

ANNUAL PLAN

2021 - 2022

GISBORNE MUSEUM OF ART AND HISTORY TRUST

Operating as Tairāwhiti Museum

Annual Plan

2021-2022

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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 2021 – 30 June 2022 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	Key Business Objectives	Developing positive Partnerships
Delivering excellence in Education	Celebrating Tairāwhiti's art, culture and history	Maintaining a high quality facility

Overview of key activities for 2021/22

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 renew 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.
Successfully negotiate a new contract for service delivery with the 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
- Generate earned income and actively seek grants, sponsorship and partnerships to undertake and support museum operational activities and significant projects.



Museum staff wānanga at Muriwai Marae, June 2021

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 the expected ongoing impact of Covid-19 on museum visitation, particularly if international tourism restrictions remain in place. We will be continuing to focus on attracting local residents and domestic tourists to the museum.

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**



Chinese folk music concert at the museum, Tairāwhiti Lantern Festival, April 2021

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 and a key activity for 2021 will be negotiating a new contract for services.

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**

*targets from January 2021 will depend on the outcome of the negotiation of a new contract for services with the Ministry of Education



Education programme with artist Matt Randall in Te Hau Tahito, June 2021

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.

- The exhibition *Tū te Whaihanga*, due to close in October 2020 has been extended until at least April 2022 due to the ongoing impacts of Covid-19 on international travel. It will be a focus for programming, education, and attracting domestic visitors over the 2021/2022 year.

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 2021/22 include:

Exhibition 2021 - 2022	Type	Utilising museum collection	Tairāwhiti focused content	Opens
Decorative Arts Gallery	Decorative Arts	Y	Y	ongoing
<i>Posing, Not Posing</i>	History, Photography	Y	Y	ongoing
<i>Places and Faces</i>	History, Photography	Y	Y	ongoing
<i>Tū te Whaihanga: a recognition of creative genius</i>	Art, History	Y	Y	ongoing
Artists, Potters and Photographers Group exhibition	Local Art	N	Y	30 August
<i>The Word Te Kupu</i> Anaru Rondon Collection	History	N	N	16 July
Sarah Gordon – solo	Local Art	N	Y	24 September
<i>Colonies</i> – group	Local Art/craft	N	Y	06 August
Isabel Te Rauna - solo	Local Art/craft	N	Y	17 September
Gisborne Printmakers – group	Local Art	Y	Y	08 October
Rina and Tai Kerekere	Local Art	N	Y	03 December
Toihoukura Annual Exhibition	Local art	N	Y	10 December
Heather Van Wyk and Raymond Crafts	Local Art	N	Y	26 November
Ceramics – group exhibition	Local art/craft	N	Y	28 January
Irene Callaghan - solo	Local Art	N	Y	18 February
Leah McCann – solo	Local Art	N	Y	01 April
Anne Frank touring exhibition – Holocaust Centre of NZ	National	N	N	12 May
Sarah Featon – art + history + touring component	National	Y	Y	6 May
Amber Graham and group	Local Art	N	Y	10 June
Phil Yeo - solo	Local Art	N	Y	17 June

*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 2021/22 include:

- Complete a feasibility study for the possible redevelopment of the museum's taonga Māori storage area.*

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.



Pou Whakairo conservation project, October 2020

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.

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 maybe unable to achieve its usual aim of year-to-year growth for 2021/22. However, with a focus on domestic tourism and local retail sales we are hoping to achieve a steady level of income with 2020/2021.

- 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 2021/2022 year include

Gisborne District Council

- Meet the provisions of the contract for services and deed of lease. Renew the lease and negotiate and agree a new contract for services.
- 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 Gisborne District Council.

Ministry of Education

- Meet the provisions of the current contract for services and negotiate a new 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)	2021/22
Engaging our Communities	A, C, D, E, G	
Number of visitors to museum facilities per annum		45,000
Sustaining High Visitor Satisfaction	A, G, I	
Satisfaction of GDC residents		90%
Delivering Excellence in Education	C, E, F, G H, I, J	
Meet Ministry of Education targets as per contract		Y/ N
Supporting Significant Collections	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%
Celebrating Tairāwhiti's Art, Culture and History	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
Increasing Revenue-Generation	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
Maintaining a High Quality Facility	A, G	
Meet obligations of Lease Agreement with Gisborne District Council		Y/N
Developing Positive Partnerships	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 2021/22

INCOME	2021/22	2020/21
Admissions	\$28,000.00	20,000
Koha	\$1,000.00	1,000
Café rental	\$7,200.00	7,200
Collections	\$1,500.00	2,000
Exhibitions	\$1,500.00	1,500
Interest Received	\$250.00	500
Retail	\$35,000.00	30,000
Sundry Income & Venue Hire	\$2,000.00	3,000
Total income less grants/contracts for services*	\$76,450.00	65,200
GDC - contract for services – operations	\$735,000.00	722,495
GDC - insurance	\$29,000.00	32,000
Ministry of Education contract for services - LEOTC	\$164,380.00	164,380
Total contracts for services income	\$928,380.00	918,875
TOTAL INCOME	\$1,004,830.00	984,075
OPERATING EXPENSES		
Collection	\$15,000.00	10,000
Exhibitions	\$40,000.00	40,000
Education	\$135,000.00	150,000
Finance	\$7,000.00	6,500
Insurance	\$49,000.00	49,000
Maintenance	\$45,000.00	40,000
Marketing	\$20,000.00	18,000
Operations	\$85,000.00	71,000
Power	\$45,000.00	45,000
Public Programmes	\$3,830.00	2,575
Staff	\$560,000.00	552,000
TOTAL EXPENSES	\$1,004,830.00	984,075
NET surplus/(deficit) excl depreciation	\$0.00	0
Depreciation	\$100,000.00	100,000
TOTAL EXPENSES INCLUDING DEPRECIATION	\$1,104,830.00	1,084,075
NET surplus/(deficit) incl depreciation	\$100,000.00	-\$100,000

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 2021/22 for ongoing special projects