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GISBORNE MUSEUM OF ART &  
HISTORY TRUST

2023 - 2024  
ANNUAL  
PLAN



[WWW.TAIRAWHITIMUSEUM.ORG.NZ](http://WWW.TAIRAWHITIMUSEUM.ORG.NZ)

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# TE WHARE TAONGA O TE TAIRĀWHITI

## TAIRĀWHITI MUSEUM & ART GALLERY

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 2022 – 30 June 2023 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 July 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.

A new Business Plan for the period July 2024 – June 2027 is being prepared and will be confirmed once the Service Contract and Lease with Gisborne District Council has been confirmed.

The 2018 - 2022 Business Plan details eight Key Business Objectives (see page 2) which guide Tairāwhiti Museum in the development of its Annual Plan.



**Tairāwhiti Museum is the major public institution for arts, culture and heritage activities for the Tairāwhiti region.**

**Our mission is to be a waharoa (gateway) and resource for our communities and to stimulate appreciation, understanding, enjoyment, and involvement in the arts, culture and heritage of Tairāwhiti.**

# MUSEUM OBJECTIVES 2023 - 2024

These objectives 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.



Supporting  
significant  
collections



Engaging our  
communities



Celebrating  
Tairāwhiti  
arts, culture  
and history



Delivering  
excellence in  
education



Maintaining  
positive  
partnerships



Maintaining  
revenue  
generation



Sustaining  
high visitor  
satisfaction



Maintaining  
a high quality  
facility

# MUSEUM PRIORITIES & PROJECTS 2023 - 2024



## 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



## 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 & Cyclone Gabrielle recovery on museum visitation.





## Celebrating Tairāwhiti arts, 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.

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 TO OPEN IN 2023/24 INCLUDE:

#### TAIRĀWHITI HISTORY - TEMPORARY

He Toka Tū - Kākahu  
Millard Studio  
Up The Coast  
Pride Tairāwhiti

#### TAIRĀWHITI ARTISTS - GROUP

*We Dream* - Louise Walsh and Jolene Douglas  
Annual exhibition – Toihoukura  
Sandy Adsett's students

#### TAIRĀWHITI ARTISTS - SOLO

*Nga Mata o te Ariki* - Maia Keane  
*WOW!* - Susan Holme  
Michelle Kerr  
Mel Tahata  
Maiko Lewis Whaanga  
Brian Campbell  
*Moving Hands* - Barry Ball  
Richard Rogers  
Phoebe Gander  
Adrienne Stewart

#### NATIONAL - TOURING

*Toi Koru* - Sandy Adsett

#### LONG TERM EXHIBITIONS

*Watersheds Nga Waipupu*  
*Te Moana*  
Wyllie Cottage  
Star of Canada



### Delivering excellence in education

Tairāwhiti Museum will continue to be assessed by the Ministry of Education as a high-quality ELC (Enriched Learning Curriculum) provider.

Success will be measured by:

1. Service promotion to 100% of schools in the region
2. 8,600 students participating in programmes annually
3. Meeting quality assurance and reporting requirements



### 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 projects\* for 2023/24 include:

- He Toka Tū grant funded kākahu rehousing project
- Commencement of Sled House conservation project

Success will be measured by:

1. developing the collection according to museum policies
2. 80% of new acquisitions by gift, donation or bequest
3. no preventable damage or loss to museum collections
4. research enquiries are responded to within 10 working days

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



### 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 in this regard.

In 2023/24 the Museum and GDC will deliver an Asset Management Plan for the museum site to ensure facilities are fit for purpose and managed, maintained and developed appropriately. Both parties will continue to deliver a programme of work based on this plan.

In 2023/24 museum staff will deliver a Disaster Management Plan to ensure the museum is able to respond to significant disaster events.

Success will be measured by:

1. Meeting Lease obligations
2. Delivery of an Asset Management Plan
3. Delivery of a Disaster Management Plan



### 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\*\*
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

\*\*The ongoing long-tail impact of Covid-19 on visitation and Cyclone Gabrielle is likely to continue in 2023/24





## Maintaining 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 2022/2023 year include:

### Gisborne District Council

- Meet the provisions of the contract for services
- Sustain positive communications with councillors and council staff
- Provide support to council activities
- Collaborate with HB Williams Memorial Library and Gisborne District Council Archives

### Ministry of Education

- Meet the provisions of the 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.

## Other key organisations we will partner with in 2023/24

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  
 Gisborne Pottery Group  
 Gisborne Camera Club  
 Eastern Institute of Technology  
 Te Wānanga o Aotearoa  
 Te Runanga o Tūranganui-a-Kiwa  
 Historic Places Tairāwhiti  
 Te Tairāwhiti Arts Festival  
 Eastwood Hill Arboretum  
 The Gisborne Herald  
 Gisborne i-SITE  
 Gisborne Chamber of Commerce  
 Wairoa Museum  
 Tairāwhiti Rainbow Collective  
 Trust Tairāwhiti  
 Ministry for Culture and Heritage  
 Creative New Zealand  
 Museums Aotearoa  
 Te Papa Tongarewa Museum of New Zealand

Success will be measured by:

1. Meeting the obligations of the Contracts for Service with Gisborne District Council and the Ministry of Education
2. Meeting the obligations of ongoing formal partnerships and project agreements with other community organisations and individuals



Key success measures	Supports Trust Objectives (as per Business Plan)	Target 2023/24
<b>Engaging our Communities</b> Number of visitors to museum facilities per annum	A, C, D, E, G	45,000
<b>Sustaining High Visitor Satisfaction</b> Satisfaction of GDC residents	A, G, I	90%
<b>Delivering Excellence in Education</b> Meet Ministry of Education targets and requirements as per ELC contract	C, E, F, G, H, I, J	Y/ N
<b>Supporting Significant Collections</b> Collection research enquiries responded to within 10 working days Collections are cared for to museum standards (no preventable theft/loss or damage) Collection is developed according to policies Level of collection acquisition via gift, donation and bequest	A, B, C, D, E, F, G, H	Y/N Y/N Y/N 80%
<b>Celebrating Tairāwhiti's Art, Culture and History</b> Deliver a diverse range of temporary exhibitions annually Deliver exhibitions focusing on Tairāwhiti artists and Tairāwhiti History Deliver exhibitions utilising museum collections Public programmes delivered	A, C, D, E, I, J	Y/N 5 5 10
<b>Increasing Revenue-Generation</b> Demonstrate a steady level of museum-generated revenue Deliver Annual financial report demonstrating financial sustainability Successfully receiving grant, sponsorship and partnership funding to enable special projects	H, I	Y/N Y/N Y/N
<b>Maintaining a High Quality Facility</b> Meet obligations of Lease Agreement with Gisborne District Council Delivery against the Facilities Development and Maintenance Plan Progress toward meeting international museum facilities standards	A, G	Y/N
<b>Maintaining Positive Partnerships</b> Meet obligations of Contract for Service with Gisborne District Council Meet obligations of other regional, national and international partnership agreements	H, I, J	Y/N Y/N

# PROJECTED BUDGET FOR OPERATIONS 2023/24

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INCOME	2023/24	2022/23
Admissions	\$28,000.00	\$28,000.00
Koha	\$1,000.00	\$1,000.00
Café rental	\$7,200.00	\$7,200.00
Collections	\$500.00	\$1,000.00
Exhibitions	\$2,000.00	\$1,000.00
Interest Received	\$2,400.00	\$250.00
Retail	\$46,000.00	\$35,000.00
Sundry Income & Venue Hire	\$1,500.00	\$2,000.00
<b>Total income less grants/contracts for services*</b>	<b>\$88,600.00</b>	<b>\$75,450.00</b>
GDC - contract for services – operations	\$735,000.00	\$735,000.00
GDC - insurance	\$45,000.00	\$32,518.00
Ministry of Education contract for services - ELC	\$164,380.00	\$164,380.00
other confirmed grants	\$192,000.00	0
<b>Total contracts for services income</b>	<b>\$1,136,380.00</b>	<b>\$931,898.00</b>
<b>TOTAL INCOME</b>	<b>\$1,224,980.00</b>	<b>\$1,007,348.00</b>

OP EXPENSES	2023/24	2022/23
Collection	\$197,000.00 note: He Toka Tu project, ext funded	\$8,000.00
Exhibitions	\$27,350.00	\$21,000.00
Education	\$181,000.00	\$164,380.00
Finance	\$7,100.00	\$7,000.00
Insurance	\$63,000.00	\$50,518.00
Maintenance	\$32,810.00	\$38,000.00
Marketing	\$12,000.00	\$15,000.00
Operations	\$85,840.00	\$80,000.00
Power	\$42,000.00	\$45,000.00
Public Programmes	\$0	\$0
Staff	\$658,500.00	\$583,000.00
<b>Total Expenses</b>	<b>\$1,306,600.00</b>	<b>\$1,011,898.00</b>
NET surplus/(deficit) excl depreciation	(\$81,620.00) note: deficit covered by grants received 2022/23	(\$4,550.00)
Depreciation	\$100,000.00	\$100,000.00
Total expenses including depreciation	\$1,406,600.00	\$1,111,898.00
NET surplus/(deficit) incl depreciation	(\$168,000.00)	(\$104,550.00)

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 2023/24 for ongoing special projects