

TAURIKURA

# ANNUAL PLAN

2020 - 2021





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

Operating as Tairāwhiti Museum

Annual Plan

**2020-2021**

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## **Purpose**

This Annual Plan sets out the key objectives of the Gisborne Museum of Art and History Trust (trading as Tairāwhiti Museum) for the period 1 July 2020 – 30 June 2021 and the significant projects it intends to complete within the period. This plan also includes Performance Targets and a budget projection.

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.

This Annual Plan is based on the Business Plan 2018 – 2022 published in January 2018, and is designed to be read in conjunction with that document.

The Business Plan provides a detailed explanation of the background and objectives of the Trust, Contracts for Service with Gisborne District Council and the Ministry of Education.

The Business Plan details eight **Key Business Objectives**, which 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>Key Business Objectives</b>	Developing positive Partnerships
Delivering excellence in Education	Celebrating Tairāwhiti's art, culture and history	Maintaining a high quality facility

## **Overview of key activities for 2020/21**

The Tairāwhiti Museum showcases Tairāwhiti's art, culture and heritage and is obligated to provide responsible stewardship of the collections in its care.

Key priorities for this year are:

- Work in partnership with Gisborne District Council to prepare for the upcoming renewal of the Lease Agreement and Contract for Services.
- Develop and deliver an innovative and exciting programme of temporary art and history exhibitions and events.
- Develop and deliver successful LEOTC museum education programmes meeting targets and aims set by Ministry of Education.
- Maintain, develop, and improve standards of care and access to the Museum's collections with a particular focus on:  
*Redevelopment planning for the museum's taonga Māori store*  
*'Collections Online' project development, delivery and public launch*
- Generate earned income and actively seek grants, sponsorship and partnerships to undertake and support museum operational activities and significant projects.



Raranga Wānanga (weaving workshop) with Tū te Whaihanga taonga, October 2019

## **Business Objectives**

### **Engaging Our Communities**

Tairāwhiti Museum will be an institution visited regularly by Tairāwhiti residents, and a key year-round tourism facility in the region.

*Success will be measured by:*

#### **1. Achieving the target of **45,000\*** physical museum users per annum**

\*The annual visitation target has been kept at 45,000 despite an expected reduction in international tourists over 2020/21 due to Covid-19. While it is likely we will not achieve the target of 45,000 this year, we will be focusing on promoting the museum to local residents and domestic tourists and are hopeful there will be an increase in visitation by these audience groups to make up for the lack of international visitors.

### **Sustaining High Visitor Satisfaction**

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

*Success will be measured by:*

#### **1. Achieving the target of a **90%** community satisfaction rating in the Gisborne Annual Residents Survey**



School holiday art workshops, July 2020. Images courtesy The Gisborne Herald



## 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*.

The Museum's current contract for services ends in December 2021. The museum expects to respond to an RFP from the Ministry of Education in a contestable funding round in mid-late 2021.

*Success will be measured by meeting the following targets specified in the museum's LEOTC contract:*

- 1. Services promoted to 100% of the 65 schools in the region**
- 2. 8,600 students participating in museum school visits, outreach or wānanga\***
- 3. Undertaking regional outreach**
- 4. Meeting quality assurance and timeline targets achieved as per milestone schedule**
- 5. Meeting with Museum Education Liaison Committee members**

\*due to the impact of COVID-19, the Ministry of Education has removed some of its student participation targets for 2020. The Ministry has increased emphasis on LEOTC contractors supporting schools more flexibly with an increased focus on digital learning, virtual learning, school-based workshops and professional development.



Pōhiri for return of Hinematiaro Poupou from Germany at Hauiti Marae, October 2019

## Celebrating Tairāwhiti's Art, Culture and History

Tairāwhiti Museum will deliver a diverse and high-quality programme of temporary exhibitions and public programmes celebrating and sharing the stories of our region and its people.

- This year Tairāwhiti Museum will also be focusing on the redevelopment of the long-term exhibition, *Watersheds*.
- The exhibition *Tū te Whaihanga*, due to close in October 2020 has been extended until at least April 2021 and will be a focus for programming, education, and attracting domestic visitors over the 2020/21 summer months.

*Success will be measured by delivering:*

1. **a diverse programme of temporary exhibitions annually\***
2. **at least five exhibitions focusing on Tairāwhiti art and history**
3. **at least five exhibitions which include museum collections**
4. **at least 10 public programmes**

Currently scheduled exhibitions for 2020/21 include:

Exhibition 2020 - 2021	Type	Utilising museum collection	Tairāwhiti focused content	Opens
Decorative Arts Gallery	Decorative Arts	Y	N	ongoing
Posing, Not Posing	History, Photography	Y	Y	ongoing
Tū te Whaihanga	History	Y	Y	ongoing
The Sculptured Wall: Richard Rogers	Local Art	Y	Y	ongoing
Po! Po!: Te Kahu, Makowharemahihī-Pahi	Local Art	N	Y	2 July
Landscapes: Pru Davies	Local Art	N	Y	7 August
Places and Faces	History, photography	Y	Y	August
Artists, Potters and Camera Club Exhibition	Local Art/craft	N	Y	28 August
Te Hono Wai, Where the Waters Meet: Jo Torr	National, History/contemporary	N	N	11 September
Mareikura – The Goddess: Charlotte Christie	Local Art	N	Y	25 September
Natalie Robertson	National, photography	N	N	9 December
Toihoukura annual exhibition	Local Art	N	Y	27 November
Tom Heeney	History	Y	Y	6 December
Legacy – Tuakana Taina	Local Art	N	Y	29 January
Passport Collection: VHoy Creative.	National, photography	N	N	5 February
Nature Studies: Irene Callaghan	Local Art	N	Y	5 March
Construing Space: Cyndy McKenzie.	National	N	N	26 March
Margaret Hansen	Local Art	N	Y	7 May
Anaru Rondon	History	N	N	14 May
Matt Randall	Local Art	N	Y	28 May

\*There may be ongoing adjustments to the exhibition programme due to the impact of Covid-19.



## Supporting Significant Collections

Tairāwhiti Museum will continue to improve standards of care, to develop and to provide access to its collections according to its policies.

Key priorities for 2020/21 include:

- Progress a significant project to undertake a redevelopment of the museum's taonga Māori storage area\*
- Collections Online project development and implementation\*
- Upgrades to photograph and archive storage

*Success will be measured by showing that:*

- 1. the collection has been developed according to museum policies**
- 2. at least 80% of new acquisitions are by gift, donation or bequest**
- 3. no museum objects are damaged or stolen as a result of practices and environments that do not meet museum standards**
- 4. all research enquiries are responded to within 10 working days**

\*Special projects listed above are contingent on successful receipt of external grants/sponsorship.



Return of tuktuku panels to Rongopai Marae for restoration, July 2019



## Maintaining a high quality facility

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

The museum trust will continue to deliver a programme of improvements and upgrades to the facility as per the museum's Facility Development plan. A major project for 2020/21 will be progressing redevelopment planning for the museum's taonga Māori store.

*Success will be measured by:*

- 1. Meeting the obligations of the Lease Agreements with GDC**
- 2. Progress toward meeting museum facilities standards**

## Increasing Revenue-generation

Tairāwhiti Museum will focus on continuing to provide museum services within a sustainable financial model with a particular focus on increasing earned income and actively seek grants, sponsorship and partnerships to undertake and support special activities.

*Success will be measured by:*

- 1. Demonstrating a steady level of income generated through museum activities\***

\*The impact of Covid-19 on visitation, and therefore on admissions and retail income streams is likely to mean that the museum will be unable to achieve its usual aim of year-to-year growth for 2020/21. However, with a focus on domestic tourism and local retail sales we are hoping to achieve a steady level of income with 2019/20.

- 2. Demonstrating an active and successful grants, sponsorship and partnership funding programme to deliver special projects and exhibitions**
- 3. Delivering an Annual Report which demonstrates that museum services are being delivered sustainably**



Exhibit café deck overlooking Kelvin Park

## 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 2020/2021 year 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.
- Collaborate with HB Williams Memorial Library and Gisborne District Council Archives to support community needs, particularly in regard to research services.
- Report regularly to GDC Finance and Performance Committee

### Ministry of Education

- Meet the provisions of the current contract for services

### Iwi Organisations

- Continuance of strong relationships at governance level with Te Aitanga a Māhaki, Ngāti Porou, Te Aitanga a Hauiti, Rongowhakaata and Ngai Tāmanuhuri, through their iwi appointed representatives to the museum trust board.
- Strong relationships at operational level with iwi, hapū and whānau to advance and support museum-led and iwi-led projects, as well as collaborations and partnerships.

The Friends of the Museum of te Tairāwhiti Inc

Gisborne Museum of Art and History Endowment Trust

Exhibit Café

Ngā Taonga a Ngā Tama Toa Trust

Gisborne Artists' Society and other community arts groups

Eastern Institute of Technology

Te Wānanga o Aotearoa

Te Runanga o Tūranganui-a-Kiwa

Te Runanganui o Ngāti Porou

Activate Tairāwhiti

Tairāwhiti Arts Festival

Eastwood Hill Arboretum

The Gisborne Herald

Tairāwhiti Environment Centre

Gisborne i-SITE

Gisborne Chamber of Commerce

Wairoa Museum

Professor Jack C Richards

Trust Tairāwhiti

Ministry for Culture and Heritage

Creative New Zealand

Te Papa Tongarewa Museum of New Zealand

*Success will be measured by:*

- 1. Meeting the obligations of the Contract for Service with Gisborne District Council**
- 2. Meeting the obligations of formal partnerships with other community organisations and individuals**



## **Key success measures**

	Supports Trust Objectives (see Business Plan)	2020/21
<b>Engaging our Communities</b>	A, C, D, E, G	
Number of visitors to museum facilities per annum		45,000
<b>Sustaining High Visitor Satisfaction</b>	A, G, I	
Satisfaction of GDC residents		90%
<b>Delivering Excellence in Education</b>	C, E, F, G H, I, J	
Meet Ministry of Education targets as per contract		Y/ N
<b>Supporting Significant Collections</b>	A, B, C, D, E, F, G, H	
Collection research enquiries responded to within 10 working days		Y/N
Collections are cared for to museum standards (no theft/loss or damage)		Y/N
Collection is developed according to policies		Y/N
Level of collection acquisition via gift, donation and bequest		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
Deliver exhibitions focusing on Tairāwhiti artists and Tairāwhiti History		5
Deliver exhibitions utilising museum collections		5
Public programmes delivered		10
<b>Increasing Revenue-Generation</b>	H, I	
Increase museum-generated revenue each year		Y/N
Deliver Annual financial report demonstrating financial sustainability		Y/N
Successfully receiving grant, sponsorship and partnership funding to enable special projects		Y/N
<b>Maintaining a High Quality Facility</b>	A, G	
Meet obligations of Lease Agreement with Gisborne District Council		Y/N
<b>Developing Positive Partnerships</b>	H, I, J	
Meet obligations of Contract for Service with Gisborne District Council		Y/N
Meet obligations of other formal partnerships with iwi, community organisations and individuals		Y/N

## Projected budget for operations for Tairāwhiti Museum 2020/21

<b>INCOME</b>	<b>2020/21</b>	2019/20
Admissions	\$20,000	20,000
Koha	\$1,000	1,000
Café rental	\$7,200	7,200
Collections	\$2,000	2,000
Exhibitions	\$1,500	1,500
Interest Received	\$500	1,000
Retail	\$30,000	30,000
Sundry Income & Venue Hire	\$3,000	4,000
<b>Total income less grants/contracts for services*</b>	<b>\$65,200</b>	66,700
GDC - contract for services – operations	\$722,495	722,495
GDC - insurance	\$32,000	31,648
Ministry of Education contract for services - LEOTC	\$164,380	164,380
<b>Total contracts for services income</b>	<b>\$918,875</b>	918,523
<b>TOTAL INCOME</b>	<b>\$984,075</b>	985,223
<b>OPERATING EXPENSES</b>		
Collection	\$10,000	7,000
Exhibitions	\$40,000	40,000
Education	\$150,000	150,000
Finance	\$6,500	6,175
Insurance	\$49,000	44,000
Maintenance	\$40,000	40,000
Marketing	\$18,000	18,000
Operations	\$71,000	72,000
Power	\$45,000	45,000
Public Programmes	\$2,575	5,000
Staff	\$552,000	545,000
<b>TOTAL EXPENSES</b>	<b>\$984,075</b>	972,175
<b>NET surplus/(deficit) excl depreciation</b>	<b>0</b>	13,048
Depreciation	100,000	100,000
<b>TOTAL EXPENSES INCLUDING DEPRECIATION</b>	<b>\$1,084,075</b>	1,072,175
<b>NET surplus/(deficit) incl depreciation</b>	<b>-\$100,000</b>	-86,952

*This budget excludes*

- Unconfirmed income that may be received from grants, sponsorship, bequests –primarily for special projects related to collections, exhibitions and events
- Grants, sponsorship received directly by exhibiting artists/curators to deliver museum projects
- expenditure from grants/sponsorship for special projects
- grant income received in previous financial years, used in 2020/21 for ongoing special projects