plan. The projected budget provided at the end of this plan demonstrates the cost of providing core museum services (primarily funded by Gisborne District Council and the Ministry of Education) and projected sources of income (excluding grants and donations). Based on a proposed small annual increase in GDC funding, and no annual increase in Ministry of Education funding annually the museum will be increasingly supported by additional revenue-generating activities with a particular focus on delivering year-on-year increases in admissions income from tourists and retail operations.

The museum will in addition actively seek grants, sponsorship and partnerships to undertake and support special activities within all of the business activities above as noted. The ability to proceed with special projects will be dependent on receiving external funding.

*Success in 'Increasing Revenue-Generation' will be measured by demonstrating a year-on-year increase in income generated through museum activities; and by delivering an Annual Report which demonstrates that museum services are being delivered sustainably.*

## Maintaining a high quality facility

Tairāwhiti Museum acknowledges that delivering these business objectives is contingent on maintaining a high quality facility, that the trust and Gisborne District Council have specific obligations under the terms of the 2001 Lease and 2007 Variation of Lease and that both parties must work closely together on facility maintenance.

An ongoing programme of upgrades, improvements and maintenance will ensure the trust can deliver its objectives and this work will be prioritised based on need, risk, and available funding.

Replacement of the museum roof is a priority project and once complete the museum trust will continue to focus on delivering improvements and upgrades, including the following key projects:

1. Upgrade taonga Māori store to meet New Zealand museum standards
2. Develop café kitchen, seating and decking area
3. Upgrade wall linings, carpets, lighting in 1970s galleries
4. Improve external interpretation of museum site and buildings
5. Planning for Star of Canada refurbishment and improved access in partnership with Gisborne District Council
6. Planning for archives and photographs collection store upgrade

*Success in 'Maintaining a High Quality Facility' will be measured by meeting the obligations of the Lease Agreements with Gisborne District Council and delivering ongoing improvements and upgrades as per our Facility Development Programme.*

## Developing Positive Partnerships

Tairāwhiti Museum works in partnership with many other organisations across the region, New Zealand and the world to support activities that relate to its purpose, and those organisations with shared aims. Some of the key partnerships identified for the period of this plan include:

### Gisborne District Council

- Meet the provisions of the contract for services and deed of lease and sustain positive communications with staff and Council.
- Provide support to council activities, particularly within the arts, heritage, community services and tourism areas, for example Navigations Project.
- Collaborate with HB Williams Memorial Library and Gisborne District Council Archives to support community needs, particularly in regard to research services.
- Within the period of this plan GDC and the Museum will need to work together to prepare a new contract for services and to renew the lease agreement to operate from July 2022.

### Ministry of Education

- Meet the provisions of the current contract for services.
- Within the period of this plan the Museum will need to bid for a new LEOTC contract to enable the museum to continue to provide education services from January 2020.

### The Friends of the Museum of te Tairāwhiti Inc

The Friends of the Museum are a membership organisation that supports and enhances the activities of the Museum through providing support for events, programmes and exhibitions and making purchases for the museum collection. The committee appoints four trustees to the Museum Trust Board.

### Nga Taonga a Nga Tama Toa Trust

The Trust operate 28<sup>th</sup> Battalion C Company Memorial House next door to the Museum. Both organisations have a Memorandum of Understanding in place regarding education, collections, exhibitions support.

### Iwi Organisations

Five Tairāwhiti iwi have the right to appoint a trustee to the museum trust board. In addition, the museum has continuing relationships through iwi organisations regarding care and access to taonga, exhibitions and public programmes.

### Gisborne Artists' Society

The Gisborne Artists' Society run out of Lysnar House, neighbouring the Museum. The museum, when possible, hosts an annual group exhibition of the work of members.

### Exhibit Café

The museum manages a licence for the operation of the museum café (Exhibit). Licencee, licensor responsibilities are provided within the Licence and will be in place through the period of this plan.

Other museum partnerships include:

Eastern Institute of Technology	exhibitions and community events; internships, teaching – Te Ara Pourewa programme; teaching support; annual graduate exhibition – Toihoukura; support emerging artists – museum collection
Te Wānanga o Aotearoa	Exhibitions, community events, community school education programmes; collections support
Te Runanga o Tāanganui a Kiwa	Community events
Tūranga Ararau	Community events and education programmes
Te Hā Trust	Community and education events and exhibitions
Tairāwhiti Voyaging Trust	Support for education programmes
Heart of Gisborne	Support of Heart of Gisborne initiatives – events, activities
Activate Tairāwhiti	Support regional tourism initiatives, promotion of tourism activities
Eastwood Hill Arboretum	Memorandum of Understanding to provide schools education programmes
Historic Places Tairāwhiti	Community events, support built heritage activities – interpretation, research services
East Coast Museum of Technology	Advice, promotion
Gisborne Aviation Preservation Society	Advice, promotion
Wairoa Museum	Advice, promotion, development and delivery of education programmes
Professor Jack C Richards	Memorandum of Understanding for Jack C Richards decorative arts gallery, concert programme, collection development and support
Gisborne Museum of Art and History Endowment Trust	Funding for collection acquisitions, capital expenditure and special projects
Eastland Community Trust	Funding for special community projects
Ministry for Culture and Heritage	Funding for special heritage projects
Creative New Zealand	Funding for arts projects
Local suppliers of goods and services	90% of goods and services the museum purchases are from local suppliers and businesses
Community organisations and businesses	Advice and support in caring for historical records and artefacts, research services
Local, national and international museums and art galleries	Sharing exhibitions, collections, expertise

*Success in 'Developing Positive Partnerships' will be measured by maintaining formal partnerships established by Contract, Licence, MoU, or other means and by demonstrating through the delivery of partnership projects that the museum works actively with others to support of arts, culture, heritage and tourism activities in Tairāwhiti for the benefit of our communities.*

## Performance Targets

	Supports Trust Objectives	2018/19	2019/20	2020/21	2021/22
<b>Engaging our Communities</b>	A, C, D, E, G				
Number of visitors to museum facilities per annum		42,000	43,000	44,000	45,000
<b>Sustaining High Visitor Satisfaction</b>	A, G, I				
Satisfaction of GDC residents		90%	90%	90%	90%
<b>Delivering Excellence in Education</b>	C, E, F, G, H, I, J				
Meet Ministry of Education targets as per contract		Y/ N	Y/N	n/a	n/a
Successfully negotiate new LEOTC contract in 2019		n/a	Y/N	n/a	n/a
<b>Supporting Significant Collections</b>	A, B, C, D, E, F, G, H				
Collection research enquiries responded to within 10 working days		Y/N	Y/N	Y/N	Y/N
Collections are cared for to museum standards (no theft/loss or damage)		Y/N	Y/N	Y/N	Y/N
Collection is developed according to policies		Y/N	Y/N	Y/N	Y/N
Level of collection acquisition via gift, donation and bequest		80%	80%	80%	80%
<b>Celebrating Tairāwhiti's Art, Culture and History</b>	A, C, D, E, I, J				
Deliver a diverse range of temporary exhibitions annually		Y/N	Y/N	Y/N	Y/N
		5	5	5	5
Deliver exhibitions focusing on Tairāwhiti artists and Tairāwhiti History		5	5	5	5
Deliver exhibitions utilising museum collections		10	10	10	10
Public programmes delivered					
<b>Increasing Revenue-Generation</b>	H, I				
Increase museum-generated revenue each year		Y/N	Y/N	Y/N	Y/N
<b>Developing Positive Partnerships</b>	H, I, J				
Meet obligations of Contract for Service with Gisborne District Council		Y/N	Y/N	Y/N	Y/N
<b>Maintaining a High Quality Facility</b>	A, G				
Meet obligations of Lease Agreement with Gisborne District Council		Y/N	Y/N	Y/N	Y/N